

City of Napa Future Vision 2040

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Introduction

Napa is home to a diverse population that loves its quaintness, community, and natural surroundings. However, like the rest of the region, Napa is facing spillover effects from the Bay Area's housing crisis, which is causing a steady increase in rents and home prices. Also, the rapid national and global economic change, which has permanently altered the job market is making it difficult for many residents to find employment and stay employed. In addition, climate change is causing more frequent and intense fires in the area. This is an existential threat to the City itself.

The City of Napa is already working hard on the part of its residents to ensure they have a safe, affordable place to live. However, to continue to house its residents as well as newcomers seeking employment, Napa needs to strategically increase its housing stock and diversify its employment options. This requires steady densification of the City's urban fabric and investment in education and job training. Providing a variety of housing types at multiple price points is also crucial to supporting a high quality of life for the people of Napa. However, even as Napa continues to adapt and change, its character must be preserved to keep its original charm. This includes preserving and renovating historic buildings and enforcing its building height.

This report addresses the provision of housing as well as the future economic stable of Napa. The aspects of housing addressed are densification, housing type, and affordability. In addition, to have a stable economy, Napa must diversify by attracting new sectors and preparing its residents for jobs in these new fields.

Housing: Density Done Well

The residents and leaders of the City of Napa understand that the City is in desperate need of more housing. Increased housing will allow the accommodation of growth, which helps prevent the increase in housing prices that are currently putting strain on residents and forcing many out of the Bay Area altogether. However, new housing needs to be varied in type and price to keep Napa inclusive and prosperous while preserving the City's unique, historical character. Furthermore, another critical aspect

of increasing a city's housing stock is deciding where to develop and how dense new development should be.

Urban densification is one of the most controversial issues in urban planning. Although planners generally agree that denser urban areas improve sustainability, residents would feel that their city has lost important characteristics or that their lifestyle has been compromised (Kytta et al.) Residents will fear that the loss of these important qualities comes with no added benefit for them (Kytta et al.). One of the goals of the City of Napa as it looks towards 2040 is to respect the character of its historic neighborhoods and preserve the City's small-town atmosphere (Dyett & Bhatia). This goal contradicts the City's other aim of increasing the density of Napa's urban fabric. However, if Napa avoids the pitfalls of densification that many other cities have failed and follows the best practices for densification laid out in planning articles, it can do density the right way. When density is done well, it reduces energy consumption, improves infrastructure, amenities and public transport, and makes cities more efficient and sustainable overall (Kytta et al.).

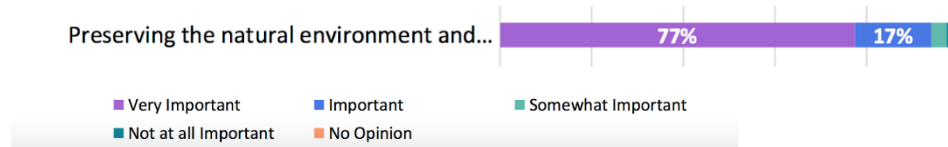
Currently, thirty-seven percent of existing land use in the City of Napa is single-family residential (Dyett & Bhatia, *Napa Existing Conditions Report*). But, to achieve the City's goals, which include having service-rich neighborhoods, diverse communities, and various housing types, future development must be denser as stipulated by the 2015 Housing Element update (Dyett & Bhatia, *Napa Existing Conditions Report*).

In Dyett & Bhatia's Community Survey, residents responded that the three aspects of Napa they like most are its small-town feel, community, and parks and open space (Dyett & Bhatia, *Napa Community Survey*). Careful densification of Napa's existing corridors and neighborhoods is the most effective way to address resident's needs and protect Napa's core values. When asked what important actions the City should promote, 77% of respondents the City that preserving the natural environment was one such action as shown in Figure 1 below (Dyett & Bhatia, *Napa Community Survey*). Densifying Napa is a high-impact way to respond to residents' desire for preservation because denser urban areas have a lower environmental impact. Densification decreases resource and energy consumption by concentrating on people near jobs and preventing the degradation of resource-rich land and water systems. When the community was asked where Napa should promote new housing over the next 20 years, 31% of those surveyed responded that the City should promote new housing "Along streets such as Jefferson Street and Soscol Avenue to replace older commercial and industrial buildings" and 28% responded that the city should build "In existing neighborhoods as illustrated in Figure 2 below (for example, accessory dwelling units or a new development on vacant sites)" (Dyett & Bhatia, *Napa*

Community Survey 11). Currently, development projects are under construction and in the pipeline in the Downtown as well as Napa’s main corridors, Soscol Avenue, Jefferson Street, and Trancas Street, which will concentrate residents near amenities and infrastructure, preventing unsustainable densification.

Figure 1

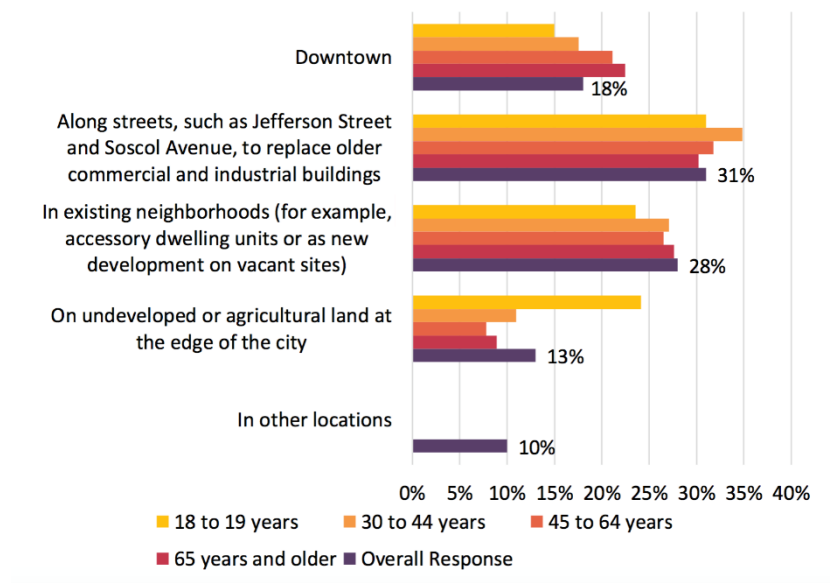
Question 5- Important actions for the City to promote



Dyett & Bhatia Napa Community Survey

Figure 2

Question 6- Housing Priorities



Dyett & Bhatia Napa Community Survey

Three Key Aspects of Density Done Well

Areas with the same density can look and feel vastly different to residents depending on a multitude of factors from how much greenery there is in an area to how buildings are arranged (Campoli and MacLean). Furthermore, density improves residents' quality of life when the environment is well designed and well cared for, but in the United States, densification has usually been done very poorly.

Dense areas in this country tend to be concentrated in only a few parts of a city and also tend to have fewer green spaces and more infrastructure for cars than for people. However, for decades, best practices for densification have been carefully studied by urban planners and geographers as well as academics in multiple other disciplines. Napa has the opportunity to be a global example of density done well.

There are three key aspects to doing density well. The first is design, the second is the incorporation of green space, and the third is choosing a strategic location to densify. The diverse factors required to make a city denser but also livable and enjoyable makes densification a very difficult process.

Figure 3

Three Key Aspects of Density Done Well

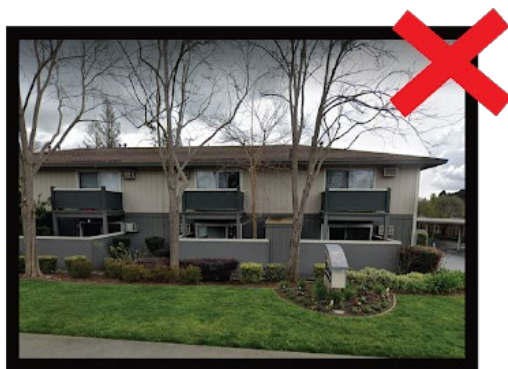


Design

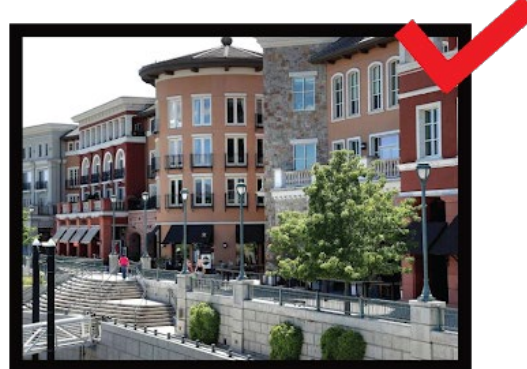
This aspect of good densification is consistent with the city's desire to preserve its culture and historic neighborhoods. That is because when densifying a neighborhood, the varied architectural style is key, which means that both contemporary and historic styles should be incorporated. Varying the architectural style will ensure that Napa does not lose its character and also preserves the resident's connection to their neighborhood (Campoli and MacLean). As shown by Figure 4, Napa's River Walk has some excellent examples of dense yet varied developments that reflect the City's history but includes more modern design features as well.

On the other hand, utilizing a homogenous style in new developments makes them feel overly dense and uninviting, like in the case of the Bella Vista Apartments on Trancas Street pictured below in Figure 4. Providing or preserving landmarks is also a critical design aspect of good densification. It varies the urban fabric, maintains the unique, historical feel of an area, and also helps residents navigate more easily (Campoli and MacLean). Napa is already full of landmarks like the Napa Franklin Station Downtown and other historic buildings. Protecting these structures is both important to the people of Napa helps the City densify carefully and well.

Figure 4



Bella Vista Apartments, Trancas Street



Napa River Walk Photo: Michael Macor, The Chronicle

Incorporation of Green Spaces

The incorporation of green space is very difficult in denser, urban environments, and the often pressing need to increase an area's housing stock can compromise a city's natural elements. Nevertheless, the amount of green infrastructure in an area is the main determinant of whether residents will have a positive experience there (Kyttä et al.). It is, therefore, no coincidence that the third most cited positive aspect of Napa by residents was parks and open space and that, as shown in Figure 1 77% of residents reported that preserving the natural environment was an important action for the City to promote (Dyett & Bhatia).

The City of Napa does an excellent job of incorporating trees along nearly all its roadways and in its neighborhoods. It also has a few lovely, sizeable parks and a beautiful riverwalk. However, having green a large quantity of green infrastructure is not enough because the type of green infrastructure determines its effectiveness in improving dense areas. For example, unlandscaped lawns are not as effective as gardens or parks with trees and other interesting elements that attract residents.

Furthermore, green spaces need to be sizeable, well connected to each other and the rest of the city, and easily accessible (Campoli and MacLean). So Napa must preserve its main parks, which are shown on the map below in Figure 5 but also incorporate additional green spaces near areas designated for densification. These areas include the Downtown, Trancas Street, Jefferson Street, and Soscol Avenue. These areas will allow the City to absorb population growth without increasing its sprawl and to ensure that residents still find Napa a livable, inviting home.

Soscol Avenue is an example of an area in Napa that needs more green spaces (Figure 6). Soscol Ave. has trees lining most of its length, but it needs more interesting and varied green infrastructure such as landscaped medians and areas with flowering plants. Even a small landscaped traffic island is an excellent way to incorporate green space into the urban fabric. King Avenue, as shown in Figure 6, is an example of a street with both trees and a landscaped median, but it too needs more varied plant life.

Figure 5

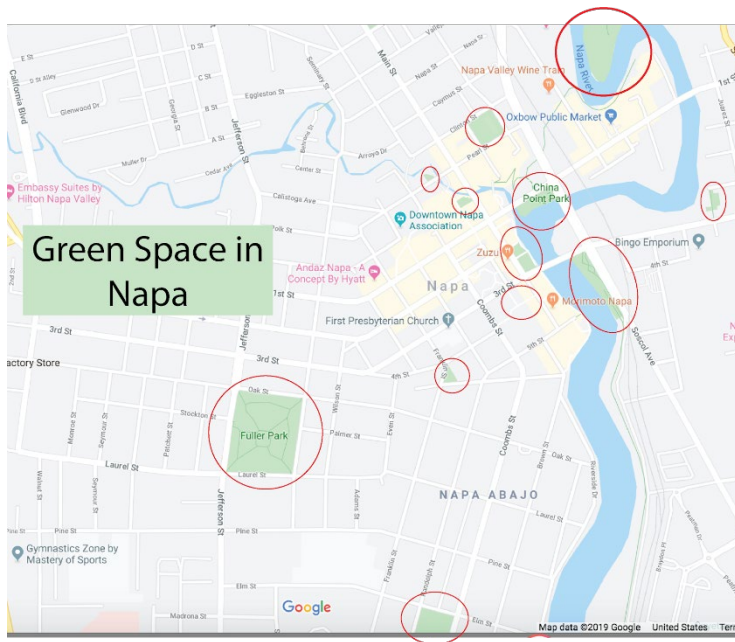
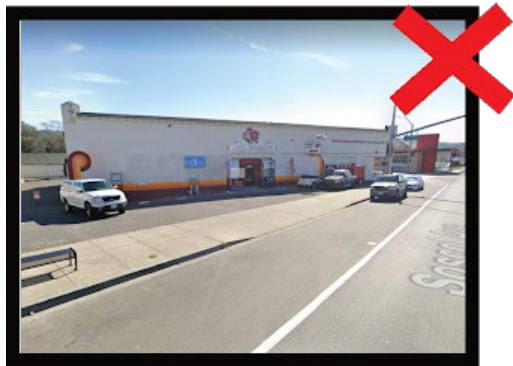
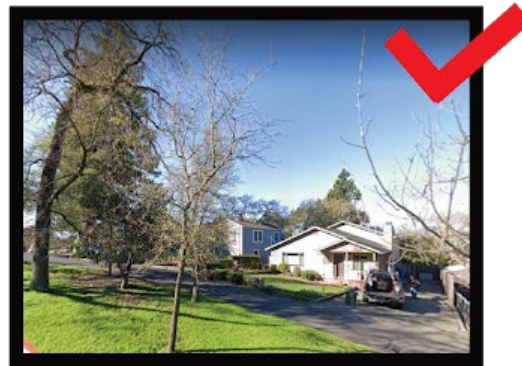


Figure 6



Soscol Ave.



King Ave.

Strategic Location

The first step of doing density well is deciding where to develop. This means determining what areas can accommodate more intense develop (Campoli and MacLean). Land with natural resources or fragile soil should not be densified (Campoli and MacLean). Instead, housing should be concentrated within the radius of transit, on hardy soil, and far enough away from natural resources to avoid pollution or degradation.

Napa has strategically located much of its current development in the Downtown as well as along three of its key corridors, Trancas Street, Jefferson Street, and Soscol Avenue. Densifying these areas are consistent with the residents' preferences expressed in the Community Survey, as shown in Figure 2 above. It also ensures that residents are close to transit and infrastructure. However, there are areas outside of the portions of these corridors slated for densification that make excellent sites for new development. One example is the intersection of Jefferson Street and West Imola Avenue shown below in Figure 7 and Figure 8. This area has three sizeable lots with a total area of over an acre. Development here would place residents near transit, schools, and shops while also making the area denser. Also, as aforementioned, incorporating green spaces along with the new development would improve resident's experience in the area.

Many areas should not be densified. Napa is currently developing subdivisions with single-family housing like Andersen Ranch, but these subdivisions promote sprawl and move residents further away from transit and services. These developments also require costly investments in infrastructure, and it is also very expensive to provide services to residents living in these neighborhoods (Campoli and MacLean).

Figure 7

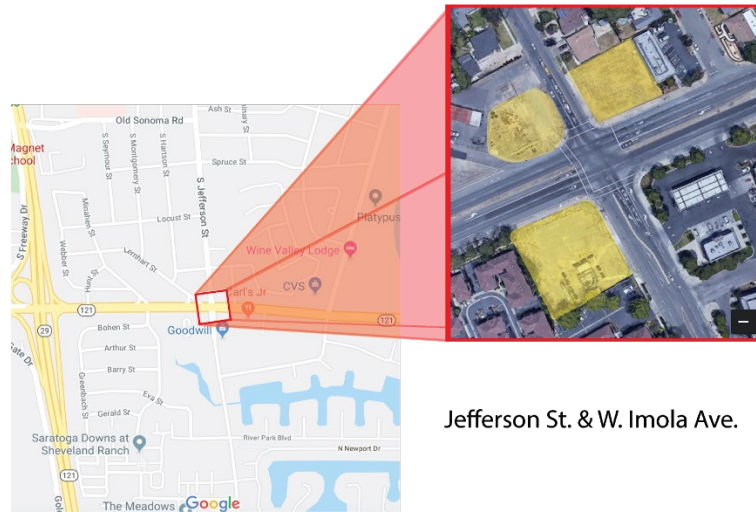


Figure 8



Napa Housing Types, Classification, and Features

To support the needs of a diverse population, Napa has continued to provide a variety of housing types and choices throughout the city for various income groups. With the Bay Area's housing costs already starting to create spillover effects in Napa, Napa must adapt and strategically expand with new development with various housing and commercial sites.

Housing Types

To provide housing with various pricing to meet the needs of a diverse population, the City of Napa shall have a suitable amount of housing mix throughout the city that caters to a range of incomes

and is within the Rural-Urban Limit (RUL). Some of these housing mix solutions can be multi-family housing, single-family housing, all-residential housing, and mixed development housing. Figure 9 shows the various types of housing available.

For Napa to be diverse in housing options that can meet various income levels, there is a strong necessity to lower the distribution of single-family homes among the other housing types. Napa’s current housing stock poses a challenge, as the majority of housing types are single-family homes. It would be extremely difficult for Napa to reduce the number of single-family homes that increases the current multi-family home stock to fulfill growing demand needs in the future. According to Napa’s 2040 General Plan Community Survey, the majority of residents desired more mixed-development housing, and more of the older age-groups supported new housing in the downtown areas. According to the Napa Housing Element, 62% of homes are single-family, with 27% are multi-family, the other 11% are mobile homes. Since the value of the majority of single-family homes fluctuates constantly, the spillover effects would make the average household income unable to afford such a home at the market rate. Having various multi-family housing would be ideal both economically and can reduce gentrification. Figure 10 shows a proposed chart of a diverse housing stock that could be implemented in Napa.

A potential location for various types of housing would include the southern side of Napa, where commercialized zoning would allow for an increase of mixed-development housing. As new capital projects intended to boost economic activity is built over time, the City of Napa can utilize these opportunities to build more mixed-use base multi-family housing. These opportunity sites can be placed near public transit and areas where a high percentage of lower-waged jobs can grow with new industry sectors.

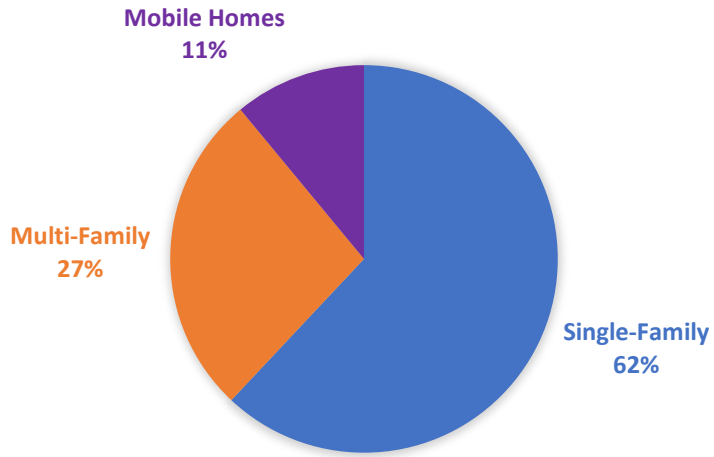
Figure 9

	Pro	Cons
Type A: Multi-family Housing	<ul style="list-style-type: none"> ● It allows for families to have a single mortgage and bill. ● Flexibility in payment options. 	<ul style="list-style-type: none"> ● High rent ● High maintenance costs ● High turnover rate
Type B: Single-Family Housing	<ul style="list-style-type: none"> ● Maximum privacy with individualized lot sizes. ● Flexibility in payment options ● It can be customizable to the customer’s liking. ● Larger lot sizes. 	<ul style="list-style-type: none"> ● Residents might defer maintenance due to finances. ● It does take up significant portions of land.

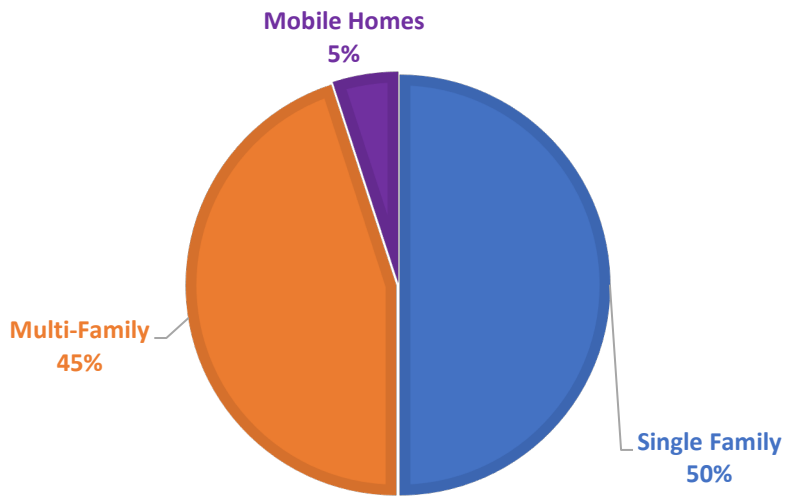
	<ul style="list-style-type: none"> ● Be used as an Asset and increase net-income 	<ul style="list-style-type: none"> ● This asset is highly vulnerable to hazard and disaster risk.
Type C: All Residential Housing	<ul style="list-style-type: none"> ● Strong potential for a combination of residential and parks and open space. ● Health-focused mobility with bike paths and sidewalks ● It provides room for a possible cohesive network of residential solar panels, creating an alternative energy source. 	<ul style="list-style-type: none"> ● Local services not accessible to all populations. ● Heavy reliance on vehicles to get to downtown. ● It does not create a public space. ● It does not promote equity.
Type D: Mixed-Development Housing	<ul style="list-style-type: none"> ● It allows for integrated public and private space. ● Best option for large housing populations where land use is limited. ● Inclusiveness. ● Convenient and promotes a “livable” community 	<ul style="list-style-type: none"> ● Noise. ● More crowded walkways. ● Existing Single-family residents would resent new construction.

Figure 10

CURRENT HOUSING TYPE DISTRIBUTION IN NAPA



PROPOSED HOUSING TYPE DISTRIBUTION IN NAPA



Classification of Napa’s Housing

Based on Napa’s Housing element, there has been a prolonged challenge of accommodating local housing needs with the limited amount of remaining vacant land that is permitted to not go beyond the Rural-Urban Limit (RUL). As the majority of housing in Napa are market priced, it leaves little room for affordability for the people who live or want to live in Napa. The lack of affordable housing where it is priced at below 30% of one’s income, creates a real barrier for the majority of local working-class residents to find various housing options at a comfortable rent cost. Figure 11 outlines the classification of housing with the advantages and disadvantages of each. According to an article from Napa Valley Register, Napa’s low vacancy rate for market-rate apartments is just 2.3%. This low percentage puts pressure on landlords to increase rent. As a result, it can cause the most impact on residents with families as they struggle to be able to afford shared housing spaces that are crowded.

Figure 11

	Pro	Con
Market Housing	<ul style="list-style-type: none"> ● Housing generates maximum economic growth in the city, such as property tax. ● It can promote exclusive communities for further revenue in the city such as property tax. ● Most flexibility in location. 	<ul style="list-style-type: none"> ● Prevents diversity in the community. ● Will increase housing prices to be non-affordable for most. ● Gentrification is likely.
Affordable Housing	<ul style="list-style-type: none"> ● Significantly less expensive than Market housing. ● It provides added value without many compromises in quality. 	<ul style="list-style-type: none"> ● It is still considered to be unaffordable when compared with the median working wages in the city, which consist of hospitality. ● Nearby services might be still expensive for daily living.
Low-Income Housing	<ul style="list-style-type: none"> ● It creates housing for disadvantaged populations. ● Reduces the overall poverty rate. ● Improves Low-Income households' quality of life. 	<ul style="list-style-type: none"> ● Difficult to negotiate. ● Rely on increasingly scarce funding from federal and state. ● Resistance from the general public. ● Most restrictive in location.

The issue of being forced to share housing space will continue unless new multi-family housing is developed that is both a mix of affordable and low-income housing. If this problem is unaddressed, Napa’s current multi-family housing stock will no longer be attractive to the majority of local workers since they are priced-out to the inability to afford the housing options currently available.

An additional challenge has been a continuing decline for federal and state funding for low-income housing. The lack of funding for low-income housing properties prevents the construction of much needed Section-8 housing for those with disabilities, and households and individuals below the poverty line. These barriers cause individuals who are low-income and unable to work to leave the city as they are unable to afford the basic rent. Napa County is limited to address this need as the majority of the city's revenue comes from tourism and hospitality and currently lacks a Chamber of Commerce. According to the Napa Valley Registrar, only 13% comes from tourism taxes. That 13% leaves 12% going towards the general fund of Napa County and community services, and leaving out just 1% of the funding for workforce housing. None of the funding goes towards affordable or low-income housing.

With limited funding steams from both the government and inability to allocate revenue towards low-income housing, negotiated efforts between the City of Napa and Visit Napa Valley would enable the City of Napa to boost the funds needed for more affordable and low-income housing. With having a mix of market, affordable, and low-income housing, new homes would need to have features that promote sustainability.

Features for Housing

New housing sites should be “green” with the concerns over adverse effects from climate change and should be capable of sustainable modularity with future technologies. These new features should not need to change the overall infrastructure long-term. Such features should integrate sustainable standards such as exceeding LEED Gold and the CALGreen mandatory green building standard codes. Essential new features can also include larger windows to maximize energy efficiency and allow for more natural lighting. With the new types of housing, residents should easily be able to set up their homes, such as being internet-ready with the infrastructure being provided using municipal based internet rather than the private sector. Having access to a fast and reliable internet should enable easy access and integration into the home's energy monitoring tools utilizing a smart multigrid. The wide range of sustainable features will allow the City of Napa to reach the goal of a high percentage of renewable clean energy.

In much denser mixed-development housing, opportunities to include community rooftop gardens can enable bringing both residents and the community together. These community rooftop gardens can naturally cool the building by guarding it against daily direct sunshine and lower global temperatures of cities affected by hot air pockets as well as low air quality, and pollution. Also, they provide the additional benefit of natural insulation, absorb noise to provide a natural sound barrier, delay storm runoff, provide filtered rainwater, and creating a habitat for important wildlife such as insects, bees,

and birds. With weather changes, homes also need to adapt to likely natural disasters such as wildfires. Mitigation efforts for handling possible wildfires can be implemented in the home.

An example would be a home-based visual and warning system for onset wildfires that can be used based on wind-sourced sensors that indicate residents that there is a need for possible evacuation. This early-warning system gives residents enough time to evacuate and leave safely. Safety should be a top priority to address an aging population, and with new housing, universal design in the surrounding housing areas should be taken into account.

Universal Design

Having a universal design can improve one's quality of life for various types of people including one's who have a disability. An uninterrupted path from the home to public space should seamlessly integrate into the built environment that allows for maximizing accessibility and mobility for all age groups. Specific populations, such as individuals with disabilities and the elderly, can benefit from street features that are ADA compliant.

By implementing universal design into more streets, they can use a process that improves human performance, health and wellness, and social participation (Steinfeld and Maisel, 2012). Figure 12 shows the differences between universal and accessible design, where universal design is a better approach. A living environment that enables the integration of housing and the built environment could use multimodal transportation spaces for a more "livable" city. Features of a universal design that can be placed in the public spaces are wayfinding signage that is large and easy enough to understand and see, consistent lighting along outdoor paths, visual and tactile warning surfaces for visually and hearing impaired, and distinct walls, fences, and landscape features that allows for guidance to a variety of key destinations. With an emphasis on multi-family homes, utilizing universal design and implementing sustainable features such as integration with a multigrid can build a more resilient, livable, and diverse City of Napa.

UNIVERSAL	ACCESSIBLE
A universally designed home plan costs the same as any other plan to build that anyone can purchase	A custom designed home based on an existing plan but requires additional costs for the redesign and custom construction details
Home improvement services that incorporate universal design as a basic service	Home modifications services by a contractor who charges more for her specialized knowledge of design for disability and aging
Automobile instruments and controls customizable to accommodate differences in perceptual abilities, stature, motor abilities, and preferences	Assistive technology used to adapt an automobile display for people with special needs
A no step building entry that everyone can use easily and together	A building entry with a ramp at the side that is out of the way for all visitors but is accessible by code
A hotel that has 100% universally designed rooms in a variety of types	A hotel that has only the code-required percentage of accessible rooms

(Steinfeld and Maisel, 2012, p. 69)

Figure 12

Preserving Napa’s Character

As Napa’s downtown area continues to redevelop, it must retain its identity of a small-town feel that create opportunities that do not leave residents feeling alienated from tourists. Responses from Napa’s 2040 General Plan Community Survey shows that that 71% who were surveyed would want more entertainment options, and 63% would want more public spaces to make Napa a better place to live, work and visit, or both (Napa’s 2040 General Plan Community Survey, p. 13).

In addition to being asked which options would make Napa a better place, respondents from the survey were also asked what specific actions the city should take in the upcoming 20 years. The survey showed that 78% of the respondents ranked that preserving the environment and open space was very important, and 64% ranked that ensuring Napa is affordable and attainable. To continue creating a small-town feel in Napa, activities that focus on diversity and inclusion for all ages are needed.

Entertainment

With entertainment options, the addition of outdoor theaters and music venues can create a dynamic environment where people of various ages can gather for enjoyable shows of various scales. New experiences for a diverse population, including E-Sports Centers, art workshops, and food tasting, can enhance the vibe that gives Napa a small-town feel that emphasizes inclusion. With the changes in climate and temperature, these outdoor theaters and venues must use new strategies to create a comfortable environment. Some of the interventions can be a cooled liquefied natural gas that can disperse throughout these areas to cool down the audience without utilizing high amounts of energy. (Washington Post). In addition to entertainment options, Public spaces provide amenities where the general population can use without concern for financial barriers.

Public Spaces

Creating innovative public spaces such as a public library and a community center can showcase Napa's culture while creating a welcoming space that is great for leisure and work. Multiple community centers can allow for people to exercise, learn, explore, and interact with others. Shown in Figure 13, some of the key locations that could use a community center would include the west side of the Downtown core area and the various neighborhoods of Von Uhlit Ranch, Sheveland Ranch along Sheveland Ln by Jefferson St, and Pueblo Park along Linda Vista by Sutherland Dr.

Figure 13



Public spaces also maximize the potential for green and open space for recreational activities. With both entertainment options and new public spaces, a strict standard to retain Napa's small-town character and promote multimodal transportation options is necessary. These standards prevent residents from feeling of having to relocate outside of Napa due to feeling alienated and from priced out of their homes.

Integrity of Napa's Character

With the design of new developments, Napa shall maintain its maximum height restriction for buildings at five stories, unless there are special exemptions (City of Napa's Land Use Designations and Zoning Districts, p. 71). There is potential for moving the five-story maximum restriction to 6 stories, but building outwards would provide more space and would work best with mixed-development housing. A consistent theme similar to the historic buildings in Downtown can be suitable for future

redevelopment. These locations include the north side on Jefferson and Socol Ave on the Southern side, there should be a consistent theme that is similar to downtown Napa.

Preserving historical sites is also critical in maintaining Napa's character. Historically, single-family homes have represented various architectural styles and sizes as a result of new construction since the Victorian era (City of Napa's City-Wide Historic Context Statement – Heritage Napa p. 15, 20). Residential housing types in Napa reflects various significance of historical growth and development patterns. Non-residential sites that have exceptional historical integrity must retain all of its character-defining features and will need to have few or no alterations since original construction and cannot be moved from its original location.

Economic Development

Promoting Existing Sectors

Napa remains an attractive travel destination, and the tourism industry continues to impact Napa's economy significantly. Napa Valley's healthy and vibrant tourism industry, in extension, contributes to the quality of life in Napa, and it is important that Napa remains as one of the most desirable destinations.

City of Napa Economic, Demographic, and Real Estate Profile reports that "two-thirds of City jobs are clustered in sectors focused around retail and tourism (including sectors related to the wine industry), public services, health care, and manufacturing" (Dyett & Bhatia). Big categories of Napa's workforce are sectors related to tourism (e.g., accommodation and food services and arts entertainment, and recreation). These sectors have long been the city's economic engine, providing almost 52% of all job gains between 2008 and 2017 (City of Napa Profile). The industry sectors that predominate the City reflect its role as a tourism and agriculture linked economy. Figure 14 shows employment in Napa by sector.

City of Napa Employment by NAICS Sector				
	2017	2008	% of 2017 Total Jobs	Annual Change
Public Administration	8,289	8,158	17.45%	0.18%
Accommodation and Food Services	6,258	4,412	13.18%	3.96%
Health Care and Social Assistance	5,983	4,824	12.60%	2.42%
Retail Trade	4,569	4,433	9.62%	0.34%
Manufacturing	4,063	4,830	8.56%	-1.90%
Administrative and Support and Waste	3,299	2,969	6.95%	1.18%
Construction	3,061	2,825	6.45%	0.90%
Agriculture, Forestry, Fishing and Hunting	2,793	1,980	5.88%	3.90%
Other Services (except Public Administration)	1,500	1,726	3.16%	-1.55%
Professional, Scientific, and Technical Services	1,469	1,599	3.09%	-0.94%
Finance and Insurance	1,195	1,313	2.52%	-1.04%
Transportation and Warehousing	1,173	966	2.47%	2.18%
Wholesale Trade	990	993	2.08%	-0.03%
Arts, Entertainment, and Recreation	795	576	1.67%	3.65%
Real Estate and Rental and Leasing	588	620	1.24%	-0.59%
Management of Companies and Enterprises	512	461	1.08%	1.17%
Educational Services	465	601	0.98%	-2.81%
Information	336	565	0.71%	-5.61%
TOTAL	47,488	43,910	N/A	0.87%

Data Source: California Employment Development Department
Analysis: Bay Area Council Economic Institute

Figure 14

In Napa, job growth in accommodation and food services, health care and social assistance, and arts, entertainment, and recreation have been particularly strong. Figure 14 indicates that accommodation and food services, a sector linked to tourism, by far, accounted for the largest increase in the number of jobs compared in 2017 to 2008 – 1,846 jobs, which comprised more than half of the total increase.

The Napa profile report highlights how Napa’s “operating conditions in the retail market have remained tight even as new supply has come online in the past three to five years. The City’s hotel market is currently in a major expansionary phase as about 2,200 additional rooms are being planned in a variety of limited services to high-end/luxury new developments” (City of Napa Economic, Demographic, and Real Estate Profile 2). This suggests, given the sustained interest in the city’s retail and hotel markets, there is potential to leverage these strengths to support other local ventures.

In Napa 2040 Community Survey Report, it is seen that “the most common words in the responses [to what do you like most about the City of Napa?]... were ‘small,’ ‘community,’ followed by ‘beautiful,’ ‘weather,’ and ‘restaurants’”. Napa’s niche – wine, food, and hospitality capitalize on Napa Valley’s reputation as a world leader in the production of fine wines and flocks of tourists. Current efforts in promoting existing sectors include the Oxbow Public Market, promoting the downtown area, the Culinary Institute of America at Copia, the Napa Valley Wine Train, hotels, and wine tasting venues (Wilson).

To promote such existing sectors in Napa, we see that exploration of innovative opportunities to expand local economic sectors into related activities as a gastronomic hub is needed as many industries are driven in large part by Napa's popular food and wine industries. This allows the growth of organic and locally sourced foods. Restaurants could pair with local wine, produce, and meat supplier to make Napa a gastronomic hub. This natural synergy between the wine industry already present in the area and food, both cultivation of food and the expert culinary preparation of local organic ingredients, will attract more leisure and restaurant industry, thus attract more jobs in different sectors in general. This complementary relationship between different existing businesses will not only add to the local economy but culturally enrich the city creating a better city for locals and visitors alike.

European Commission's Food and Gastronomy as Elements of Regional Innovation Strategies Report acknowledges the potential of "food as an industry as well as social, cultural and health commodity" (Cavicchi & Stancova 6). Food can connect people of various ages, cultures, religion and social backgrounds. Food is a cross-sectoral economic activity that links other sectors such as tourism, hospitality, and bio-economy (Cavicchi & Stancova 6). Furthermore, according to The Organization for Economic Co-operation and Development (OECD), "food plays an important role in the development of tourism services since it often comprises 30% or more of tourist expenditure and this money is regularly spent directly with local business (Food and the Tourism Experience 9). Richards, in "Food experience as integrated destination marketing strategy" further highlights the role that food can play in influencing the overall branding and positioning of a destination - "Food as a part of the destination marketing mix because it helps to give a sense of place and allows tourists to "taste" the destination, coming directly into contact with local culture" (Richards 1).

By 2040, Napa should source most ingredients at Napa restaurants locally and promote ethical consumption which is a trend that could be considered a niche in Napa as "Napa is uniquely positioned to develop small-batch, artisanal production- a growing trend in manufacturing- given its existing strength as a global destination" (City of Napa Economic Development Action Strategy 4). Napa will become the major sustainable city in culinary practices with restaurants paired with local wine and produce. By doing this, Napa will attract new economic sectors as this will bring in more people to the city for many reasons including but not limited to farming, culinary-related companies, and workforce from across the world.

The continued increase in hotels and restaurants shows great promise in making Napa a staple of not only wine but also food. This will provide another reason to visit Napa and will strengthen other

nearby businesses. To promote Napa as a gastronomic hub, Napa must explore beginning county-wide partnerships with restaurants and local farms and agriculture sites. In Napa, food is integral to the culture. In the future, Napa will hold numerous food and agricultural festivals/events with excellent agricultural practices in hopes of moving Napa further towards economic diversification and sustainable growth.

Attracting New Sectors

The need to attract new sectors at Napa is quite high as it isn't sustainable to rely on selected few businesses, especially with the threat of wildfires in Napa Valley. Greater economic diversification would make the city less vulnerable to downturns in specific industry clusters. Thus, strategic investments in economic development initiatives to diversify the city's economic base is very important. The mention of Napa transitioning into a gastronomic hub provides an interesting opportunity for the city to grow also as an agricultural-science hub, which will allow Napa to tap into various job sectors that comes with the title.

Currently, there is a large amount of agricultural land in Napa. This initiative to make Napa an agricultural hub will serve Napa as the central facility that is dedicated to the rural revitalization and economic inclusiveness within the focus of promoting local farming practices. Sponsoring this sector will indicate an increase in agribusiness, food manufacturing jobs, and research positions. As Napa is quite close to UC Davis, which is known for its specialty in agriculture, Napa could partner with UC Davis to place an extension of its agriculture department to focus on sustainable agriculture practices in the wine industry. This will present Napa as an "opportunity to benefit from the innovation and research commercialization prospects derived from the research and education program" of UC Davis (City of Sacramento). Majors such as Agricultural and Environmental Education, Biotechnology, Food Science, and Sustainable Agriculture and Food Systems could benefit from this collaboration and Napa's agricultural land and wine industry could serve as an extension branch to UC Davis's extensive agriculture education. Sustainability and health are gradually becoming relevant in consumer purchasing behavior, and educational activities related to sustainability, nutrition, food preparation will sustain effective development paths that will promote innovative strategies in Napa to gain competitive advantage worldwide. Through this partnership, Napa will further branch out of hospitality and tourism-focused industries to agricultural science research and education.

Transforming Napa into an agricultural hub will allow Napa to build research centers dedicated to wine research and agricultural manufacturing research studies. These research centers can allow Napa wineries to experiment and develop a more sustainable way to produce wine or even to study the soil in Napa to see opportunities to grow Napa as not only a wine country but of something else. The possibility that comes with adding an agriculture research center at Napa is numerous. The research can be used to study wine across the globe to further promote Napa as wine central and the to-go destination for wine globally. These research centers will also delve into socio-economic and environmental issues related to agriculture. The intersection of agriculture, technology, and science will happen in Napa's finest facilities, where researchers would work with industry partners to accelerate smart agricultural technologies. Research programs, in extension, will develop the next generation of agricultural innovators and label Napa as not only a county of finest wine but also the finest agricultural research hub.

This dedication to sustainable agriculture education can perhaps further provide teaching ground for a potential school of hospitality management in Napa. As indicated in Figure 14, big categories of Napa's workforce are sectors related to tourism. By having an educational institution specifically for hospitality and tourism, students will benefit from hands-on experience in abundant local hotels and restaurants and gain real-world management skills while Napa benefits by producing leading professionals in the field and elevate as having an outstanding hospitality management program. This effort will attract students from all over the world and encourage industry partners to provide internships, jobs, and other networking opportunities at Napa. Many hospitality management programs have a productive research faculty and industry leaders, which will allow Napa to attract other demographics other than just tourists. Such hospitality management schools will conduct research and provide training programs in sectors including but not limited to business, food, real estate, hospitality, marketing and entrepreneurship.

Bustling tourism, hospitality, arts, and entertainment industries are the drivers of Napa's economy. These sectors have benefited from Napa's reputation as a premier travel destination. However, by 2040, although accommodation and food services will still be a big part of Napa's economy, it won't be the biggest employment sector in Napa.

Education

Napa is a vibrant global destination whose economy relies heavily on tourism, so it makes perfect sense that the third Guiding Principle in Napa's vision for 2040 is "Balance Tourism and Local Needs," and the ninth is "Promoting Economic Diversity and Resilient Communities" (Dyett & Bhatia, *Napa Vision 2040*). To fulfill its vision and make residents and others who work in the city less vulnerable to economic downturns, Napa must move towards a more diversified economy and promote opportunities for residents (Economic Planning Systems Inc.). The most cost-effective and equitable way to achieve these goals is to focus on supporting and enhancing Napa's educational system and workforce development. Specifically, the city must continue to support the high performing Napa Valley Unified School District (NUVSD). It must also provide more funding to Napa Valley College so that its residents can access higher education and job training which will allow them to be competitive candidates in a rapidly changing job market.

Preparing Children for Successful Futures- Napa Unified School District

NUVSD is a high performing school district. Its high schools have high participation rates in Advanced Placement classes, and the district has a graduation rate of 83% (*Napa City-CA CA Education Data, Statistics and Attainment*). NUVSD plans to build career and technical education facilities (culinary and agricultural) at Vintage High School (Dyett & Bhatia). These facilities will include classroom space, a kitchen and laboratory as well as barns and pastures (Dyett & Bhatia). This is an excellent start and a sign that the district is willing to invest in its K-12 educational system to give its young residents the best chance at financial stability and a socially mobile future. However, the district must also include technology education in its curriculum by providing classes such as introductory coding and data analysis.

Workforce Development and Access to Higher Education: Napa Valley Community College

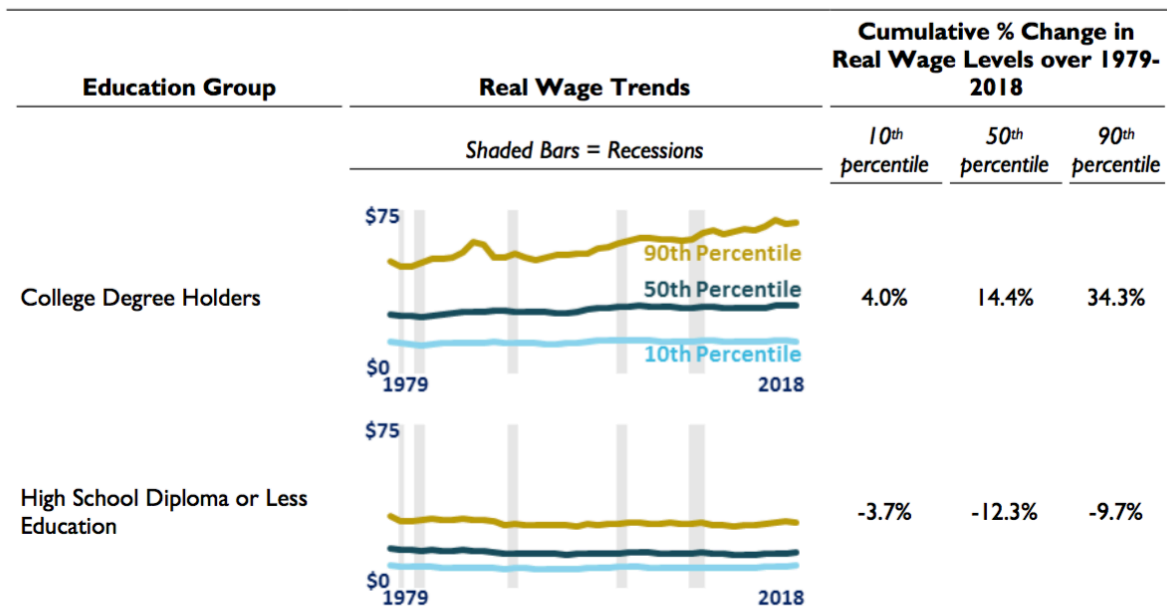
Computers and internet technology have lead to a decrease in jobs and income for high school graduates as well as an increasing gap between the earnings of high school and college graduates (Levy and Murnane). At 21%, Napa has the highest proportion of hospitality jobs of any city of a similar size and comparable economy (Economic Planning Systems Inc.). And even though the service sector has the highest rate of job growth of any sector in the U.S. economy, wage growth in this sector has been relatively stagnant (Levy and Murnane). On the other hand, other jobs that have traditionally gone to

high school graduates like blue-collar jobs are declining (Levy and Murnane). As shown in Figure 15, the result of this economic change is that college degree holders have experienced growth in real wage levels from 1979 to 2018, while those with a high school diploma or less have suffered from a decline in real wages (National Bureau of Economic Research).

Napa also has a slightly lower rate of higher education attainment than California as a whole. Thirty-two percent of Napa residents have a bachelor’s degree or better versus 33% of people in the state as a whole (*Napa City-CA CA Education Data, Statistics and Attainment*). Furthermore, the city has a college enrollment rate of only 20% versus 27% in all of California (*Napa City-CA CA Education Data, Statistics and Attainment*). Therefore Napa’s high school graduates must enroll in post-secondary education or training programs so they can access the increasing number of professional jobs offering high wages (Levy and Murnane). In addition, Napa must provide adult residents with low-cost job training and professional development options so that they, too, can access higher wages and steadier employment.

Figure 15

Table 2. Wage Trends by Education and the Higher-Education Wage Premium



Source: CRS estimates using Current Population Survey Outgoing Rotation Group data for 1979-2018. Recession data (in gray) are from the National Bureau of Economic Research, at <http://www.nber.org/cycles.html>.

Notes: Sample comprises nonfarm wage and salary workers who are 25-64 years old and provide sufficient information to compute an hourly wage. Periods of recession are shaded in gray. Dollar amounts are adjusted for inflation using the CPI-U.

The most effective way to make higher education accessible to Napa's high school graduates and to give adults access to professional development is to invest in Napa Valley College (NVC). By far, community colleges are the best workforce training option and far surpass employer training programs, for-profit institutions, and community-based organizations in their quality, effectiveness and affordability (Meléndez). Investing in NVC will allow the City to address the inequality in its current rates of higher education attainment and support and promote its residents' futures despite a rapidly changing economy.

Conclusion

Napa has a bright future. It is a city that cares for and supports its residents. The City can be a global role model for fostering economic growth by promoting tourism and economic diversification. It can also lead the way in fighting against displacement by providing high quality, sustainable housing for all residents.

As the City moves towards 2040, accomplishing its goals will require a multi-disciplinary, visionary approach. By taking careful stock of resident input and following best practices in planning, Napa will continue to be the global wine destination with a small-town feel that residents and visitors alike love so fiercely.

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