



ECONOMIC DEVELOPMENT PLAN 2011 – 2016 & Beyond: A Layered Approach

Report on the First Year's Accomplishments
and Update of the Plan

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CITY OF CLOVERDALE
2011-2016 Economic Development Plan

Table of Contents

Purpose of the Cloverdale Economic Development Plan	3
Report on the Original 2010-2015 EDP.....	4
The Art of Juggling	4
Highlights of the 2010-2015 EDP’s First Year Accomplishments	4
New Businesses in Cloverdale.....	5
2011-2016 Update to the Cloverdale Economic Development Plan	6
5 Updated objectives for the 2011-2016 EDP.....	6
Introduction to the Table of Objectives, Strategies and Steps.....	6
Table of Objectives, Strategies & Steps.....	7
Appendix I: Background Information on the 2011-2016 EDP	24
A Brief History of Cloverdale.....	24
Economic Development – A Layered Approach	24
A Vision for Cloverdale.....	27
7 Original Objectives for the 2010-2015 Economic Development Plan	28

PURPOSE OF THE CLOVERDALE ECONOMIC DEVELOPMENT PLAN

Cloverdale has experienced much economic change in its history, but is well positioned for the future. The short-term outlook for Sonoma County, and Cloverdale, is that economic recovery has begun, but there are likely to be bumps in the road. Uncertainties in some of the key sectors, such as tourism and especially the wine-related industries, may result in significant changes.

It is within this context that Cloverdale created the 2010-2015 Economic Development Plan (EDP), which was adopted in August 2010. The purpose of the EDP is to articulate the strengths and weaknesses of the community's economic health and, using targeted, finite resources, identify and carry out strategic projects and activities to maximize its strengths and mitigate its weaknesses in order to attain economic revitalization and sustainability.

Over the past few years, the Cloverdale City Council, Cloverdale residents, and City staff have finalized plans that all work together to guide Cloverdale's steps toward a sustainable economy for the community. Examples include the General Plan, the Station Area/Downtown Plan, the Redevelopment Agency Implementation Plan, and the Branding/Marketing Study. These Plans and other activities provide the basis for the EDP. (See Appendix for more detail on the various Plans.)

Using these Plans and Studies, the City Council supported two potential visions for Cloverdale's future:

- ***Cloverdale as an Arts/Culture Destination***
- ***Cloverdale as a Destination of Great Natural Beauty***

The objectives and strategies in the Economic Development Plan merge these two visions. (See Appendix for more detail on the vision.)

The City has three adopted goals:

- Promote ***Economic Development*** in order to create an environment where residents can live, work, and play
- Establish the ***Financial Stability*** of City government in order to provide reliable, sustainable services to the community
- Support City staff in order to provide ***Excellent Service*** to the community

While the purpose of the EDP is to focus on economic development; all three goals are interrelated.

The City of Cloverdale takes a layered approach to economic- and re-development. A layered approach identifies a project and expands it to meet multiple needs of the City, i.e., a "killing two birds with one stone" approach. This allows the City to leverage limited public resources, both finance and staff. (See Appendix for more detail on the layered approach to economic development.)

REPORT ON THE ORIGINAL 2010-2015 EDP

The 2010-2015 Economic Development Plan identified seven objectives and 48 strategies to address the goal to create an environment where residents can live, work, and play. Each strategy had associated steps, which were divided among those that would be begun and/or completed within the first twelve months; those that the community would work on over the next 1-3 years; those that would begin over the next 3-5 years; and those that would take place 5+ years in the future. The Plan also identified which of those steps were ongoing in nature.

The Art of Juggling

The EDP was very ambitious, especially considering that no additional staffing or funding came with the Plan. The City restructured the workplans of some of its existing staffing, and took a team approach to accomplishing the various strategies. The City recognized that some strategies would move at a slower pace than originally estimated; some would move more quickly; and some, after more analysis, would be determined to be unfeasible or inappropriate for Cloverdale.

The concept of juggling as it applies to the EDP is based on the following principles:

- The City will make progress on every subject area;
- The timing of each project's completion depends on the degree of involvement required by others (e.g., other agencies; property owners; etc.); and
- Unanticipated New Strategies & Steps will present themselves.

The City allows each strategy and step to mature and evolve at its own natural pace. If significant resistance or barriers are presented on a specific project, the City first evaluates it to see if the project should be modified. If necessary, the City shifts its attention to a different project until work on that original project would be more productive.

Highlights of the 2010-2015 EDP's First Year Accomplishments

The City is proud of its success during the first year of the EDP. In September 2011, staff provided a report on these accomplishments. Following are some of the highlights:

- Improved and enhanced the economic development section of the City's website, including providing a link to a regional property inventory database and creating a *genuinelycloverdale.com* web portal to promote lodging, dining, attractions and other businesses
- Received CDBG funding to continue the efforts of CAFÉ, a citizen-driven micro-business initiative; and to start up an Artists & Artisans Incubator

- Mapped the existing industrial area and updated the City’s utility master plans, Capital Improvement Program and impact fees so that the infrastructure will be in place or in process when industrial development occurs
- Participated in various regional promotion efforts, and began a business visitation program to encourage local businesses to participate as well
- Opened the doors to the Cloverdale Performing Arts Center, a 99-seat theatre primarily funded through the Cloverdale Redevelopment Agency (and the third of the 4-Corners Projects). CPAC recently completed its successful first 5-play (plus extras) season
- Milano Winery opened its wine tasting room – the first in the City of Cloverdale; Wilson Winery has purchased the historical former WestAmerica bank building for a business endeavor
- Improved and enhanced the playground equipment and security measures at Main City, Furber and Clark parks; partnered with the Cloverdale Unified School District, the Cloverdale Rotary, the Voigt Family (art) Foundation and members of the public to begin Phase I of the improvement to Kleiser Park
- Revised the zoning code to streamline business approval processes and adopted the Tier 1 green building code to provide regional consistency of environmentally friendly building practices
- Continued or created Teams that take a brainstorming, collaborative approach to address issues that an individual business may face during the development process:
 - Private Development Team – activated on large, complex projects (e.g., Alexander Valley Resort), or projects that have a broader community benefit
 - Opportunity Response Team (ORT) – activated early in the process for smaller businesses, either new or existing, usually who will be located within existing buildings

New Businesses in Cloverdale

The City began tracking new business activity within Cloverdale. Following is a summary:

Meetings:		Resulting Businesses:			
Informational*	Potential Businesses**	Yes	Likely (in process)	Maybe (too soon to know)	No
8	30	11	1	7	4
New businesses who did not use ORT		3			
Total new businesses		14			
Estimated # of jobs*** resulting from the new businesses		65			

*includes meetings with property owners, realtors, and potential short-term events.

**may include meeting more than once with a potential business.

***number of new jobs are reported on a voluntary basis by the business

2011-2016 UPDATE TO THE CLOVERDALE ECONOMIC DEVELOPMENT PLAN

The updated EDP resulted in modifications to the Objectives, Strategies and Steps of the original Plan.

5 Updated Objectives for the 2011-2016 EDP

The original seven objectives were expanded, consolidated, or deleted, with one new objective added, resulting in five objectives for the 2011-2016 EDP.

- Grow and attract businesses consistent with Cloverdale's small-town environment and identified Sonoma County clusters. Focus on small businesses in the short-term while laying the groundwork for larger enterprises in the longer term
- Maximize Cloverdale's assets, including its thriving arts community, areas of natural beauty and recreational amenities; and its role in the region in order to attract complementary businesses and visitors to frequent both existing and new businesses
- Encourage economic stimulus by marketing and promoting Cloverdale as a destination for businesses, tourists and residents
- Focus on strategic growth via catalyst projects and annexation of areas that will promote job growth for the community
- Foster community relations and communication by improving public access to information and technology

Introduction to the Table of Objectives, Strategies and Steps

Each objective has a series of strategies, which in turn have a number of steps to accomplish them. Although the strategies have been assigned a number, that number is for ease of reference only and is not intended to reflect relative importance. The updated Economic Development Plan has 33 strategies and 122 steps.

Following is the Table of Objectives, Strategies and Steps. It designates oversight of the strategies to a Council Subcommittee as appropriate, and estimates the timeframe in which each step will occur.

CITY OF CLOVERDALE
Economic Development Plan (EDP): 2011 – 2016 and Beyond
Table of Objectives, Strategies and Steps

Objective: Grow and attract businesses consistent with Cloverdale’s small-town environment and identified Sonoma County clusters. Focus on small businesses in the short-term while laying the groundwork for larger enterprises in the longer term

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
Strategy 1: Finalize and focus the Business Attraction Plan (modified)		Plan/CDA					
1.1	Expand and enhance the outreach approaches to attract potential new businesses		XX				
1.2	Review/update business leakage data and develop a targeted approach to attracting businesses to address that leakage		XX				
1.3	Articulate a Jobs Attraction component for the Plan		XX				
1.4	Articulate a Home-Based Business component for the Plan		XX				
1.5	Articulate an Outreach Program component for the Plan to attract residents who are independent contractors or who telecommute		XX				
1.6	Finalize the goals and outcomes of the first three years of the Business Attraction Plan		XX				
1.7	Explore and potentially implement the “New Business Contest” model		XX				
1.8	Proactively solicit small businesses, factories and manufacturing that can serve an identified niche for the community or the region, and that create family-wage jobs		XX				XX
1.9	Reach out to businesses to become partners in attracting complementary businesses (value		XX				XX

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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	chain)					
1.10	Formalize the Business Visitation Program, including the implementation of a tracking/ follow-up system that reports the results of trouble-shooting assistance and includes a regular schedule of electronic contact and information of interest to businesses		XX	XX		XX
1.11	Explore the idea of an internship/ mentor program with the business and non-profit communities for routine and special assignments to boost resumés with real world experience and develop the skills of future employees			XX		
<i>Strategy 2: Serve as Ombudsman to local businesses (existing)</i>		N/A				
2.1	Provide advocacy and liaison services between new and existing businesses with government agencies to assist in the creation or expansion of business					XX
2.2	Provide educational and counseling services on SBA loans, marketing, business health and improvement, and other topics					XX
<i>Strategy 3: Activate City Teams on an as-needed basis to facilitate the creation or expansion of businesses (existing)</i>		N/A				
3.1	Activate the Opportunity Response Team (ORT) to follow up on potential business leads, meet with existing businesses who may be missing growth opportunities, and collaborate with those businesses on solutions to barriers that may					XX

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
	exist for their projects						
3.2	Activate the Private Development Team (PDT) on larger, more complex projects, projects with a general community benefit, or for short-term events needs to brainstorm solutions to policy inconsistencies or other barriers to success						XX
<i>Strategy 4: Promote community efforts to create CAFÉ – a micro-business framework (existing)</i>		N/A					
4.1	Serve as liaison between community efforts and other governmental agencies		XX				XX
4.2	Create and maintain partnerships between CAFÉ, the Chamber of Commerce and other community organizations to achieve the goals of micro-business enterprises		XX	XX			XX
4.3	According to CAFÉ's timeline, assist as needed in creating and implementing a funding and site location plan		XX	XX			XX
<i>Strategy 5: Encourage industrial businesses in industrial areas, with special emphasis on areas where joint public/private investment had created roads and infrastructure (Santana Dr and Sandholm Ln) (modified)</i>		N/A					
5.1	Meet with property owners in existing industrial areas and the industrial exception area to identify level and timing of interest in developing their property				XX		
5.2	With property owners, identify issues, including infrastructure needs (water/sewer) impeding annexation and/or potential development and create and				XX		

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
	implement a plan addressing those barriers						
5.3	Explore funding options for new infrastructure and business assistance programs			XX			

Objective: Maximize Cloverdale’s assets, including its thriving arts community, areas of natural beauty and recreational amenities; and its role in the region in order to attract complementary businesses and visitors to frequent both existing and new businesses

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
	<i>Strategy 6: Clearly articulate a vision for the Cloverdale downtown core, that integrates the downtown with the Thyme Square/Citrus Fair site in order to provide the foundation for business attraction (modified)</i>	N/A					
6.1	Review and update the Cloverdale Downtown Master Plan, focusing on strategic locations and the downtown plaza		XX	XX			
6.2	Incorporate the vision statement into marketing materials and the Opportunity Response Team’s workplan			XX			XX
6.3	Identify and secure funding for the activities in the Plan			XX	XX		
	<i>Strategy 7: Establish an Artists & Artisans Incubator to secure Cloverdale’s position as a viable destination to create, to conduct business, and to visit (modified)</i>	Plan/CDA					
7.1	Research similar models in the region and elsewhere, e.g., Sebastopol’s Entrepreneurs’ Project, “Go Local” and “Share Exchange” to customize Cloverdale’s approach and to identify areas of partnership and collaboration		XX				
7.2	Conduct a needs assessment that identifies the level of financial		XX				

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
	assistance needed for the Artisans; utility needs; Insurance requirements based on activities; compatibility of Artisan craft activity; level of business support needs, such as marketing and small business management, and product delivery requirements; and overall interest in participating in an Incubator						
7.3	Identify and secure commitments from the initial participants in the Incubator, and secure a location		XX				
7.4	Conduct a strategic plan, including establishing categories for the participants, defining the space based on categorical needs, and developing the management participation framework for operating the Artisan Incubator		XX	XX			
7.5	Explore the possibility of an Artists & Artisans Cooperative			XX			
7.6	If a Co-op is feasible, secure funding and develop the organizational structure (e.g., 501(c)3 designation)			XX	XX		
Strategy 8: Expand the Public Art Program (existing)		Public Svc					
8.1	Pursue with the Voigt Family Foundation, the Cloverdale Arts Alliance and other organizations the donation or long-term loan of additional sculptures or other art for display in public places		XX				XX
8.2	Develop and maintain a program that increases the art displays and promotes them to the region and beyond to attract visitors and businesses for whom aesthetically pleasing environments are important			XX			XX

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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<i>Strategy 9: Participate with region in building the 70-mile SMART rail line (existing)</i>		N/A				
9.1	Advocate for north Sonoma County representation on the citizens advisory committee, and for the need for the full 70 miles to be constructed		XX			XX
9.2	Provide support to SMART Board regarding funding and other state/ federal legislative issues					XX
9.3	Continue to implement the Station Area/Downtown Plan to maximize Cloverdale’s ridership on SMART					XX
<i>Strategy 10: Support the efforts of non-profits as a vehicle to target business or tourism growth (modified)</i>		N/A				
10.1	Work with the Alexander Valley Regional Medical Center (AVRMC) on the relocation and expansion of the medical center		XX	XX		
10.2	Explore with the County ways to maximize the use of the Cloverdale Veterans’ Building		XX			
10.3	Work with the community toward the creation of a skate park in Cloverdale		XX	XX		
10.4	Support the establishment of a Cloverdale Dog Park		XX	XX		
<i>Strategy 11: Promote bicycle use, walking and other forms of transportation as an alternative to traditional automobile traffic and for community health and enjoyment (modified)</i>		Public Svc				
11.1	Work with Caltrans and other stakeholders to develop the Cloverdale Greenway, connecting the Cloverdale Depot to the downtown, including identifying				XX	

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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	and securing funding (e.g., grants)					
11.2	Locate at least two charging stations for electric vehicles in order to participate in the Sonoma County "EV Charging Station Trail"		XX	XX		
<i>Strategy 12: Maximize the Russian River as an asset/regional amenity (modified)</i>		Public Svc				
12.1	Explore with Sonoma County the feasibility of a combined Russian River park master plan that connects the River in and around the Cloverdale City limits			XX		
12.2	Pursue the Russian River pedestrian/bicycle trail easements and improvements from the airport to First St			XX		
12.3	Identify funding (e.g., grant) opportunities for creating the plan		XX			
12.4	Develop and implement the plan			XX		
<i>Strategy 13: Improve City parks, consistent with Cloverdale's family-friendly environment (modified)</i>		Public Svc				
13.1	Finalize restoration and enhancement of park playground equipment		XX			
13.2	Finalize improvements to Clark Park through the installation of cameras, redesign of the play structure and other measures to attract more residents and visitors		XX			
13.3	Prepare a City Park Master Plan, tree protection ordinance, and street tree plan; identify and secure funding (e.g., grants)		XX	XX		
13.4	Develop and implement a Clover Springs Open Space Master Plan		XX	XX		
13.5	Continue with the Cloverdale Unified School District, Rotary		XX	XX		

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
	and other community leaders the improvement/rejuvenation of Kleiser Park						
13.6	Partner with CUSD on joint use of school facilities, e.g., tennis courts						XX
<i>Strategy 14: Improve the appearance of strategically placed properties in the downtown core and at entrances to the city (new)</i>		Public Svc					
14.1	Identify maintenance issues on highly visible properties such as those in the downtown core and at entrances to the city		XX				
14.2	Proactively address those issues through a combination of collaborative and enforcement approaches		XX				

Objective: Encourage economic stimulus by marketing and promoting Cloverdale as a destination for businesses, tourists and residents

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
<i>Strategy 15: Promote Cloverdale's Toolkit of Incentives to attract certain businesses (modified)</i>		Plan/CDA					
15.1	Research potential financial incentives or funding for certain types of businesses		XX				
15.2	Finalize major examples of the financial and non-financial incentives the City can feasibly offer to potential businesses		XX				
15.3	Create, distribute and maintain marketing materials, both in writing and via presentations, describing the toolkit			XX			XX
15.4	Re-establish the Façade/Tenant Improvement Program to revitalize downtown				XX		
<i>Strategy 16: Articulate Cloverdale's marketing and media relations approach (new)</i>		N/A					

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
16.1	Create a multi-faceted plan for building and maintaining productive media relations across all local outlets and in targeted regional/national outlets		XX				
16.2	Articulate a component for the Plan to market existing businesses		XX				
16.3	Expand on the plan to focus on in-bound marketing with carefully targeted use of social media, including the system to follow-up on leads resulting from the marketing			XX			
<i>Strategy 17: Enhance Cloverdale's use of alternative media sources to market the community to potential businesses and new residents, and to increase awareness of existing business (modified)</i>		Fin/Admin					
17.1	Establish, market and maintain Cloverdale media sources, such as Facebook and Twitter						XX
17.2	Enhance the City website to increase access to community amenities and to improve functionality		XX				
17.3	Expand the comprehensiveness of the City website and its connection via links, etc., to areas of compatible interest			XX			
17.4	Develop and implement a risk management policy that allows for broader access to information about the City while ensuring compliance with state and federal laws			XX			XX
17.5	Develop and implement a social media strategy that uses these sources to broaden awareness of Cloverdale in regional markets			XX			XX
<i>Strategy 18: Expand participation in regional marketing/promotion and in</i>		N/A					

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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<i>regional activities that increase Cloverdale’s visibility and position it to attract a wider range of businesses, visitors and residents (modified)</i>							
18.1	Educate businesses and promote regional marketing opportunities, e.g., iVisit Sonoma County, via the Chamber of Commerce and other organizations						XX
18.2	Develop local and participate in regional campaigns to “shop/buy local”		XX	XX			XX
18.3	Develop, participate in and distribute local and regional marketing materials that promote Cloverdale’s recreational amenities for bicyclists			XX			XX
18.4	Promote Cloverdale as a hub for Sonoma’s Playground. Create and distribute marketing materials – “Cloverdale – 15 minutes to...” to highlight Cloverdale’s proximity to regional amenities			XX			XX
18.5	Support efforts to improve regional assets, e.g., the Sonoma County Airport, that will increase Cloverdale’s economic development opportunities						XX
<i>Strategy 19: Expand the Web Portal (genuinelycloverdale.com) to promote local businesses and amenities (existing)</i>		N/A					
19.1	Identify unique amenities such as NorCal Skydiving, and pursue those services and other businesses whose success depends upon visitors to be included on the portal						XX
19.2	Market the portal to local businesses so that the site is as comprehensive as possible						XX

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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<i>Strategy 20: Encourage members of the community to become involved in marketing and promoting Cloverdale (modified)</i>		N/A					
20.1	Maintain an ad hoc Marketing Cloverdale Partnership of residents and local business representatives to discuss and potentially implement marketing ideas consistent with the Branding/Marketing Study						XX
20.2	Strengthen relationship between Chamber of Commerce and City, e.g., by periodic meetings or other forums to discuss issues related to economic development		XX				XX
20.3	Establish a speakers/writers bureau to outreach to targeted trade, community and special interest organizations and their various print/internet outlets to increase awareness of Cloverdale, its brand and its opportunities for new businesses and residents			XX			
20.4	Establish the Genuinely Proud Cloverdale volunteers to promote downtown area business beautification and rejuvenation						XX
<i>Strategy 21: Maximize the use of public, non-profit and private facilities via a Cloverdale Concierge program that facilitates regional meetings and events, e.g., art classes (modified)</i>		N/A					
21.1	With CPAC, establish and pursue a goal to have a certain number of events (including performances, meetings and activities) at the Performing Arts Center per year in order to increase downtown pedestrian traffic and business		XX				

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
21.2	Explore with owners the feasibility of promoting the History Center, the Library, the Performing Arts Center, Citrus Fair, the Vets Building, etc. as a viable destination for multi-location events		XX				
21.3	Work with area businesses, e.g., lodging and restaurants, to create marketing packages and promote the community to event planners		XX				XX
<i>Strategy 22: Promote the connection of Cloverdale with the Wineries along the Mendocino Coast and other surrounding areas (modified)</i>		N/A					
22.1	Devote promotional and marketing opportunities with Mendocino regional tourism associations		XX				XX
22.2	Once approved, work with area businesses to create materials to market the Pine Mountain-Cloverdale Peak AVA			XX			XX
<i>Strategy 23: Develop and implement a Cloverdale signage program (modified)</i>		Plan/CDA					
23.1	Develop a signage program that markets Cloverdale from Hwy 101 and SR 128			XX			
23.2	Secure funding and implement the program			XX	XX		
23.3	With area businesses, develop a directional signage program for businesses in south Cloverdale			XX			
23.4	Upgrade the outdated City signs at the south and north entrances to town			XX			
23.5	Update the gateway signage into the Cloverdale downtown, and from the northern and southern entrances to the City					XX	
<i>Strategy 24: Articulate Cloverdale's</i>		Plan/CDA					

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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<i>approach toward welcoming and providing information to visitors (new)</i>						
24.1	Explore with area businesses and other interested individuals the best “Visitors Center” model for the community, e.g., official designate; team approach, etc.		XX			
24.2	Finalize and implement the model		XX			

Objective: Focus on strategic growth via catalyst projects and annexation of areas that will promote job growth for the community

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
<i>Strategy 25: Develop the Thyme Square property to catalyze growth in the downtown, and to connect the downtown to the Cloverdale Depot (modified)</i>		Plan/CDA				
25.1	Continue the environmental clean-up and monitoring of the site		XX	XX		
25.2	Develop an RFP to solicit developers to create a conceptual mixed use plan for the site that incorporates community priorities and allows the site to serve as the southern gateway to the downtown		XX			
25.3	Explore funding options, including New Market Tax Credits and state and federal funding programs; develop a funding plan			XX		
25.4	Negotiate agreements and construct the project, potentially in phases			XX	XX	
<i>Strategy 26: Relocate the Police Station into a new facility in order to house public safety services in a code-compliant building, to catalyze redevelopment on surrounding properties, and to free the existing facility in the plaza for redevelopment (existing)</i>		N/A				
26.1	Secure location for the new		XX			

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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	station					
26.2	Prepare architectural design and develop funding plan		XX	XX		
26.3	Create construction documents, secure permits and construct project			XX		
<i>Strategy 27: Use City housing funds to coordinate and support City economic development programs (existing)</i>		Plan/CDA				
27.1	Update City affordable housing strategy, including the update of the inclusionary housing ordinance			XX		
27.2	Encourage mixed-use development to share infrastructure costs between housing and business					XX
27.3	Outline grant opportunities focused on housing development to leverage local funds			XX		
27.4	Develop housing on city-owned properties to provide construction jobs, as well as housing for employees and customers for local businesses			XX	XX	
<i>Strategy 28: Improve the Cloverdale Municipal Airport to maximize commercial potential (modified)</i>		Airport				
28.1	Update the lease agreement and operating license with NorCal Skydiving		XX			
28.2	Explore the possibility of a larger fuel tank and a second jet-A fuel tank		XX			
28.3	Explore agreements with businesses and other governmental agencies who use the airport for occasional landing purposes			XX		
28.4	Explore short-term marketing or business opportunities, e.g., hot			XX		

		Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
	air balloon launching/landing						
28.5	Explore the feasibility of increased hangars that can be used for commercial purposes				XX		
28.6	Update the Airport CIP to include that and other projects if feasible				XX		
28.7	Develop a funding plan, secure funding and construct the project(s)					XX	
<i>Strategy 29: Encourage major destination commercial uses, such as resort/conference facilities (modified)</i>		N/A					
29.1	Work with Alexander Valley Resort to facilitate its development						XX
29.2	Work with the Citrus Fair on its relocation and/or enhancement						XX
<i>Strategy 30: Update City infrastructure to ensure services are available as development occurs (modified)</i>		Public Svc					
30.1	Update the City Street Master Plan and Storm Drain Master Plan				XX		
30.2	Review the Water and Wastewater Systems' organizational structures to ensure they meet the operational needs of the utilities		XX				
30.3	Encourage water conservation by providing access to and disseminating existing water consumption information and through voluntary water audits			XX			
30.4	Update water and wastewater rate models to incorporate changes in operations, maintenance needs, conservation, and new state and federal requirement			XX			

Objective: Foster community relations and communication by improving public access to information and technology

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
<i>Strategy 31: Expand the City's GIS mapping to increase public access to information and facilitate identification of economic development opportunity sites (modified)</i>	Public Svc					
31.1 Enhance the GIS to include information related to ownership, parcel size, land use and zoning, utilities and other improvements to help identify suitable development sites		XX				XX
31.2 Provide access to the GIS on the City's website and promote it as a publicly accessible resource for up-to-date property information		XX				
31.3 Integrate the database with other sites such as Loopnet and external sites such as Google Earth and Google Maps.			XX			
31.4 Explore the opportunity for N. Sonoma County promotion/ coordination opportunities with Geyserville, Healdsburg and Windsor by linking to their GIS			XX			
31.5 Update and maintain the database on an ongoing basis						XX
<i>Strategy 32: Establish public WiFi on and around Cloverdale Blvd (modified)</i>	Public Svc					
32.1 Develop a plan to address WiFi gaps, including partners and funding sources		XX	XX			
32.2 Develop and implement a use policy, including electronic technical aspects of signage, Citywide WiFi or WiFi hotspots, etc.		XX	XX			
<i>Strategy 33: Explore improvements to public involvement in City Council and Planning Commission meetings in order to increase participation in the decision-</i>	Fin/Admin					

	Subcommittee	0-12 Mnths	1-3 Yrs	3-5 Yrs	5+ Yrs	Ongoing
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<i>making process (new)</i>						
33.1	Explore the possibility of an interpreter (Spanish) for meetings		XX			
33.2	Revisit the possibility of live, televised meetings and other uses of technology, e.g., pod casting (including a funding source)			XX		
33.3	Prepare an outline timetable of the meeting and hearing notification process			XX		

APPENDIX I

BACKGROUND INFORMATION ON THE 2011-2016 ECONOMIC DEVELOPMENT PLAN

A Brief History of Cloverdale

Cloverdale has experienced much economic change in its history, but is well positioned for the future. Its economy has traditionally revolved around the agricultural, timber and railroad industries.

Cloverdale was always and continues to be ideally situated to be a transportation hub, and that can be seen in Cloverdale's history. From the opening of the first tavern in 1856, Cloverdale was a perfect stopping point on the pack trail that went from the valley floor through the hills to Ukiah and Humboldt, with stagecoach roads following in the 1860's and '70's. In 1872, the San Francisco and North Pacific Railroad extended from Healdsburg to Cloverdale, carrying agricultural products south to the Bay Area, and visitors north to destination hotels, resorts, and the Preston community. Rail is making a comeback in Cloverdale, with both the North Coast Rail commercial/industrial line running adjacent to the City, along with the future Sonoma-Marín Area Rail Transit (SMART) 70-mile passenger line.

Logging and lumber play a significant role in Cloverdale's history, with products carried from Cloverdale by both rail and truck until the 1990's. Five lumber processing operations still exist in Cloverdale. Wine grapes became the major agricultural product – the Italian Swiss Colony was the largest table wine producer in the world, and one of California's largest tourist destinations.

In the early 1990's, the City received word that the long awaited Highway 101 Bypass was funded, and immediately began taking steps to address its impacts. Among other projects, it planned for compact growth; developed infrastructure in the south industrial area; and undertook the Cloverdale Boulevard beautification program.

Cloverdale has remained true to its roots, even as it progresses. Over the past twenty years, Cloverdale has continued to change, but it has also carefully planned for its next stage. Following is a summary of accomplishments and planning activities that have taken place during this time.

Economic Development – A Layered Approach

The City of Cloverdale takes a layered approach to economic- and re- development. Economic development and redevelopment play complementary, if not identical, roles in the community, particularly in smaller communities such as Cloverdale.

A layered approach identifies a project and expands it to meet multiple needs of the City, i.e., a “killing two birds with one stone” approach. The layered approach allows us to leverage limited public resources, both finance and staff. It is especially valuable for small communities.

Why the Layered Approach is Effective in Small Communities

Reasons for Layering	Why it applies in Cloverdale
Limited opportunities for growth	Cloverdale has natural east and west boundaries, a tight urban growth boundary, and a self-imposed population limit (12,000 per General Plan).
Limited pool of investors	Cloverdale cannot directly leverage amenities provided by surrounding communities. Although on the Hwy 101 corridor, it does not abut any other towns – its closest City to the south is Healdsburg (~15 miles) and to the north, Ukiah (~30 miles). As a result, commercial investors will be drawn strictly by Cloverdale’s merits.
Little room for error	With a current size of 2.5 square miles and a compact downtown, Cloverdale has a finite number of parcels that are either un- or under-developed. Therefore, strategic parcels such as the City-owned Thyme Square commercial and the Citrus Fair sites are crucial to Cloverdale’s future. The community does not have other parcels offering similar assets. If the development of key parcels is not carefully and thoughtfully approached, Cloverdale will live with the missed opportunities for years to come.

The adopted Station Area/Downtown Plan is an example of using the layered approach. The City received a grant from the Metropolitan Transportation Commission (MTC) to create a Station Area Plan that would connect the Cloverdale Depot to the downtown in a pedestrian friendly way that builds the necessary ridership for the SMART line.

Using the layered approach, the City expanded the project to meet the community’s needs as well as the region’s needs. In addition to fulfilling the original intent, the Station Area/Downtown Plan provides a framework to the area that allows it to develop in a way that provides a gateway to the downtown from Cloverdale Blvd and Hwy 101; sets an example for the type and quality of development the community wants; and catalyzes development and redevelopment in the downtown core.

Over the past few years, the Cloverdale City Council, Cloverdale residents, and City staff have been finalizing plans that all work together to guide Cloverdale’s steps toward a sustainable economy for the community. Following is a summary of those plans. The layered approach to economic development can be seen in the recurring themes of the plans.

Plans and Activities Providing the Basis for Economic Development

Plan	Summary
General Plan Update	Adopted in May 2009 following over 50 public meetings, the General Plan policies include a compact downtown as the commercial, cultural and governmental core of the City; support for pedestrian-oriented businesses and upgrade of existing buildings; encouragement of cultural facilities and events in downtown; preservation of Cloverdale’s small town character (friendly, rural atmosphere) and the experience of its

	natural boundaries and settings (undeveloped hillsides, rivers & creeks, urban forest areas); and recreation assets that match population growth and all resident groups.
Redevelopment Agency Implementation Plan	Adopted in July 2010 following numerous public meetings, the 5-year implementation plan goals include stimulating private investment opportunities; addressing properties experiencing deterioration, blight, or functional obsolescence; improving the visual image of the City; improving employment opportunities and economic stability; achieving a coordinated pattern of commercial, industrial, and public land uses in a way that provides complementary development; and fostering a community identity.
Station Area/ Downtown Plan	Adopted in July 2010, the primary goals of the Station Area/Downtown Plan include establishing Cloverdale as a compact transit and pedestrian oriented City and downtown, including a strong pedestrian, bicycle, and local transit network; establishing the downtown and station area as a catalyst for citywide economic growth; increasing the resident population and number of office workers around the downtown core to support retail business and also to provide a population and workforce within walking distance of the Cloverdale Depot; and using form based zoning concepts to improve appearance of new development and to provide economic certainty to developers.
Sonoma County Industry Clusters	Sonoma County adopted a number of industry “clusters” to target for future development. The industry clusters that fit most closely with Cloverdale include the Tourism; the Agriculture, Food & Wine; and the Professional/Creative clusters.
Branding/Marketing Study	In 2008, the City finalized its branding and marketing study with the dedicated guidance of a community steering committee. Assets and opportunities mentioned by the study include Cloverdale’s physical setting, its downtown, community events, arts & culture, community volunteers, affordability, SMART rail line, and business landscape. Challenges include lack of jobs, sales tax leakage, vacant buildings downtown, and poor outside perceptions. The brand platform: <i>For people seeking a more authentic experience in the San Francisco Bay Area, Cloverdale is a small town nestled in the picturesque hills and vineyards of Sonoma County. It’s a breath of fresh air in a genuine wine country setting, where you can re-connect with what matters most.</i>
Strengths Weaknesses Opportunities Threats (SWOT) Analysis	Conducted in April 2010 at a City Council meeting, including public input, strengths and opportunities included strong community presence of service clubs/organizations; natural beauty of the valley; small town friendliness without being small-minded; city parks and neighborhoods with vintage housing; potential of downtown; SMART rail line; Russian

	River for recreation; and tourism. Weaknesses and threats included lack of articulated vision; availability of living wage jobs; layoffs in and closing of businesses; getting the word out about activities, programs and services; retail leakage; and lack of youth activities.
Public Meeting on Economic Development	At a public Council work session in June 2010, comments included develop a strategic/business plan with short- and long-term goals; create, diversify, and enhance job growth and promote business development and stability; develop infrastructure and promotion of public/private coordination; establish a small- and micro-business program; focus on recreation and tourism, leisure businesses and maximizing the draw of Cloverdale’s natural beauty; ensure city regulation support recommendations for economic development, and enforce them; promote Cloverdale as a destination, e.g., gateway to Alexander Valley and Pine Mountain; and explore the co-op idea.

A Vision for Cloverdale

The Cloverdale community has invested a significant amount of time and effort in its future. All of this work provides a framework, i.e., the vision for Cloverdale.

Using the Plans and Studies mentioned above as a base, in March 2010 staff presented to Council two potential visions for Cloverdale’s future:

- ***Cloverdale as an Arts/Culture Destination.*** Some potential components of this vision include:
 - Promotion of the History Center, the Performing Arts Center, and Citrus Fair as destinations
 - Promotion of events and festivals
 - Marketing Cloverdale as an Arts community to potential businesses, e.g., small, unique boutiques (or, as was suggested by a member of the public at the June meeting, “small, quirky businesses”); and an arts co-op
- ***Cloverdale as a Destination of Great Natural Beauty.*** Some potential components of this vision include:
 - Promotion of events and festivals
 - Marketing Cloverdale as a recreation-based destination, e.g., lodging and restaurant packages; Cloverdale as the central point for day trips
 - Attraction of businesses that support recreation activities, e.g., tours and sporting shops

Council supported both concepts, and the objectives and strategies listed below merge the two ideas.

7 Original Objectives for the 2010-2015 Cloverdale Economic Development Plan

- Grow and attract new businesses consistent with Cloverdale’s small-town environment. Focus on small businesses in the short-term while laying the groundwork for larger enterprises in the longer term.
- Support existing businesses by promoting an environment that helps them to prosper
- Leverage Cloverdale’s arts community and attract complementary businesses
- Maximize Cloverdale’s assets of natural beauty, recreational amenities, and its role in the region in order to attract complementary businesses and visitors to frequent both existing and new businesses
- Focus on strategic growth via catalyst projects and annexation of areas that will promote job growth for the community
- Improve and enhance City-owned and other assets, such as the Cloverdale Plaza and the current Police/former Fire station in order to revitalize the downtown while maintaining Cloverdale’s small-town, friendly atmosphere
- Review and update City ordinances that streamline development processes, ensure consistency for developers and their neighbors, and promote and maintain attractive and safe environments. Create and continue City services that foster positive public-private partnerships