



NOVEMBER 2021



CITY OF NAPA
Creative Space
and Local
Manufacturing
Action Plan

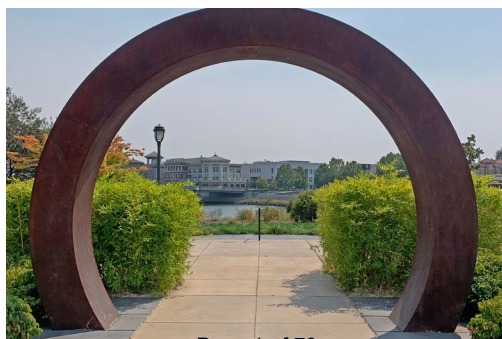


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artspace



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INTERVIEWS, FOCUS GROUPS, AND OTHER ASSISTANCE

We would like to thank the over 300 artists, makers, and manufacturers who participated in focus groups, a survey, and individual interviews to discuss their craft, business, and the strengths, weaknesses, opportunities and threats "SWOT" that affect their presence in Napa that helped inform this Action Plan.

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8 Action Items

Executive Summary

In early 2021, the City of Napa received a grant from the Economic Development Administration (EDA) to advance Napa's local manufacturing and creative sectors. Engaging Artspace Consulting and PlaceMade, the EDA grant allowed for "The City of Napa's Creative Space and Local Manufacturing Action Plan" report. From March to October 2021, the aim was to develop an Action Plan that the City and its partners can take to make Napa a place where the manufacturing, maker, and creative sectors and their workforce can thrive. Working closely with the City's Economic Development team, these two non-profits were tasked with coming up with recommended actions and tactics for retaining and attracting individual artists, creatives, makers and their making and manufacturing businesses.

This Action Plan is a roadmap for the City of Napa and its partners to attract, retain, and grow the manufacturing, maker, artist, and creative sectors. It does not aim to provide solutions for the area-wide challenges such as: housing scarcity and affordability, public transit, traffic, construction costs, and supply chain issues.

In order to best understand the current climate for the manufacturing, maker, and creative sectors, extensive community input including numerous focus groups, a SWOT analysis, one-on-one interviews, in-person tours and community conversations took place (see **Appendix A** for the full list of participants and outreach). The team also conducted a seven-week long survey, the Make It In Napa Space Needs Survey, on the need for affordable live/work housing and workspaces (see **Appendix E** for the Summary Report of Findings). Additional research, institutional knowledge of the maker/manufacturing and creative/arts sectors, and observations from the team all influence the recommendations and Action Items in this Action Plan.

There are eight Action Items divided into short, mid, and longer term strategic implementation tactics that range from simple to complex. The plan and recommendations are offered as a living document, meaning that as opportunities, challenges and goals shift over time, the City of Napa should assess whether new strategies are needed to achieve the desired results.

- 1 Form a Steering Committee to Continue the Make It In Napa Initiative
- 2 Improve Communication and Raise Visibility of the Creative Sector
- 3 Enhance City Infrastructure and Policies to Support the Make It In Napa Initiative
- 4 Adopt Incentives that Leverage Investment and Advance Opportunities
- 5 Create New, Affordable Space Opportunities
- 6 Explore Funding and Partner Opportunities
- 7 Establish a Maker-Focused District
- 8 Strengthen Regional Connections

Guiding Principles, SWOT Themes, and Survey Findings

GUIDING PRINCIPLES

There are three guiding principles that are important to acknowledge up front to clarify the Action Items presented in this Action Plan:

- 1) This Action Plan's focus is on the creative/manufacturing sectors, and by that we define it as artisan makers, small-scale manufacturers, and individual artists and creatives (described further in the Make to Manufacture Continuum on page 15). This was the same subset that the Make It In Napa Space Needs Survey sought to reach. This subset is sometimes referred to as the "creative sector" in this report for brevity.
- 2) The City's multi-year commitment to the Make It In Napa Initiative, to "support and grow the artisan makers, small-scale manufacturers, and artist/creatives sectors within the City of Napa," should be codified and visibly championed. This Action Plan is the culmination of many years of work with both Artspace Consulting and PlaceMade/the Bay Area Urban Manufacturing Initiative to look deeper into supporting these sectors. Action Items 1 and 2 are designed to communicate a commitment to this economic development driven initiative. This Initiative can be rebranded, but for continuity and clarity purposes in this Action Plan, the Make It In Napa Initiative name remains.
- 3) Each action step and implementation tactic should be undertaken with consideration given to diversity, equity, inclusion, and access (DEIA) and any program evaluation process should, in-part, use this metric. Embedding DEIA into each step will require intentional and strategic community partnerships, outreach and dialogue.

SWOT THEMES

To better understand the landscape in the City of Napa, community input and focus groups included a **SWOT Analysis** to delve into the strengths, weaknesses, opportunities, and threats that exist. The recommendations and Action Items were developed in-part by expanding upon this SWOT framework found on page 42. The common themes that emerged are addressed through different Action Items in this report.

- The **Hispanic/Latinx(o/a) community of artists/creatives, makers and business owners is underrepresented** in Napa's branding and should be equally included in the future Make It In Napa Initiative efforts. (Action Items 1, 7, 8)
- The **Napa brand and reputation is a significant asset** and can be better leveraged to support the art/creative and maker/manufacturing sectors. (Action Item 2)
- A **lack of a centralized, information clearinghouse and network** for these industries (independently and as a group) results in inefficient communication about the business development and workforce support that exists. It is a potential barrier to equitable resource distribution and growth of programs and businesses. (Action Items 2 & 3)
- The **economic development power of the creative and manufacturing sectors** is underleveraged. (Action Items 2, 4)
- **Napa County's highly regulated land use hinders** economic diversity and growth of the arts/creative and maker/manufacturing sectors, but provides an opportunity for the City of Napa to leverage. (Action Items 3,4,7)
- There is a noticeable **emerging entrepreneurial and maker movement** that is pushing the boundaries of traditional making/manufacturing business and development models in the City

- of Napa, and it is hard to do businesses outside of the traditional models. (Action Item 3)
- The **high cost and scarcity of housing, commercial and industrial space is a significant barrier** to manufacturing and business workforce retention and growth. (Action Item 5)
 - There is a **lack of access to capital and financial resources**, a need that is likely exacerbated by the high cost of living and conducting business in Napa. (Action Item 6)
 - **Stronger connection to other Bay Area artists, creative/manufacturing spaces** and resources and the region in general, can be made. (Action Item 8)

MAKE IT IN NAPA SPACE NEEDS SURVEY FINDINGS

In addition, response data from the 207 survey respondents to the Make It In Napa Space Needs Survey suggests that addressing the issue of affordable and available space (**Action Item 5**) is more pressing than ever for the creative sector. See the full Summary Report of Findings in **Appendix E**. One hundred seventy-four respondents (84%) indicated an interest in at least one type of creative space in the City of Napa. Interest in space breaks down as:

 **shared/specialized workspace: 100 (48%), private workspace: 79 (38%), and live/work housing: 66 (32%).** Respondents could select more than one option.

The data showed that new affordable space will:

- **Help retain local makers/artists/creatives and their businesses.** 42% of respondents who create/make/practice or run a related business in Napa have considered leaving because the cost of commercial space is too high, the cost of housing is too high and/or there is no available commercial/workspace for their needs.
- **Affordable live/work housing designed for artists/creatives/makers and their families can impact the broader Napa city workforce ecosystem.** 67% of those interested in live/work housing either work or have an occupation in a non-arts /creative/maker field. Of those respondents interested in live/work housing, 86% have considered moving, but 97% of them would stay for the opportunity of new affordable housing for artists/creatives.
- **Addressing the issue of affordable and available commercial/creative space will help retain jobs in Napa city.** 49% of respondents who create/make/practice or run a related business, and who expressed interest in new affordable workspace, have considered moving their work/business outside of Napa, and 96% of them would stay for the opportunity of that space. Further, 37% of those interested in workspace hire full or part-time / short-term employees (not including themselves or their business partners).

SUMMARY OF ACTION ITEMS AND IMPLEMENTATION TACTICS

All of the Action Items included in this report have implementation tactics that are further divided into **short-term “ST” (six months-one year)**, **mid-term “MT” (one-two years)**, and **longer-term “LT” (two-five year)** action steps. Each of these 8 Action Items are interconnected with one another.

For more details and case studies on the Action Items see the Recommendations section of this report (starting on page 44).

ACTION ITEM 1

Form a Steering Committee to Continue the Make It In Napa Initiative

The purpose of this committee is to help further Napa as a maker-friendly city and to support and grow the artisan maker, small-scale manufacturer, and artist/creative sectors within the City of Napa. The Make It In Napa Initiative name is a placeholder, and can be changed to one the committee decides upon.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

- ST1** ▶ Find local champions that can carry this initiative forward. Reach out to the individuals met during this yearlong study and respondents to the Make It In Napa survey.
- ST2** ▶ Form a Steering Committee with representation from the City of Napa, local chamber(s) of commerce, business and workforce support organizations, the arts/cultural sector (e.g., Arts Council Napa Valley and maker/artist collectives), educational institutions, maker/artist collectives, as well as the champions identified in ST1. Attention and care should be paid to including age and racial diversity to the Steering Committee.
- ST3** ▶ Prioritize which Action Items and tactics the steering committee members can help implement and identify partners and begin conversations.

Mid term “MT” (one – two years):

- MT1** ▶ Identify and secure funding for either an additional city staff position or to fund an external partner organization or nonprofit that can champion the Make It In Napa initiative.

ACTION ITEM 2

Improve Communication and Raise Visibility of the Creative Sector

This step is the kick-off of the initiative following steering committee formation. It pertains to improving the flow of information between creative sector individuals and businesses and between the creative sector and the broader community. Better communication can raise the visibility of existing makers, manufacturers, artists, and creatives and improve access to resources.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

- ST1** ▶ Either continue the Make It In Napa Initiative name or choose a new one moving forward. For clarity purposes in this Action Plan, the Make It In Napa Initiative name remains.
- ST2** ▶ Create a way for creative businesses and artists to connect and network. This was the highest identified need by Make It In Napa survey respondents.
- ST3** ▶ Increase web and brand visibility of the Make It In Napa Initiative.
- ST4** ▶ Identify and amplify existing business, real estate, arts, funding resources that the creative/manufacturing sectors and survey respondents may not know about.

Mid term “MT” (one – two years):

- MT1** ▶ Participate in the Bay Area Urban Manufacturing (BAUM) and SFMade’s Manufacturing Week that is held annually in October.
- MT2** ▶ Promote City of Napa-based maker/manufacturers, artists and creative businesses through a searchable directory. The Arts Council of Napa Valley has a great Creative Directory that might be expanded upon rather than starting from scratch.
- MT3** ▶ Convene a meeting with leaders from the area’s educational institutions to explore partnership opportunities for increased support of these sectors.
- MT4** ▶ Host a conversation about DEIA and access to space with diverse creative leaders. Elevating new makers and underserved communities is important to raising the profile and connecting all the artists in the community.
- MT5** ▶ Solicit private partner sponsorships to promote local makers and artists.

Longer term “LT” (two – five years):

- LT1** ▶ Host site visits to maker/manufacture and artist/creative workspaces and studios with cross-sector stakeholders, funders, and influencers.
- LT2** ▶ Determine a partner organization or new non-profit organization where the Make It In Napa Initiative can flourish and assist artists, makers, creatives, and manufacturers. Look for seed funding opportunities.

ACTION ITEM 3

Enhance City Infrastructure and Policies to Support the Make It In Napa Initiative

With some small but important changes and programs the City can be better equipped to support the maker/artisan and small manufacturers and artist/creative led small-businesses in the City of Napa. Codifying what it means to support the “Make It In Napa Initiative” will be important to incentivize creative space development.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

- ST1** ▶ Update and streamline the business license database to easily sort and extract makers/artisan manufacturers, and arts/creative businesses.
- ST2** ▶ Work with Parks and Recreation and the Arts Commission to broaden the messaging around arts and culture to include makers and creatives.
- ST3** ▶ Cultivate city policies that value the maker/creative sectors and help advance this initiative and its objectives such as zoning that allows for live/work housing, cottage industry rules and regulations, and economic development policies.

Mid term “MT” (one – two years):

- MT1** ▶ Assign a city staff liaison as the go-to staff person for artisan/maker manufacturers and arts/creative/maker businesses to help them start, stay, and grow in Napa.
- MT2** ▶ Create a “working with the City of Napa” handbook.
- MT3** ▶ Develop and codify the goals of this initiative and put criteria around how businesses and developments can assess their alignment and in turn support this initiative. (e.g., long-term affordable space, job creation, below market spaces, reaching underserved communities).
- MT4** ▶ Preserve and expand industrial land opportunities.

Longer term “LT” (two–five years):

- LT1** ▶ Include temporary, program-based, and creative spaces in the next Public Art Master Plan update to access percent for art funding for creative space.
- LT2** ▶ Develop a cultural plan for the City of Napa.

ACTION ITEM 4

Adopt Incentives that Leverage Investment and Advance Opportunities

Incentives in this context may be conventional, financial based incentives (for example, density bonuses and tax abatements), or non-financial incentives (for example, expedited approvals, access to decision-makers, or raised visibility) that simply make Napa an easier and more attractive place for artists, creatives, makers/manufacturers to locate and grow their businesses.

IMPLEMENTATION TACTICS:**Short term “ST” (six months–one year):**

- ST1** ▶ Develop and promote a menu of incentives that reward development projects and businesses that advance the Make It In Napa goals laid out in Action Item 3.
- ST2** ▶ Reduce event-related permit, license and rental fees for applicants who are serving or who contract local makers/artists.

Mid term “MT” (one–two years):

- MT1** ▶ Modify the “percent-for-art” ordinance and policy that is part of the Public Art Master Plan to support new creative spaces.

Longer term “LT” (two–five years):

- LT1** ▶ Develop a certification program for developments that align with goals of this initiative and exemplify excellence.

ACTION ITEM 5

Create New, Affordable Space Opportunities

Makers, manufacturers, artists, and creatives need affordable, safe, and functional spaces where they can make, create, conduct business, and sell, display or share their work. They need private and shared spaces, large and small, industrial and non-industrial and incubator/accelerator spaces. The Make It In Napa Space Needs Survey data should be reviewed by any developer interested in creating this type of space. Affordability and availability of space is the foremost need and one of the most complex to address.

IMPLEMENTATION TACTICS:**Short term “ST” (six months–one year):**

- ST1** ▶ Use the Make It In Napa Space Needs Survey Findings Report to make the case for new space.
- ST2** ▶ Call out the immediate need for housing and space that creatives are facing in city plans, advocacy, and other Make It In Napa communications.

Mid term “MT” (one – two years):

- MT1** ▶ Identify and maintain a list of potential locations for new space.
- MT2** ▶ Connect individual artists, makers, and small businesses to organizations with existing space opportunities. The survey respondents are an immediate starting point.
- MT3** ▶ Work to ensure DEIA measures are in place to include diverse populations in any conversation about new affordable space.
- MT4** ▶ Reward mission-driven development projects through incentives that include below market-rate creative spaces.

Longer term “LT” (two – five years):

- LT1** ▶ Create a long-term affordable, mixed use, artist and maker live and work facility or campus.
- LT2** ▶ Pilot new projects through public/private partnerships.

ACTION ITEM 6

Explore Funding and Partner Opportunities

While the City may not be flush with funds to advance recommendations in the Action Plan, it can leverage existing programs and work in partnerships with the private sector and Napa County to usher in new opportunities.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

- ST1** ▶ Tap into American Rescue Plan Act funds.
- ST2** ▶ Connect with local organizations to advance the goals of Make It In Napa. Partnering with existing organizations and individuals is a great way to leverage resources in the community or pursue joint funding. **Appendix A** has the list of all the individuals and organizations who participated in the study.

Mid term “MT” (one – two years):

- MT1** ▶ Support efforts to bring more regional resources to Napa city businesses.
- MT2** ▶ Explore district-specific revenue opportunities

ACTION ITEM 7

Establish a Maker-Focused District

A maker-focused district should be a city approved geographic area that could apply for California state certification as a Cultural District. More than one district may be appropriate in Napa. Benefits include increased tourism and visibility for makers and artists within the district and economic development. The City of Napa has a unique opportunity to stand out in the valley with such a district.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

- ST1** ▶ Identify potential geographic boundaries for a future district and determine the best location and goals for the district(s). Pay attention to any issues of gentrification or displacement that this may bring up. Preserving affordable space should be of the highest priority.

Mid term “MT” (one – two years):

- MT1** ▶ Form a stakeholder working group for the district that includes younger voices and diverse representation of makers and creatives.

ACTION ITEM 8**Strengthen Regional Connections**

Many of the ecosystem challenges stem from intractable issues (land costs, traffic, wildfires, etc.) faced by multiple municipalities in the region, as well as other issues outside of the City’s jurisdictional control. While Napa is limited in what it can do on its own to improve these types of conditions, it can work collaboratively with Napa County and regional municipalities and agencies to address concerns of mutual interest.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

- ST1** ▶ Conduct “Business Retention Visits” in partnership with Napa County.

Mid term “MT” (one – two years):

- MT1** ▶ Expand opportunities for job-creating maker/artisan manufacturers in the County’s manufacturing-zoned land at the airport.
- MT2** ▶ Encourage Napa County to join BAUM (Bay Area Urban Manufacturing) Initiative to form more regional connections.
- MT3** ▶ Create more opportunities for exchanges with Bay Area artists and creatives to work and show in Napa, potential key partners would be the Arts Council of Napa Valley and other regional arts councils.

Longer term “LT” (two – five years):

- LT1** ▶ Initiate a regional dialogue on how to keep maker/artisan manufacturers, artists and creatives in the area and how to be welcoming to emerging artists.

Introduction

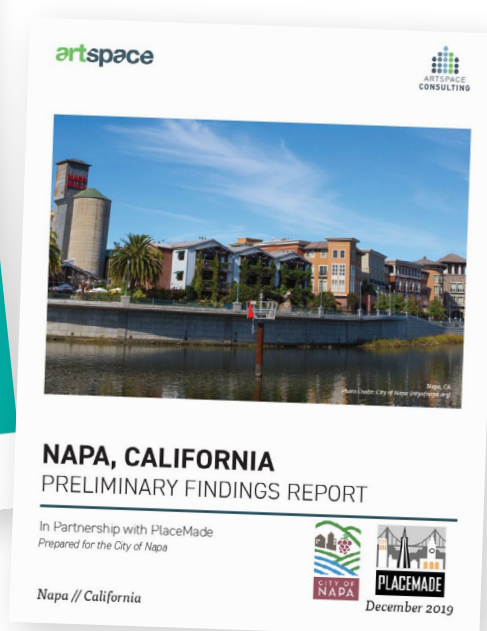
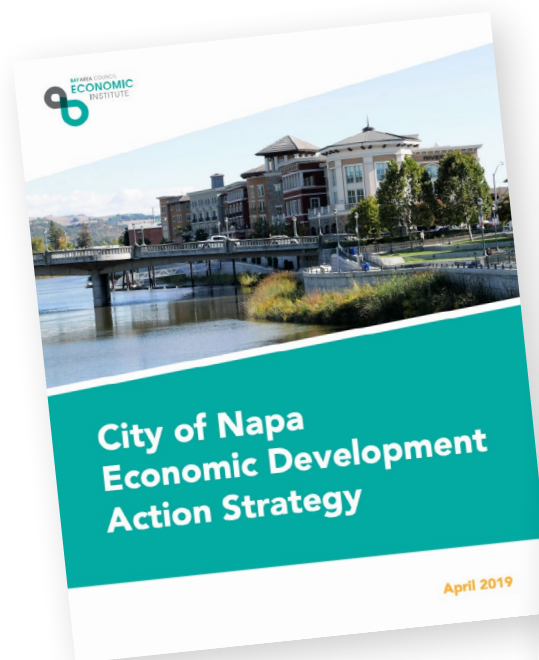
Background and Purpose of the Action Plan

In 2019, the Bay Area Council Economic Institute delivered the “City of Napa Economic Action Strategy”. This study revealed a significant opportunity to sustainably grow the City of Napa’s creative and local manufacturing sectors. Investing in, and building thriving, local manufacturing and creative ecosystems will provide living wage jobs for diverse, local residents. This investment would also advance the prosperity of Napa and provide much-needed resiliency and economic diversification to help weather disruptions like the COVID-19 pandemic and local wildfires. The result would be a stronger, more diverse economy, complementing Napa’s notable tourism, agricultural, and healthcare industries.

In late 2019, in response to the Bay Area Council’s Action Strategy recommendation to create “Spaces for Innovation”, the City of Napa engaged Artspace Consulting and PlaceMade to assess the potential for a jointly developed facility that would offer affordable manufacturing and production space, creative work and studio space, and housing for the people who create and make things in Napa. The resulting, Preliminary Findings Report was informed by community and stakeholder input, local and regional project case studies, a review of available sites, and leaned on Artspace’s expertise in affordable, creative

“...Napa is uniquely positioned to take advantage of a growing trend in manufacturing: small-batch, artisanal production—a growing trend in manufacturing—given its existing strength as a global destination.”

Source: Bay Area Council Economic Institute’s City of Napa Economic Development Action Strategy (April 2019)



space development. An illustrative project financial model was developed to preliminarily test feasibility. The study concluded that the project concept had strong potential and that it was an innovative way to capitalize on the creative sector, to create jobs, address affordable housing concerns, and spur economic development.

This was in keeping with the BACEI report data which identified the hospitality and the arts sectors as an “employment driver” in the City of Napa stating that “With an annual employment growth of 4.0% since 2008, the hospitality and the arts sector is growing more than four times faster than the City of Napa’s overall economy”. It also noted that “the City of Napa’s hospitality and arts employment concentration is relatively low on the list of comparable cities,” suggesting the opportunity to divert tourism dollars that are spent outside the City, toward local artists and creatives and to position the hospitality and creative sector to grasp a larger share of overall economic activity.

In considering the potential market demand for new space, PlaceMade used NAICS codes for the City of Napa to confirm growth in the manufacturing and “arts, entertainment, recreation” sectors and noted that this data likely underestimated the number of Napa-based small manufacturers, giving the organization confidence that with further investigation, a strong market need would be revealed.

Business Establishments by NAICS / City of Napa

NAICS Code	Category	(Choose Napa) ¹ # of Establishments	(WANB) 2019 # of Jobs	(WANB) ² 2018-2019 % Change
31	Manufacturing: Processed Foods, Textiles, Clothing	213		
32	Manufacturing: Chemical, Fuel, Paper, Plastic, Wood	17		
33	Manufacturing: Electronics, Furniture, Machinery, Metal, Transportation, Misc	17		
31-33	Manufacturing		4,737	13.60%
71	Arts, Entertainment, Recreation	111	1,289	5.60%

1. Source: Info USA, August 2019, Choose Napa website

2. Emsi Q4 2019 Data Set; report provided by Workforce Alliance of the North Bay; Zip Codes: 94558, 94559, 94581

Focus groups, moderated by Artspace Consulting, revealed the top three space needs of individual creatives and maker businesses to be: creative workforce live/work housing, studio/creative work-only space and shared spaces including makerspace, exhibition/gallery/presentation space and gathering space. This finding supported the BACEI suggestion that the City pursue “collaborative workspaces, business incubators/accelerators, and maker spaces.” While the sample size was small and the information anecdotal, it provided important and encouraging insight.

These preliminary market findings led to one of the main recommendations from this 2019 report: conduct a creative space market study to “better understand the market for both the workforce live/work housing and the industrial/commercial space,” and set the stage for the City’s next step.

In early 2021, the City of Napa received a grant from the Economic Development Administration

(EDA) as a next phase of work to advance the City's local manufacturing and creative sectors following the aforementioned reports. Engaging Artspace Consulting and PlaceMade once again, the EDA grant allowed for "The City of Napa's Creative Space and Local Manufacturing Action Plan" report. From March to October 2021, the aim was to develop an Action Plan that the City and its partners can take to make Napa a place where the manufacturing, maker and creative sectors and their workforce can thrive. Working closely with the City's Economic Development team, these two non-profits were tasked with coming up with recommended actions and tactics for retaining and attracting individual artists, creatives, makers and their making and manufacturing businesses.

Partners

The team working on this report include: The City of Napa, Artspace Consulting, and PlaceMade.

The City of Napa's Economic Development Department was instrumental in fostering introductions to community leaders, artists, manufacturers, developers, local businesses, and many others who make Napa what it is. The department worked closely with Artspace Consulting and PlaceMade (described below) throughout the project timeline to help formulate the Action Items.

Artspace Consulting is a division of Artspace Projects Inc., a nationally regarded non-profit development and consultancy organization that uses the tools of real estate development to create self-sustaining, long-term affordable living and working spaces for the individuals, businesses and organizations that make up a region's creative sector. Artspace Consulting has advised over 300 communities on their space developments. As developer, owner and operator, Artspace Projects Inc. has completed 58 real estate projects in 22 states, the District of Columbia, and one tribal reservation, over the last four decades. Artspace Projects, Inc. has supported artist-led community transformation, representing a nearly \$750 million investment in America's creative-sector infrastructure.

PlaceMade is the Bay Area's leading non-profit real estate consultancy and developer for affordable and functional industrial space. PlaceMade, together with its parent non-profit organization SFMade, Inc, brings more than a decade of experience helping manufacturers start, stay, and grow in the Bay Area. Together, PlaceMade and SFMade advance shared prosperity in cities across the region by helping them build thriving local manufacturing ecosystems that sustain living-wage jobs for diverse local residents.

Action Plan Definition

The Action Plan is a roadmap for the City of Napa and its partners to attract, retain, and grow the manufacturing, maker, artist, and creative sectors. It does not aim to provide solutions for the area-wide challenges such as: housing scarcity and affordability, public transit, traffic, construction costs, and supply chain issues, but it does attempt to work within this context and soften some of the impacts. There are eight Action Items divided into short, mid, and longer term tactics for the City of Napa to pursue. All the Action Items are based upon the needs and ideas the team heard from the local creative and manufacturing sectors.

Methodology

Make to Manufacture Continuum

For the purposes of this report, we set out to define artists, makers, and manufacturers by using the “Make to Manufacture” continuum below. Using this chart helped us to organize our outreach, research, and findings. We recommend that the City of Napa use these, and the below, definitions going forward.

	INDIVIDUAL ARTIST		MAKER	MANUFACTURER	
“Typical” Attributes	Fine Artist	Applied Artist	Artisan Manufacturing	Small Manufacturing	Large Manufacturing
\$ Size	Varies	Varies	\$500K-\$5M	\$5M-\$25M	\$25M+
Business Type	Sole Prop/ LLC	Sole Prop/ LLC	Sole Prop/ LLC/SCorp	S-Corp/ C-Corp	C-Corp
Employees	0-5	0-5	2-10	10-100	100+
Sales Channel	Commission/ Galleries	Direct to Consumer/ Small Markets	Direct/ Small Markets/ Retail	Direct/ Retail/ Wholesale	Direct/ Retail/ Wholesale
Space	Home Workshop	Home Workshop or Studio	Studio or Small Industrial or Studio	Small Industrial Space	Large Industrial Space

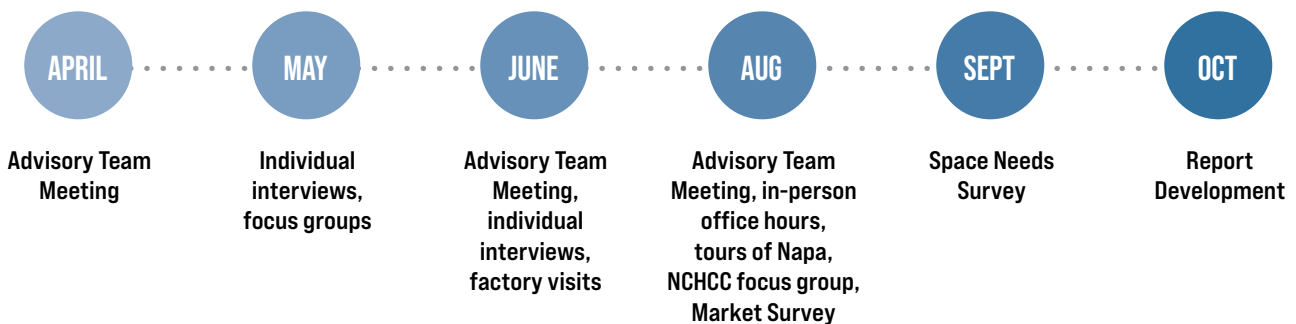
RECOMMENDED DEFINITIONS

Individual Artists and Creatives – individuals who practice in or work in the fine or applied arts and design and may or may not operate a business for distribution of their creative work and products. They generally do not have full-time employees and may practice and create work from private or shared studios within or outside of the home. Work may be commissioned or fee-based, and sales are direct to the consumer. This definition follows the directive to focus this study primarily on a subset of artists who produce visual, functional, or design work and fall into a Make to Manufacture continuum. It is evident that individual artists/ creatives who practice outside of the boundaries of this continuum, for example literary, performing, film and sound artists, do create products and contribute as employers and workers within a broadly defined creative economy. For this reason, the input and needs of these artists are also represented in this Action Plan.

Makers/Artisan Manufacturers – individuals who work with small batch crafts, food/ beverage, and artisanal products and have a business for distribution of their products. They may be incorporated in a for-profit business, B-Corp, or nonprofit model. They generally have 0 to 10 employees, revenues of \$500k–\$5 million, and typically “make” or “manufacture” in studios and small industrial workspaces. Their market includes direct to consumer, commission, and retail sales. (Examples: leather goods, artisanal foods, body products, jewelry, woodworkers.)

Small/Medium/Large Manufacturers – companies that produce one or more physical products locally, for sale to the end consumer or wholesale/business-to-business. Companies will have 10 or more employees, in addition to the owner(s) and revenues that range from \$5 million to over \$25 million. (Examples: building and construction materials, apparel, electronics, pet products, metalworking and fabrication, home products, robotics.)

How Information was Gathered



MAKE IT IN NAPA ► It was important to the Partners to broadly engage the community in this effort and to ensure easy access to critical information including what we were doing, why we were doing it, who we were trying to reach and how to get involved. To this end the “Make It In Napa” initiative was created and information about the work was posted at MakeltInNapa.com. This portal offered community members and stakeholders the opportunity to learn more and to request participation in focus groups and the space needs survey and to offer to help with the effort.



ADVISORY TEAM ► A volunteer group of 12 local stakeholders drawn from the arts, maker/manufacturing, agriculture/food production, government, nonprofit, workforce development, business, and real estate sectors, was convened as an Advisory Team. This Team provided fundamental and contextual information about Napa and the subject industries, based on their areas of expertise and experiences. Through virtual and in-person group meetings and individual discussions, information was shared and community connections expanded. The Advisory Team included the following community members:

- **Jerry Curiel**, Morenita Foods
- **Chris DeNatale**, Napa Valley Arts Council
- **Olivia Dodd**, Entertainment and Arts Consultant
- **Suzy Ekman**, Makers Market
- **John Hannaford**, Artist, Musician, City of Napa Public Art Steering Committee
- **Gordon Heuther**, Artist & City of Napa Planning Commission Member
- **Michael Holcomb**, Holcomb Brokers
- **Bill Kampton**, Colliers International
- **Preston O’Connell**, Real Estate Developer
- **Wayne O’Connell**, Real Estate Developer
- **Vin Smith**, City of Napa Community Development
- **Bruce Wilson**, Workforce Alliance of the North Bay

FOCUS GROUPS ► Three focus groups were held virtually and one in-person, for the **Business Community, Individual Artists & Creatives, Makers & Artisan Manufacturers, and the Napa County Hispanic Chamber of Commerce**. Attendees live, create, or conduct business in the City of Napa or Napa County. Through discussion and interactive presentations, information was collected about their represented industries and their experience living, working, and conducting business in Napa. They shared their ideas for local assets, resources, contributed to the SWOT Analysis and suggested new connections. The mentimeter platform was used to capture feedback during the focus groups. A full list of focus group participants can be found in **Appendix A**.

A number of individual artists participated, as well as the following organizations and businesses:

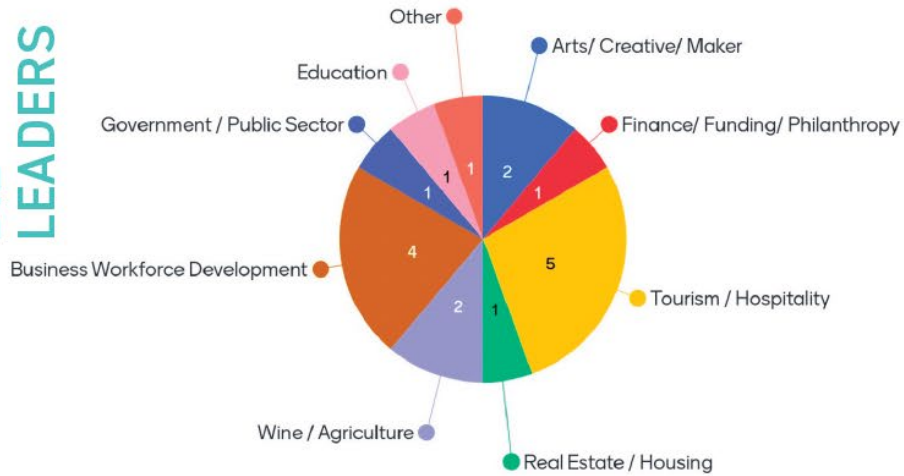
- 150 Hooper
- 707 Embroidery Zone
- Addwater
- American Canyon Chamber of Commerce
- Arts Council Napa Valley
- Bank of Stockton
- City of Napa
- Compass Real Estate
- Coldwell Banker
- Community Action Napa Valley
- di Rosa Art Museum
- Downtown Napa Association
- Equity Community Builders
- Farmworker Institute for Education Leadership and Development (FIELD)
- Feast it Forward
- Global Casting
- GUILD Makerspace
- Hispanic Chamber of Commerce – Napa County
- Infinite Healing
- La Morenita
- Napa/Sonoma SBDC
- Napa City Council
- Napa Chamber of Commerce
- Napa River Inn and Historic Napa Mill
- Napa Valley Wine Train
- Napa Farmers Market
- Napa Valley Community College
- Nimbus Arts
- O’Connell Real Estate Group
- Olde Towne Barber Shop
- Public Art Commission
- The Prisoner Winery
- Rail Arts District
- Salute Sante
- Sonoma Valley Museum of Art
- Visit Napa Valley
- Von Saal Design
- Workers Alliance of North Bay

INDIVIDUAL INTERVIEWS ► Twenty-six individual, in-depth stakeholder interviews were conducted in-person, virtually, and by phone. Interviews with manufacturers (many at their place of business) informed recommendations designed specifically to support this sector. Interviews

ARTISTS



BIZ LEADERS



MAKERS/ MANUFACTURERS



held with individual community members provided historic and current context and offered the team an opportunity to dive more deeply on a topic than possible in a focus group setting.

- **AllWeld Metal Fabrication** (Matt Petrini)
- **Art Association Napa Valley** (Janis Adams)
- **Feast It Forward** (Katie Shaffer)
- **Geoff Hansen** (ACNV Board member)
- **Gordon Heuther**
- **Healthy Buildings** (Bob Massaro)
- **Hillstone Group/Kelly Filling Station** (Tim Kelly)
- **Janson Capsules** (Melanie Thomas)
- **Keller & Mani Chocolate** (Hallot Parson)
- **La Morenita** (Jerry Curiel)
- **Lixit** (Linda Parks)
- **Luv Snacks** (Breanna Tomasello)
- **Makers Market** (Suzy Ekman)
- **Maryam + Company** (Maryam Ahmed)
- **Napa Nuts** (Schecky Miluso)
- **Napa Makes** (Jordan Felling)
- **Napa Valley Distillery** (Arthur Hartunian)
- **O’Connell Real Estate** (Wayne O’Connell)
- **Pohan’s Upholstery** (Sean McFadden)
- **Public Art Commission** (John Hannaford)
- **Rancho Gordo** (Steve Sando)
- **Salute Sante** (Nanette and Valentin Humer)
- **Studio KLY** (Kristina Young)
- **Tannery Bend Beerworks** (Tyler Rodde)
- **Tschida Engineering**
- **Workforce Alliance of the North Bay** (Bruce Wilson)
- **WineTech** (Sean Rooney)

IN-PERSON “OFFICE HOURS” AND SITE VISITS IN NAPA ► Artspace Consulting and PlaceMade representatives came together in Napa August 17–20, 2021 for site tours, meetings, and in-person “office hours”. Due to the COVID-19 pandemic most work was conducted virtually, so this in-person convening offered an important opportunity to understand the landscape, gather more information and to broaden and deepen community engagement. These onsite visits and informal conversations offered additional context to the team and helped Artspace Consulting promote the space needs survey directly.

- Outdoor “office hours” provided an informal setting to meet with the Advisory Team, Arts Council Napa Valley, Napa Valley Arts Association, individual artists, business leaders, city representatives, community members, Napa Makes, and gather additional information while promoting the Make It In Napa Space Needs survey that was available during that time frame.
- Site tours of opportunity development sites and local maker and creative businesses, along with downtown neighborhoods, and other community assets, were conducted during this visit. The team visited the Makers Market, Visit Napa Valley, Rail Arts District, Action Avenue Creative Spaces, Arena Gallery, Gordon Heuther’s Studio, Tannery Row/S. Coombs Street businesses, the Arts Alley, Industrial Spaces near the Airport, Downtown Yountville, and new businesses in the Oxbow.

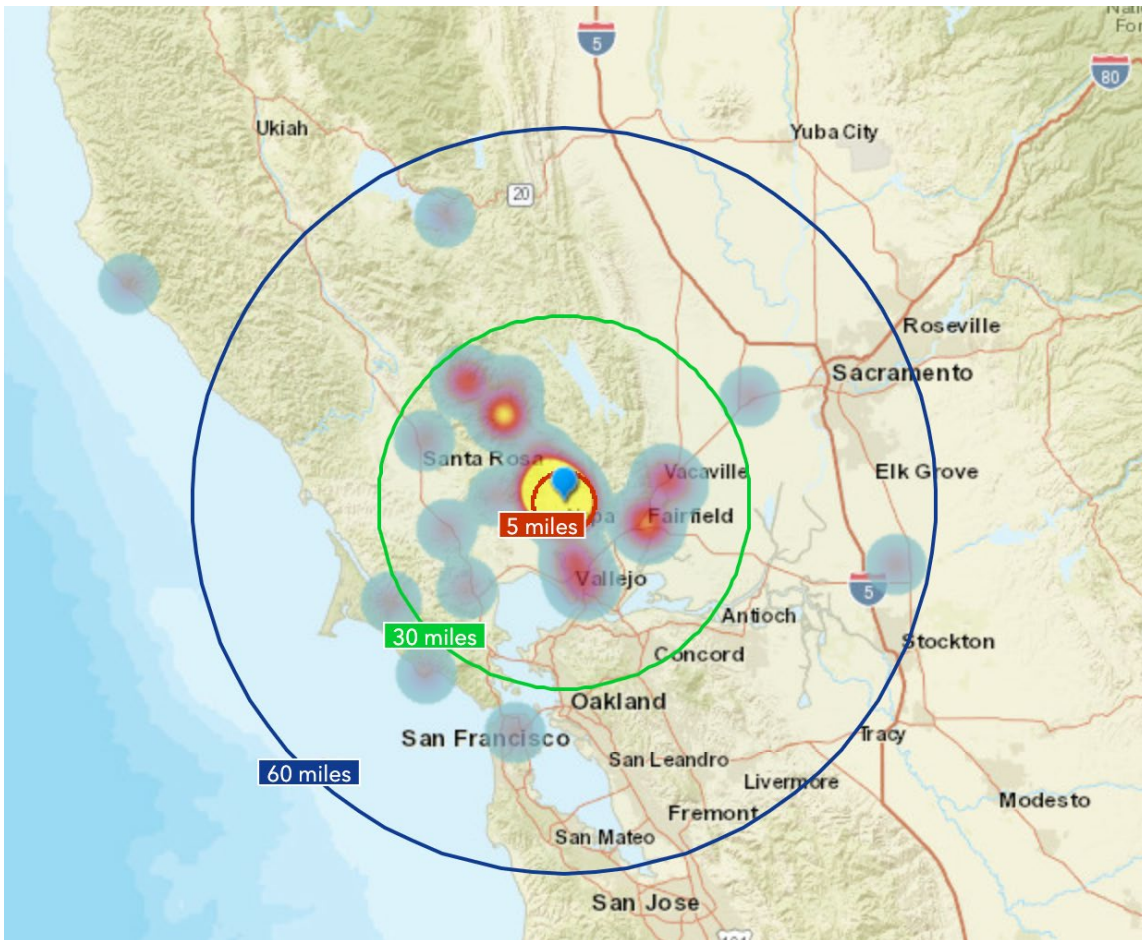
MAKE IT IN NAPA SPACE NEEDS SURVEY ► An online survey for individual and business-owner makers, creatives and artists was conducted from August 9–September 26, 2021 (7-weeks). Two hundred and seven (207) respondents provided data about their creative/maker/manufacturing workspace, housing, and other support needs in the City of Napa. Eighty-six percent (86%) currently or have in the past lived in the City of Napa and 80% “create, make, practice art, or have a business in Napa.” Resulting data was used to inform recommendations and to expand the local asset map created for this study. The purpose of the study was to:

1. Determine the demand and interest by the creative sector to warrant new spaces focused on the creative sectors in the City of Napa.
2. Conceptualize future spaces.
3. Encourage the City of Napa, creative community, local organizations and property owners and developers to foster and create new creative spaces for the demonstrated need.
4. Source ideas for initiatives and programs that can help support and grow this important economic sector.
5. Create an interest list of those individuals and organizations/businesses who need space to help matchmake with available spaces.

Outreach Geography

Participants in focus groups and individual meetings and interviews were drawn primarily from the Napa city and county area. However, the Make It In Napa Space Needs Survey aimed to reach more broadly with promotion targeted to the creative/maker sectors within a 60-mile radius of Napa city, including Napa, Sonoma, Alameda, San Francisco, and Solano Counties. Most respondents and participants either live and/or work in the City of Napa. We noted during this study that many use “Napa” interchangeably to refer to either the City of Napa or Napa County and clarified the focus of new potential space and programs and this Action Plan is within the Napa city boundaries and jurisdiction.

Heat Map of Survey Respondents and Napa 60-mile radius



Map Source: Artspace Consulting, via Esri Community Analyst

Landscape Review

To understand the current landscape in the City of Napa, this Action Plan presents the following information in three parts. First, the **existing creative assets** discovered over the course of this study. This demonstrates the expansive breadth and network of creative spaces in the region. Second, overview information from the **Make It In Napa Space Needs Survey data** presenting more background on this sector whose needs were surveyed. And third, how the **supportive “ecosystems”** that are commonly used by the manufacturing industry as a benchmark are faring in Napa. In this Action Plan these ecosystems are used to review the current landscape for artists, makers, manufacturers, and creative businesses and support the Action Items in the recommendations section on page 44.

Existing Assets

Through conversations, the in-person visits, and focus groups, community members identified a wide variety of existing creative spaces, small creative businesses, festivals, venues, and places where they deemed creativity happens in Napa. The boundaries of the City are porous with creatives living and working throughout the Napa Valley Region. Through these conversations it was noted the creative sector travels as far as San Francisco, Oakland, Yountville, San Rafael, Petaluma, St. Helena, Calistoga, Vallejo, Ross, Mill Valley, Sausalito, Sonoma, Sebastopol, and Santa Rosa to sell/show their work, perform at festivals, and be part of a larger creative network.

In order to best understand how to support these small businesses that make this region unique and creative, it’s an important first step to identify who they are. While this is no means exhaustive, it demonstrates the widespread breadth of the existing creative community. The City has an opportunity to continue conversations with these entities about the Make It In Napa Initiative as outlined in the Action Items. As part of this study we mapped the existing creative assets that have physical locations. A full list of the **179 creative assets** that were mentioned during this study are in **Appendix B**. This list does not include individual artists’ names that were disclosed through the survey.

Assets mapped include:

- Creative Studios
- Industrial Spaces with a Maker Focus
- Multi-use Buildings
- Makerspaces
- Small Businesses in the Creative Fields
- Festivals
- Performing Spaces
- Public Gathering Spaces



Source: Artspace Consulting

There are a number of assets that were identified that do not have a physical location but add to the vibrancy and creativity of Napa.

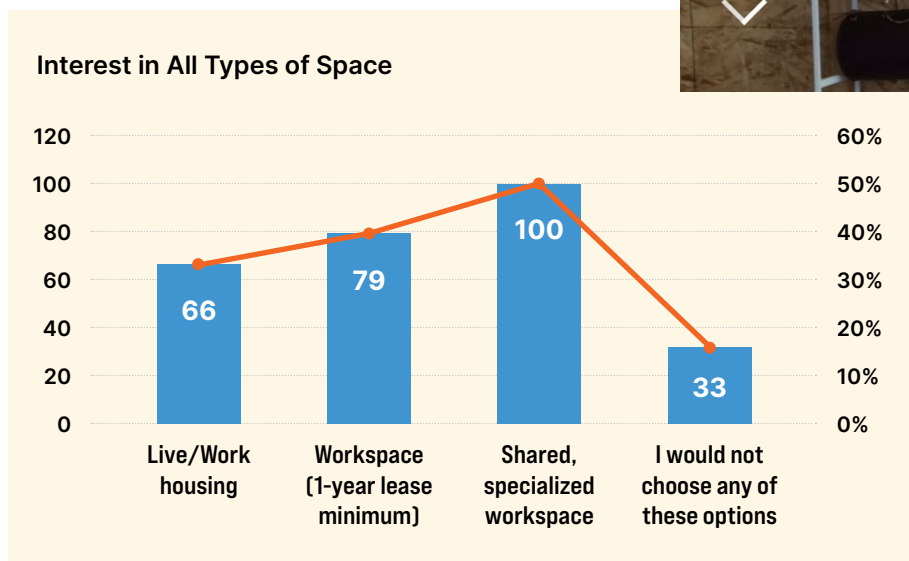
- Almanac Creative
- BANG Napa Valley
- CJ Creative Pros LLC
- de la Torre Productions
- Festival Napa Valley
- Napa County Hispanic Chamber of Commerce
- Napa Creatives
- Napa Green
- Napa Lighted Art Festival
- Napa Music Collective
- Napa Valley Latino Heritage Committee
- Napatitlan
- Trig Collective
- UC Master Gardeners of Napa County
- Valley Players
- Visit Calistoga

The [Suscol Council](#), [NV Latino Heritage Committee](#), [Napatitlan](#), and [Napa County Hispanic Chamber of Commerce](#) are four organizations working with diverse communities in Napa that should be included in any future conversations around the Make It In Napa Initiative Action Item implementation plans. Community members may be aware of others as well, this list is not exhaustive.

Make It In Napa Space Needs Survey Findings

The Make It In Napa Space Needs Survey was available for seven weeks and focused on creative space and other support needs of creatives who currently or would be interested in living, working, or making in the City of Napa. It also sought to better understand the existing creative sector and create an interest list of those individuals and organizations/businesses who need space and matchmake with available spaces.

There were **207 total survey respondents** of which a notable **174 (84%) indicated an interest in at least one type of creative space in the City of Napa.**



■ Total Respondents
— % of Total Respondents

Respondents may have selected more than one option.

Source: Make It In Napa Survey Results, Artspace Consulting

The majority (77%) of respondents are current residents and another 9% are former residents of the City of Napa. One-hundred and thirty-eight (138) or 80% of the respondents primarily create, make, practice their art, or have a business in the City of Napa. The significant hyperlocal response suggests that investment in new spaces and initiatives would not only serve local residents and businesses but that the regional market remains largely untapped.

The arts, creative, artisan, and maker fields were diversely represented by survey respondents. 39% of total respondents are involved in "Painting/Drawing, Illustration and Mixed media". The strong showing by these visual arts is representative of the local arts scene and the partner organizations who helped promote the survey. Those involved in crafts were 18% of total respondents and fire arts (ceramics, glass, metalworking/metalsmithing) were 14% and the highest represented maker-specific fields.

Outreach plays a significant role in how respondents hear about the survey and anecdotally we know there are many food and beverage product makers active in Napa who are underrepresented in the results. The total respondent pool lacked a strong response from makers, creatives and artists who are 30 years of age or younger. 54% are 50 years of age or older. This statistic may echo the feedback received during focus groups and one-on-one conversations, namely that younger makers/creatives/artists are priced-out of the City of Napa due to high costs of housing and workspace.

In similar surveys conducted nationally, higher responses from young and emerging artists typically result in a greater interest in live/work housing. Reaching younger artists within and outside of the City of Napa, through ongoing outreach, may reveal a deeper market than suggested by this sample.

A huge variety of artists, organizations, and small businesses responded to the survey (e.g. filmmakers, mehndi artists, cookie makers, candy makers, visual artists, creative marketing, branding, musicians, photographers, bands, barber shops, baby clothes, embroidery). It's clear many use their home studios and festivals/markets, Etsy, Instagram, Facebook to get to the word out about their products and don't have physical spaces. There are also a lot of active Facebook groups for artists/makers in Napa Valley that would be a good potential network to reach with the Make It In Napa Initiative.

Respondents at a Glance

Most respondents are....

- **Producing unique, one-of-a-kind creations (74%)**
- **Working from a space within their home or don't have the space they need (79%)**
- **40 years of age or older (71%)**
- **City of Napa residents (77%)**

...and identify as:

- **Female (64%)**
- **White/Caucasian (71%)**

Of those who rent/own space on an ongoing basis outside their home...

- **Most have that space in the City of Napa (65%)**

Of those who do not....

- **Most primarily create, make, practice art or base their business in the City of Napa (80%)**

"John Hannaford, a Napa percussionist and artist, said one important aspect of the survey is that it was inclusive and therefore was able to capture a fuller picture of Napa's local creative industry than it otherwise would have. Hannaford said he also appreciated that it started from square one and didn't assume what the interests or needs of local artists are. He said that was an essential step in actually understanding what needs to happen to support local creatives."

Source: Edward Booth, *Napa Valley Register*, November 30, 2021

The following organizations/creative businesses/artists participated in the survey and offered their websites and social media handles. They were either interested in at least one type of space in Napa or provided their input in some format. This is a great starting list to build a network in Napa. We recommend for the City and future Steering Committee to review the full supplemental data provided confidentially as part of this survey.

- 1700 Film
- A Touch of Love Jewelry
- AlibytheSea
- Andrea Cazares Art
- Ann Trinca Arts Management
- Aperture Media + Design
- Art Association Napa Valley
- Art Factory
- Art of Taste. Penelope Moore
- Beyond The Label Art Show
- Blue Okra
- Bougie Napa
- Brazil Carnival Shop
- BUG Wearable Designs
- Cathy's Cottage
- Cha-Cha Sweets
- Charlene Steen Art
- Christy's Card Creations
- Coffman Home Services
- Creative COOKIES TOO
- Daniel Ricco Art
- Dirt and Diamonds Printing
- E& M Presents
- EJD essentials
- Emil Yanos Design
- Fazio's cat jewelry
- Festival Napa Valley
- Flying Pig Ceramics
- Flying Pig Design
- Franco Luna
- Frederick & Co. Woodworks
- Gaming! on the Rocks Podcast
- Gatto Design
- Glytchwyth
- Jewels of the Vineyard
- Jock McDonald Film Inc.
- Kaye Fleming Design
- Legereart
- M.A.P.Designs
- Manny Designs
- michael isaac designs
- Morrie Warshawski, Arts Consultant
- Nancy Mott Designs
- Napa Studio Gurl
- Nick Cann design
- Nixie Design Studios Photography
- NVUSD
- Olde Town Barbershop
- Parrisworks
- Particularly Nice Find
- PR quilting
- Robert Frank Fine Art
- Rosie Penning Fine Art
- Sanda Design
- Sherri Gallagher Designs
- Storied Productions
- Studio KLY LLC
- The Rosburg Files
- Thru the Haze, band
- Tubiolo Public Art and Sculpture
- Vaughn Creative Services
- Vineyard music academy
- WicklowArt/The Pin Wizard's Cosmic Mercantile
- Wilkinson Iron Works

Respondents overwhelmingly (82%) requested to be kept informed of Make It In Napa initiative updates. This suggests a great degree of enthusiasm among the local maker/creative/artist sector. Staying in touch with this motivated group through occasional emails (some provided contact information for this purpose), social media, representative organizations and other channels is highly recommended. **(Action Items 1 & 2)**

The ten-page summary report on the Make It In Napa Survey can be found in **Appendix E**.



Social Media Marketing Post,
Source: City of Napa Instagram

Supportive Ecosystems Overview

The below eight supportive “ecosystems” are commonly used by the manufacturing industry as a parameter for communities to objectively review their supportive landscape. In this Action Plan these ecosystems are used to review the landscape for artists, makers, manufacturers, and creative businesses.

Focus group participants were presented with these ecosystems and asked about how well or not each ecosystem currently supports their work and industry, and what, if any, changes they would like to see made. Strengthening these ecosystems to better support these industries is a main component which influences the Action Items and recommendations in this report.

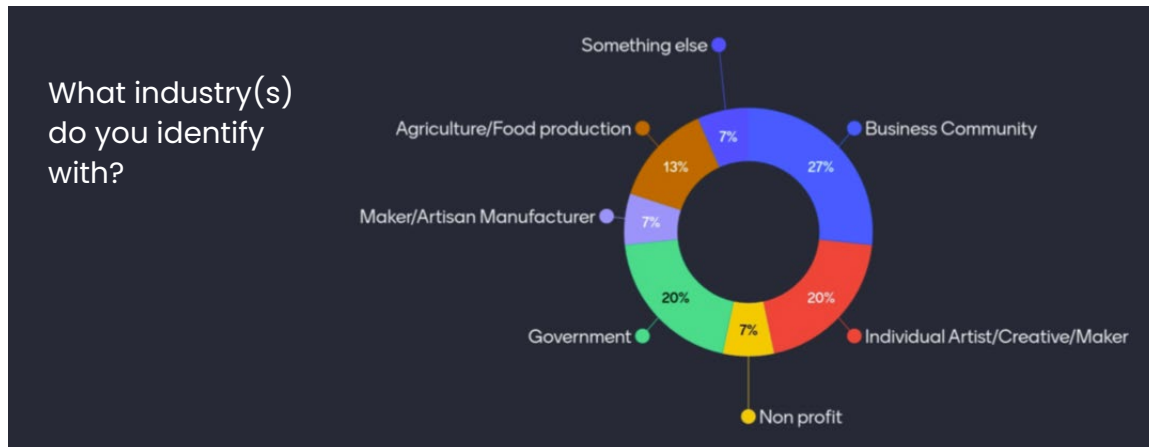
- ① **Capital/Financial resources** – What resources are available for funding capital (equipment or space) and programs? How plentiful and accessible is the funding? Many cities and communities have access to New Markets Tax Credits, incentives from Opportunity Zones, and Community Development Financial Institutions. Access to these and to government grants and private funding were explored.
- ② **Business support programs** – Accessible community programs are essential to the success of maker and creative businesses. City colleges, small business centers, and non-profit service providers, and the like are vital initiatives that help advance artists, makers, and manufacturers along the continuum and their work-growth goals.
- ③ **Napa brand/reputation** – How people view your city is important to the success of the businesses, organizations, and citizens of the town. Reviewing the “brand” of the City in an objective manner helps to frame the discussion for potential changes that need to be made.
- ④ **Workforce support** – Workforce programs tend to go unnoticed which is detrimental to the entire community. Reviewing what is available to the businesses/employers: training, finding workers, education, attainable housing, etc., can help determine what programs and what gaps exist and where to focus investment.
- ⑤ **Real estate** – Real estate data is necessary to understand what is (or is not) available to residents, workers, tourists, creatives, and all touchstones that make a city run. Reviewing zoning, comparing rental prices, looking at availability of land and space for sale or lease, and assessing land use are all part of the process.
- ⑥ **Government infrastructure** – The policies, rules and regulations, communications, community engagement, and internal capacity, are all a part of this important ecosystem. A 360-degree analysis helps reveal how the public sector can currently, and in the future, support business, manufacturing, and creative enterprises’ growth and sustainability.
- ⑦ **Regional Connections** – Both regional and local assets are considered important when it comes to “connections.” Connections can include general transportation elements such as transit, car commutes, last-mile travel, traffic, parking, in addition to communications with neighboring cities (residents and government), and adjacent resources and industries.
- ⑧ **Local supply chain** – Supporting local businesses, streamlining processes, timely product to market, climate change considerations, and local economic vibrancy are main components of evaluating the local supply chain. Assess what materials are available, what are delivery options, who are you supporting, and how to create a strong community by creating local networks.

Ecosystem Landscape Review

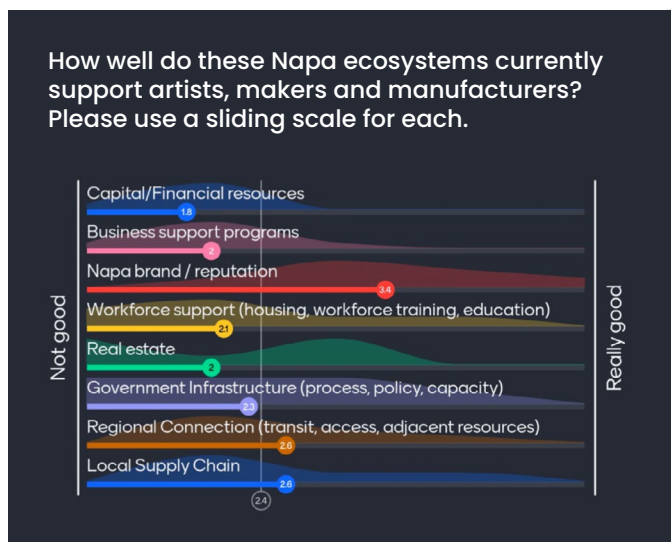
Napa was described by several participants as still being an agriculture town at its core and many appreciate the small-town feel of the City. At the same time, Napa is a worldwide tourist destination, with successful businesses, and a thriving arts community. This dichotomy is seen throughout many small cities in the Bay Area, as the region continues to grow and prosper. These two truths exist in a delicate balance of co-dependency but introduce tensions, like agricultural land-use restrictions and real estate costs, that impact growth. As a city that has the best-of-both worlds there are also opportunities including a revolving consumer market and an independent, entrepreneurial spirit. As we examine the eight fundamental ecosystems, we see these and more attributes of the City and region play out.

How each ecosystem supports the local manufacturers, makers, and creatives relates to how successful the City of Napa is, or can be in attracting, retaining, and growing these businesses and their workforce. To document Napa's current ecosystem baseline, we asked the Advisory Team and Focus Group participants to rank or comment on each from their industry vantagepoint.

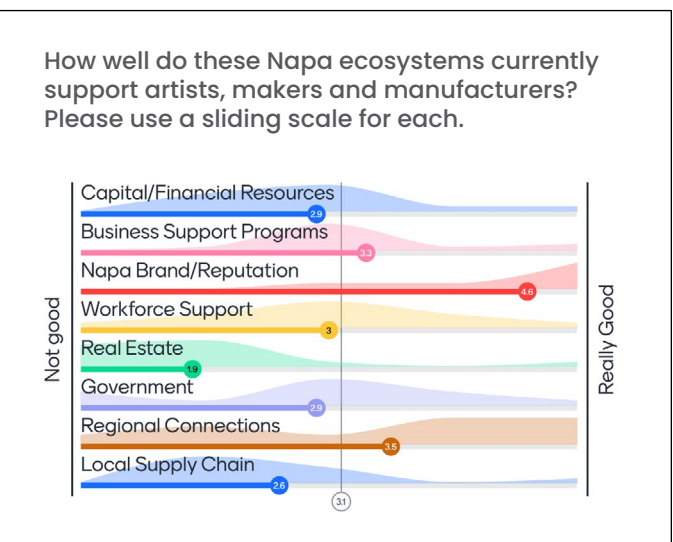
Advisory Team Profile



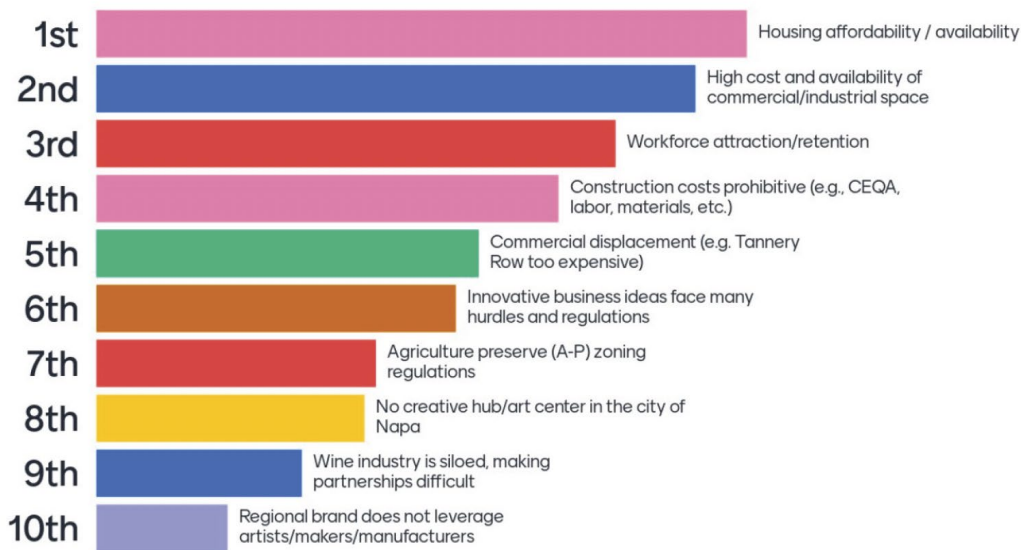
Advisory Team Ecosystems Ranking Responses



Business Community Ecosystem Ranking Responses



TOP CHALLENGES RANKED IN ORDER OF BIGGEST CHALLENGE TO THE MAKE IT IN NAPA INITIATIVE BY BIZ FOCUS GROUP PARTICIPANTS



Most of the ecosystems were described as deficient in some way. The outlier was Napa's Brand and Reputation, followed by Regional Connections, which were ranked as more supportive by both groups. Yet, these deficiencies are not the whole story. There is also much that is working or improving and much to build-upon. We use these ecosystems to explore more deeply what the current landscape in Napa looks like and how to make improvements through the recommendations and Action Items. The following findings and reflections on each ecosystem as it currently exists, are drawn from the community input we received, the data and reports provided to us, and additional research.

① Capital/Financial Resources

This ecosystem ranked in the middle/low area, by both groups, but still high compared to the others. The feedback was that they know there are funding sources out there, but not how to access them.

An often-cited area for capital potential are the state-designated opportunity zones (OZ). There are two opportunity zones in Napa, one in a mostly residential area east of Highway 29, and another in the downtown/residential area west of Highway 29. There is not an overlap of the areas where the potential for development would bear the OZ incentives needed to drive the influx of industrial and creative space. For example, the Harvest Middle School property (which has great potential for maker spaces and studios and other prospective uses including live/work) lies just across the street where the Opportunity Zone line ends. The downtown OZ area might yield some opportunities if the property owners are willing to realize their tax benefits into affordable rents for small makers and artists who can effectively work in the downtown/retail area (i.e., have production and retail space, and attract foot traffic). The City of Napa can use their leverage to encourage property owners to diversify their downtown property to help boost the local economy.

Additionally, the Transient Occupancy Tax brings a large amount of revenue to the City of Napa. Through this hospitality tax, there is an opportunity to fund more creative space/business

needs to support the creative economy including affordable live/work housing.

Working Solutions, a CDFI based in San Francisco, California, assists many Bay Area small, low-income, and home-based businesses with grants and micro-loans. Working Solutions assisted just 21 businesses in the City of Napa in 2020. A more-local CDFI could assist more businesses in the City of Napa and thereby have a much larger and closer beneficial impact, as noted in **Action Item 5**. The ripple effect of CDFIs loans and grants bring benefits to the community such as home ownership, new and thriving businesses, and a vibrant local economy.

“The hospitality, arts, and entertainment industry brings a large amount of revenue to the City of Napa, mainly in the form of Transient Occupancy Tax (TOT) receipts. This money goes into the City’s general fund and with voter approval of a housing measure in November 2018, an additional percentage of TOT may now be used for affordable and workforce housing. There may be opportunities to use more of TOT for economic development purposes.”

City of Napa Economic Development Action Strategy, 2019, Bay Area Council Economic Institute

New Markets Tax Credits (NMTC) were identified in the 2019 Preliminary Findings Report as a potentially significant source for industrial workspace for artisan makers and small manufacturers. This financing tool is most effective when a project generates new jobs, is located in a qualified census tract (QCT) and when capital expenses exceed 5 million. In PlaceMade’s 150 Hooper facility in San Francisco, the project qualified for the tax credits not because of its location, but because the served businesses and their workforce met (and continue to meet) low-income qualification requirements. The resource is costly to use, nearly as much in equity generated for the project is spent again in fees to the

legal and financial industry firms who navigate its complexities, and access to funds fluctuates annually and regionally making it difficult to plan far in advance. It is not typically applicable to residential projects, although there are some exceptions. All of those challenges aside, it can make projects that are community driven and impactful, possible and worthy of consideration.

While there is significant wealth in and around Napa city and the broader Bay Area, tapping into grants and low-interest loans from foundations, donors, impact investors, and large local industries can be elusive and discouraging. Making the case for the Make It In Napa Initiative and showing the advocacy and strength of this sector can help make the necessary inroads and regional connections to larger funders (**Action Items 3,4,6,8**).

Overall benefits of Working Solutions’ programs and services
5,000+ jobs created and retained
75% early-stage businesses
50% start-up businesses
65% low income-owned businesses
60% women-owned businesses
50% people of color-owned businesses

Source: Working Solutions website (<https://www.workingsolutions.org/more>)

Assistance by Working Solutions to businesses in 2020	
\$96,700 in grants to 21 businesses in Napa	\$138M in grants to 434 businesses in Oakland

Source: Working Solutions 2020 Annual Report

② Business Support Programs

The business support ecosystem ranked low from the Advisory Team perspective, but higher from the Business Focus Group. We believe there are vital business support programs that are underutilized in the community and that would benefit from a visibility boost, so all those who might benefit can access the services provided. One goal mentioned by the Arts Council Napa Valley was to conduct more networking and events for the creative sector around funding resources available (**Action Item 2 & 6**). Many of the business resources available were unknown to the creative sector businesses and individual artists we met with. These services are likely not being utilized to the fullest extent.

Existing creative and business sector services include:

Arts Council of Napa Valley

- **Creative Directory**, to connect with local artists
- Calendar listings of classes, workshops, events
- Networking opportunities

Art Association of Napa Valley

- Spaces for rent
- Networking opportunities
- Open studio tour

The Napa-Sonoma Small Business Development Center

- Free One-on-One Small Business Consulting (Legal, Point of Sale, Marketing Strategies, etc.)
- Small Business Workshops
- Small Business Loan and Grant Workshops/SBA support
- Business planning (Financial projections and budgeting, operational challenges, sales and government contracting)
- Access to capital, including bank financing, SBA loans, asset financing, and venture capital

Workforce Alliance of the North Bay

- Free training programs for small businesses employees and employers
- Job placement support for small businesses

City of Napa's Community Development Office

- Permit Support
- Liaison to City entities
- Liaison to Regional Resources/ Small Business Solutions

Napa Downtown Association (Do Napa)

- Supports merchants and professionals downtown
- Funded by a 2% Tourism Improvement District (TID) assessment on lodging in the City of Napa
- Napa TID creates events and marketing programs to drive visits to downtown

Napa Chamber of Commerce

- Membership organization for business, promoting economic vitality through leadership development, advocacy, facilitation, and education
- Committed to engaging, connecting, and collaborating with the Napa business community
- Business of the week feature, business directory, networking

Napa Valley Latino Heritage Committee

- A program of the Napa County Hispanic Network
- Promotes appreciation throughout the year of Latino cultures and Latinos' contributions
- Keeps followers informed about Latino cultural, historical, and arts events in Napa County year round as well about the achievements of local Latinos, and community news of potential interest.

Napa County Hispanic Chamber of Commerce

- Networking
- Workshops/Training
- Marketing Support

Napa Valley College

- Community Programming
- Career resources for people who are looking for work, laid off or in need of retraining to re-enter a changing job market.
- Performing Arts Napa Valley is based at the college and partner with the Arts Partners Initiative to recruit local performing arts organizations including: Festival Napa Valley, Cafeteria Kids Theater, Napa Valley College Foundation, Shakespeare Napa Valley, Arts Council Napa Valley

Northern California Career Pathways Alliance (NCCPA)

- Model pathways: Create quality pathways between K-12 and Napa Valley College.
- Involve industry: Bring together employers, online career coaches, community organizations and schools with a shared goal of helping people reach their goals and improving the workforce pipeline.
- Connect partners: Develop educational and business partnerships to inform approaches and improve communications.

Regional Chamber of Commerces

- American Canyon
- St. Helena
- Yountville
- Calistoga

The Make It In Napa Space Needs Survey revealed the types of support most preferred by the respondents (individual artists, makers, and creatives) who produce their work or operate a business in the City of Napa. Respondents indicated that they need business support including technical assistance (business planning, legal, marketing, website). Real estate technical assistance around topics such as buying/leasing, space planning, and budgeting for new space was also a need among many. **Action Items 2 & 3** seek to address these needs.

Business Support Systems Needed

What support do (or would) you need to grow your portfolio, creative/maker work or business in the City of Napa?	#	% of Responses	% of Respondents
Networking with other artists/creatives or maker/manufacturer businesses	90	18%	43%
Marketing/branding (e g collective "made local" branding)	83	17%	40%
Grant funding	69	14%	33%
Technical assistance for my business (eg, business planning, legal, marketing, website)	50	10%	24%
Fee or tax reductions (city/county)	39	8%	19%
Real estate technical assistance (eg, buying/leasing, space planning, budgeting for new space)	38	8%	18%
Capital financing (equity or debt)	26	5%	13%
Healthcare access (affordable)	26	5%	13%
Not applicable	25	5%	12%
Zoning or building code changes	19	4%	9%
Something else, please specify	15	3%	7%
Workforce housing for employees	11	2%	5%
Workforce training/skilled workers	10	2%	5%
TOTAL RESPONDENTS	207		
TOTAL RESPONSES*	501	100%	

Source: Make It In Napa Creative Space Survey, September 2021

*Respondents may have selected multiple options

③ Napa Brand/Reputation

While the Napa brand and reputation was ranked highest of all the eight ecosystems by the focus groups, the artist and maker sectors would like to see the same marketing effort expended on the winery and hospitality industries put toward their locally made, quality products, and programs. Intentional branding focus on this sector will help diversify the economy through increased sales and services to locals and visitors, expand tourism opportunities, attract new artists and makers into the community, and help sustain the creative individuals and companies already in Napa.

There is strong brand recognition in Napa around the culinary arts, and having the Culinary Institute of Arts (CIA) at COPIA and world-renown restaurants in Napa enhances the stature of this creative discipline. The culinary arts is a creative sector industry and through this process we learned about a few shared kitchen and culinary incubators support spaces such as Spork Kitchens that exist in Napa and help CIA graduates work locally. The Oxbow Market is also a perfect example of synergy between these two Napa mainstays.

Beyond culinary art, there is a plethora of public art, annual studio tours, world renown festivals such as Bottle Rock and Lighted Art Festival that use locations throughout the City and have demonstrated a significant economic impact. The growing popularity of the public art program, the Napa Rail Arts District (RAD) and having many galleries, artist studios, and sculptors based locally adds to Napa's locally-made excellence brand and helps associate Napa as an arts and cultural tourism destination. Cultivating and supporting the local arts scene through the Make It In Napa Initiative will help increase the economic impact of the arts and help substantiate the role of the arts and creative sectors in Napa's brand.

VISITORS TO THE NAPA VALLEY

80% domestic
20% international

NUMBER OF VISITORS IN 2018

3.9 million

ACTIVITIES/ATTRACTIONS

81% wine tasting
65% dining in
restaurants
7% art galleries/
art walks, etc.

Source: Visit Napa Valley, "The Napa Valley Visitor Profile 2018"



Source: Artspace Consulting



Team Tours Gordon Huether's studio. Source: Artspace Consulting

Visit Napa Valley recently added “the arts” as one of their wine tour tracks for visitors. It has its own full section on the website with a directory of 46 arts and cultural happenings to visit/attend in Napa Valley. It is very important that Visit Napa Valley is embracing and promoting the arts—this increased visibility supports the local creative economy and elevates creatives alongside the already strong wine tourism branding. Their new flagship location at 1001 2nd St. in downtown Napa features local Napa-based products and makers in their lobby and reception space.

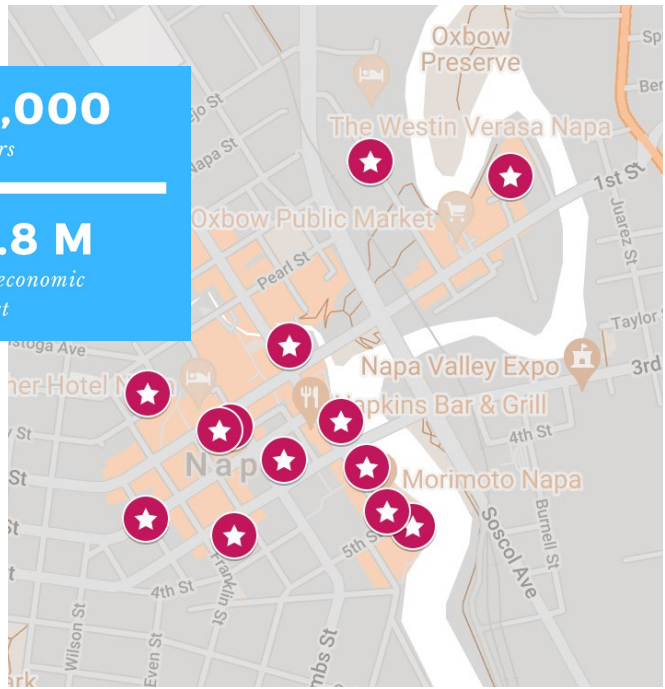
With the high number of visitors to Napa, there could be a centralized, walkable area where visitors could go to visit makers and artists, for example a Maker or Cultural district. There are a number of areas in the City of Napa that have potential to evolve into this sort of district: The

NAPA LIGHTED
ART FESTIVAL | ART AFTER DARK

- ★ #1: CIA at Copia
- ★ #2: Oxbow Commons
- ★ #3: Blue Note / Opera House Napa Valley
- ★ #4: Riverfront Building
- ★ #5: Napa River Inn / Historic Napa Mill
- ★ #6: County Court Building
- ★ #7: First Presbyterian Church
- ★ #8: Native Sons
- ★ #9: Goodman Library
- ★ #10: AT&T Building
- ★ #11: Napa Square
- ★ #12: Veterans Park
- ★ #13: 5th & Main Street

35,000
visitors

\$1.8 M
local economic impact



2019 Economic Impact, Lighted Art Festival Napa, Source: City of Napa

Oxbow, Rail Arts District, Tannery, Action Avenue, Napa Pipe, Downtown Napa. To do this in earnest will take the support of the arts and maker community from the onset. **Action Item 7**, Establishing a Maker-Focused District discusses this in more detail with case studies.

Make It In Napa survey respondents identified collective “made local” branding such as Napa Made, or Made In Napa as a highly preferred way to support their creative work and businesses, presumably because it would enhance their visibility and help increase sales. Given the international recognition of Napa and the “buy local” trends, this sort of branding seems timely **(Action Item 2)**.

The difficulty artists and makers have creating, selling, or making in any land in Napa County’s Agricultural Preserve, was brought to our attention. Examples given included an ill-fated, winery-sponsored makerspace developed by local entrepreneurs. While the roots of these rules are important to the wine industry in the Napa Valley, educating leaders and stakeholders about how intrinsic the arts and cultural sectors are to the Napa Valley brand, and advocating for change may help open the door to greater opportunity in the future. In the meantime, these county regulations may allow for the City of Napa to take advantage of this deficit and lean into their own strong brand and become more of a “maker” city by creating opportunities for maker businesses to thrive **(Action Item 3)**.

④ Workforce Support

Workforce support, in general, was scored low by both Focus Groups. We looked at items such as employee training (soft and hard skills), education, attainable housing or live/work options, and especially finding and retaining employees.

In PlaceMade’s discussions with manufacturers, workforce was one of the top concerns. Many manufacturers’ businesses (food and beverage, pet products, machining, welding, building materials, upholstery) were doing very well, even during the Covid-19 pandemic, however they couldn’t expand due to lack of workers. The businesses interviewed had high quality jobs available: good salary, benefits, and on the job training.

While there is a steady decline in unemployment in Napa County, see Q3 data set, there is still a large number of jobs available and frustrated employers trying to find workers.

The communication gap between workers looking for jobs, and employers looking for employees is a general problem across all cities, and from our talks with manufacturers Napa is not immune. Most employers we spoke to hadn’t heard of any workforce programs, and instead used word of mouth from current employees to find workers for job openings.

Workforce Alliance of the North Bay (WANB) provides on-the-job training, soft and hard skills training, and paid training programs and is an under-utilized resource in Napa. **Action Item 2** seeks to improve this sort of communication barrier and help silo-bust these overlapping industries. The Make It In Napa

“Manufacturing is a key employment strength for Napa County in relation to the broader North Bay.”

Source: Bay Area Council Economic Institute’s City of Napa Economic Development Action Strategy (April 2019)


Napa County unemployment rates
2.92% in 2019
8.80% in 2020
7.49% in Jan–Mar 2021
6.04% in June 2021

Source: Workforce Alliance of the Northbay (WANB) report, EMSI Q3 Data Set

Initiative should heighten creative sector awareness about WANB's services to the point that when businesses (creative, maker, nonprofit, manufacturer) are looking for workers, and when workers are looking for jobs, one of the first places they think to look is WANB.

And while finding employees is its own challenge, the housing crisis is one that looms large across the Bay Area. The regional, affordable and workforce housing crises is a significant barrier to business retention and growth and directly relates to workforce support, covered more in depth in the following section, Real Estate Ecosystem.

In the Make It In Napa Space Needs Survey the cost and availability of real estate was given as the top three reasons for considering moving creative work or businesses out of the City of Napa. Workforce retention/hiring challenges are also mentioned as a factor for some.

 **24% of respondents have considered moving outside the City of Napa because the cost of commercial/workspace is too high.**

Have you considered moving your art/creative/maker work or business outside of the City of Napa?	#	% of Responses
Cost of commercial/workspace is too high	36	24%
Cost of housing is too high	31	21%
No available commercial/workspace for my needs	20	14%
Something else, please specify	11	7%
Wildfires/Environmental	10	7%
Offer of other opportunities (eg, business relocation incentives)	9	6%
Traffic	8	5%
Losing my workspace (eg, building sale or conversion, rent increase, etc.)	6	4%
Workforce retention/hiring challenges	5	3%
Losing my housing (e g, building sale or conversion, rent increase, etc.)	5	3%
Personal reasons	4	3%
Changing my business creative work model	2	1%
TOTAL RESPONDENTS	28	
TOTAL RESPONSES*	147	100%

Source: Make It In Napa Creative Space Survey, September 2021

*Respondents may have selected multiple options

⑤ Real Estate

Housing affordability/availability and the high cost and availability of commercial/industrial space were both ranked as the top challenges in Napa by focus group participants. Given the complexity of the real estate market in Napa, this section is subdivided into housing affordability, commercial/industrial market, and sites toured for a possible affordable space project.

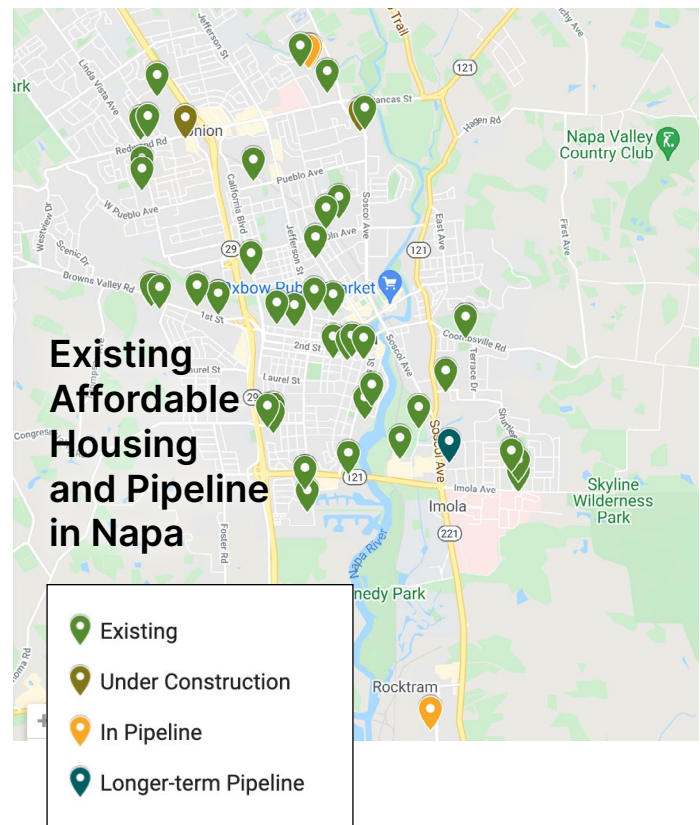
HOUSING AFFORDABILITY

The regional, affordable and workforce housing crises and the specific need for affordable housing in Napa were recurring themes in the conversations, interviews and focus group discussions, and a significant concern for retention of the creative sector and is a barrier to business retention and growth.

The cost of land and highly competitive housing resources that prioritize homeless, farmworker and emergency housing assistance, as well as density restrictions and the absence of inclusionary housing all slow opportunities for new attainable, multi-family housing. New units are actively being entitled, but some like the extensive Napa Pipe Project are delayed while market rate developments and private shared-home business models continue to drive up residential real estate costs.

The City is likely to absorb additional housing allocation obligations from the County and in spite of City and County rental and homebuyer assistance programs, is unlikely to produce enough low, or moderate (80%-120% AMI) units, at a rate meaningful to the area's low and moderate wage industries in the near future. Some of the state funding allocation challenges are in part due to the state's regional award structure for Low Income Housing Tax Credits. The City of Napa is not alone in this struggle and might lead a regional advocacy effort at the county and state level to influence scoring priorities and how workforce housing, public and private funding flows into Napa and surrounding counties. The City's Transient Occupancy Tax, could provide a much needed influx to producing moderate income units.

One local employer, Napa Wine Train has opted to create their own 55 unit Single Room Occupancy (SRO) style housing for hospitality employees in an effort to create the housing necessary to have employees in close proximity to their jobs. The 150-450 square foot units are minimally parked and required a density bonus to make the project financially feasible.



“The key to any space the Make It In Napa Initiative comes up with is that it must be affordable. New and younger artists just don’t have the money.”

Source: Geoff Hansen, photographer and member board of directors of the Arts Council Napa Valley, *Napa Valley Register*, November 30, 2021

Two-thirds of the 66 respondents to the Space Needs Survey who are interested in affordable live/work housing, work or have an occupation outside of their maker/creative field. 41% live in households that qualify for affordable housing at 60% or less of the area median income (AMI). 59% would qualify for housing at 80% of AMI.

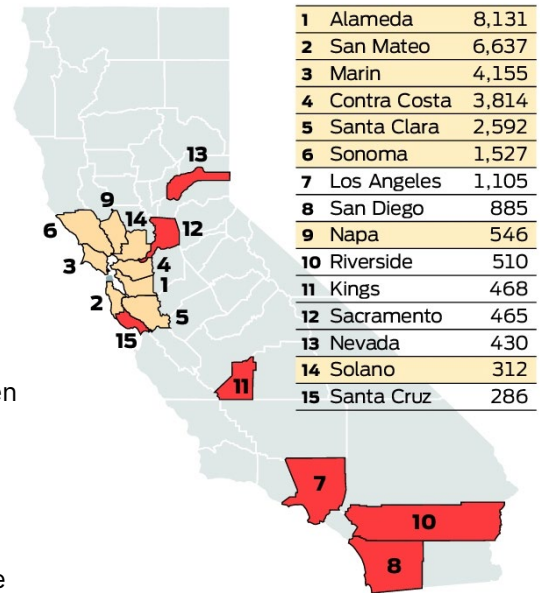
Another factor influencing the area’s housing affordability and therefore local workforce is the influx of new residents and second home owners from around the Bay Area. The Covid-19 pandemic has allowed more remote work options and Napa has seen that boon. Members of the Advisory Team shared anecdotal stories that illustrate this and shared information about locally organized pushback against second home ownership. In June 2021, the Bay Area Economic Council released the statistics at right. While Napa County has not seen the highest influx, for a community of its size, this is still a significant impact on an already tenuous housing market.

Exacerbating this issue, the wildfires in the North Bay have limited housing growth in the region. Napa and Sonoma Counties have seen the lowest percent change during this past decade, according to BACEI’s June 2021 benchmark analysis.

The North Bay has experienced limited growth in housing over the last decade, which has become particularly acute in part due to the wildfire destruction.

Where people moved

Most popular destinations among those from San Francisco who filed a change of address in a new county:



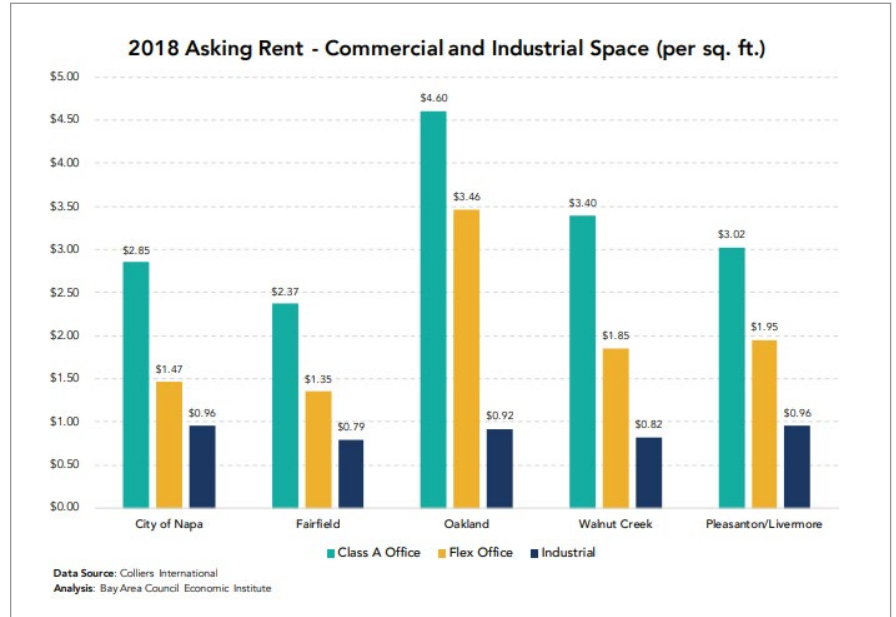
Todd Trumbull / The Chronicle



Action Items 4 & 5 seek to address these housing affordability issues.

COMMERCIAL/INDUSTRIAL REAL ESTATE

While larger commercial/industrial spaces in Napa at one time were considered affordable, there is now significant competition from larger companies (wineries, self-storage, religious institutions) who can out-bid them for industrial space. The feedback we heard from the manufacturers is that industrial rents are very high compared to neighboring cities, a few companies would have moved due to cheaper rent but for the fact that their employees would not likely make the move with them. The storage space the wine industry requires snaps up all the industrial space and they can pay a higher price point which has increased the rents across industrial spaces. Encouragingly, manufacturers are looking to buy their own space, but have a hard time finding viable buildings.



Nationally, industrial space is also more precarious than ever as last mile logistics/distribution spaces are being bought up/rented quickly by product delivery services.

The Make It In Napa Space Needs Survey asked respondents about their current art, creative, maker, or small business workspace situation. Of the 207 respondents, only 34 (16%) rent/ own space outside of the home on an ongoing basis. 54% of respondents currently have space within their home that they use for their art, creative, maker or small business work. 25% of respondents currently do not have the space that they need. The high cost of space is likely a contributing factor and certainly the top reason why some respondents have considered moving their creative work and businesses outside of the City.

Commercial and Industrial Land Use in the City of Napa, Q3 2018

Use Type	Buildings	Square Feet	Vacant Sq. Ft.	Vacancy Rate
Industrial	100	2,463,347	117,930	4.79%
R&D Flex	16	567,326	80,890	14.26%
Warehouse / Distribution	38	3,686,958	7,000	0.19%
TOTAL INDUSTRIAL	154	6,717,631	205,820	3.06%
Class A Office	17	688,757	25,171	3.65%
Class B Office	31	647,692	107,927	16.66%
Flex Office	14	408,187	46,707	11.44%
TOTAL OFFICE	62	1,744,636	179,805	10.31%

Source: Colliers International

Current Workspace Situation

Current art, creative, maker, or small business work situation	#	% of Respondents
I have space within my home that I use for my art/creative work/small business	112	54%
I don't have the space I need (e.g., current space is inadequate can't afford space, etc.)	52	25%
On an ongoing basis, I rent/own space (e.g., 1-year or longer lease for office, production, studio space, etc.)	34	16%
On a short-term basis, I rent/own space (e.g., co-working/makerspace member, hourly studio/rehearsal space rental, etc.)	3	1%
My work space is provided free of charge (e.g., member of dance troupe, university student, restaurant chef, etc.)	3	1%
My work does not require designated space	3	1%
TOTAL RESPONSES	207	100%

Source: Make It In Napa Space Needs Survey, 2021

Having affordable space and/or a district for these sorts of businesses and artists is further explored in **Action Items 5 & 7**.

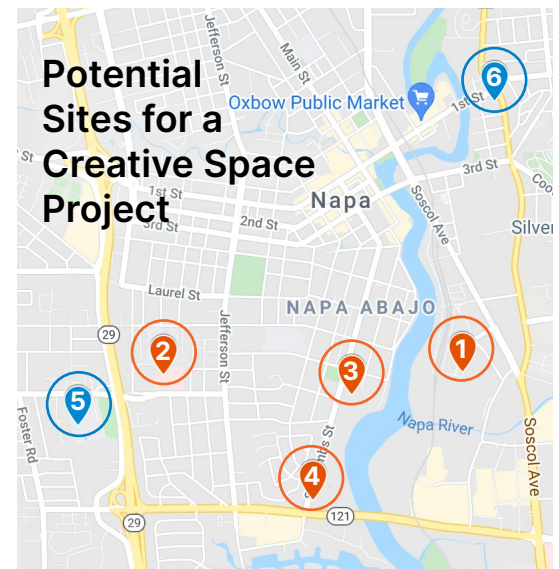
SITES TOURED

As explored in Artspace Consulting and PlaceMade's report from December 2019, private and publicly owned sites that can be acquired below market for public benefit uses, should be on the table for future permanently affordable space serving these sectors. While an analysis of potential sites is not a focus of this report, there are opportunity properties in Napa for affordable live/work housing for creatives/makers and their families, studio/creative workspace for individuals, and production workspaces for small-mid-sized manufacturers. For insight into what does or does not work well for this concept, consider the four sites explored in the December 2019 report presented to the City of Napa:

1. Flood Control Site at Northwest Corner of Coombs and Imola
2. Tannery Buildings on South Coombs
3. Gasser Site at 459 Soscol
4. Health and Human Services site

Since the 2019 report, two more sites of interest were included in the mix. The team had a chance to visit these in August 2021.

5. Napa Valley Unified School District – Harvest Middle School. This multi-acre site has existing buildings that can be converted for artists and makers and space for new construction housing units.
6. 1st and Silverado site, located in proximity to the Oxbow district, this site has a former grocery store and is the most connected site to the Oxbow and downtown Napa that we visited. Given the studies conducted on the Oxbow and future plans for it, this could be a strategic location for carrying out the broader community vision for that area.



Action Items 5 & 7 address recommendations around these sites in more detail.

⑥ Government Infrastructure

This ecosystem is ranked in the mid-range by both focus groups. In this ecosystem, we asked about the processes, policies, regulations, and capacities of the City of Napa. Many responded that it was essential to include the County of Napa in the discussion as well, and expressed strong desire for the two entities to communicate and collaborate more, for the good of the area as a whole. The respondents appreciated the “small-town feel” of Napa, but expressed that the City was outgrowing its government and more capacity was needed to effectively serve the individuals and businesses.

The existing business license database is cumbersome and did not prove to be helpful when trying to identify creative businesses and light manufacturers. The City’s Economic Development Department is understaffed and does not currently have the staff capacity to be a liaison to specific growth sectors while fulfilling existing full-time duties.

Having in place specific zoning policies that protect the industrial lands (where arts, performers, makers, incubators, and manufacturers can work) and offering business and development incentives to new and existing businesses, are important to ensuring the stability of these sectors. The restrictive Agricultural Preserve zoning regulations mentioned in the Napa Brand/Reputation section are also relevant to this discussion about government infrastructure solutions.

“The City of Napa needs to understand that when economic times are tough, that is when you need to increase city staff, not decrease!”

Source: Large manufacturer in Napa

The City of Napa’s 2040 General Plan offers a perfectly-timed opportunity to highlight the supportive zoning policies and infrastructure that already exist, revisit those that do not, and to increase support for the arts and manufacturing communities, in recognition of the economic diversity they offer the City. Goals shared by the Make It In Napa Initiative and the City’s 2040 plan can be raised-up and used to advocate for change. The Economic Development Element of the proposed 2040 Comprehensive Plan states the following Make It In Napa aligned goals about economic diversification and growth:

- Encourage and strengthen industry clusters, emerging sectors, and make connections to the greater Bay Area economy and regional and local institutions. **(Action Item 8)**
- Placemaking and branding: Support cultural efforts and develop programs to make Napa more sustainable, beautiful, and equitable. The outcome is to have a more vibrant and attractive community for residents, businesses, tourists, and investors. **(All Action Items)**
- Business retention and fulfillment, with a particular focus on small businesses.
- Downtown business development.

With some important infrastructure changes and programs, the City can become better equipped to support the artist/maker/manufacturer sectors in Napa **(Action Items 3 & 4)**.

⑦ Regional Connections

This ecosystem includes transit, access to hubs, adjacent resources and industries, and connection to other large regions. The focus groups saw “Regional Connections” as a strength, mainly due to the proximity of the large transit hubs of San Francisco and Oakland. However, all raised traffic, lack of good public transit, and connectedness with adjacent communities as the biggest challenges.

Napa needs a transportation strategy that will attract workers from other cities, as well as retain workers that are currently living in Napa. One of the main concerns of manufacturers that we talked to was the traffic in Napa City and County. Many suggested that the Wine Train rails could provide public transit up the valley, and then perhaps have small shuttles serving the train to take workers the last miles. Easing commuter traffic would assist in suppliers being more willing to come into Napa more frequently: One manufacturer said that his deliveries are sometimes delayed due to the transit company not wanting to come into Napa during high traffic times, and will wait for the off hours. While this report doesn’t aim to solve the traffic issue, we acknowledge the benefit to the entire community and its workers that the inevitable solution will bring.

“Annually, commuters endure up to 225 hours of delay in the morning and 630 hours of delay in the evening at Soscol Junction due to congestion.”

Source: Napa Valley Transportation Authority, web post submitted by rcraig on December 4, 2020.
<https://www.nvta.ca.gov/soscol-junction>

There is a regional focus on cycling and vast improvements having been made to the bicycling infrastructure in and around Napa. In 2008, the Napa Valley Vintners, the Napa Valley Grapegrowers and the Land Trust founded the Vine Trail Coalition. The Napa Valley Vine Trail once completed will be a 47-mile walking & biking trail system to physically, artistically and culturally connect the entire Napa Valley from Calistoga to the Vallejo Ferry and the greater Bay Area. Artists and makers can be a big part of the “artistically and cultural” connection on this regional trail system.

Additionally, businesses in Napa along the Vine Trail and other bicycle routes have an opportunity to benefit from this alternative mode of transportation and its popularity by both tourists and commuters. The City can look at incentivizing creative businesses’ growth along bike trails by reducing parking requirements, allowing for flexible pop-up spaces, and allowing for alternative means for parking/traffic compliance (**Action Items 3 & 4**).

BAY AREA NETWORK

The City of Napa is an active participant in the Bay Area Urban Manufacturing Initiative (**BAUM** with 31 participating cities, counties, and municipalities) whose mission is to strengthen Bay Area regional connections and grow regional manufacturing.

Using the connections made from this group, the City can (and has) learn more about economic diversity initiatives, collaborate on projects to elevate the arts and manufacturing across the sub-region, and even problem-solve together on traffic, transit, and housing issues. A large amount of manufacturing—wineries, construction materials, food manufacturers, label producers—and distribution occurs on County land. Napa County is not yet a member of BAUM and would benefit from this network.



Launched at the 2016 Bay Area Urban Manufacturing Summit, the Bay Area Urban Manufacturing Initiative (BAUM) is a project to facilitate the creation of a well-defined and interconnected regional manufacturing ecosystem.

The 31 Bay Area partners include: Alameda, Antioch, Berkeley, Brentwood, Concord, Contra Costa County, Emeryville, Fairfield, Fremont, Hayward, Livermore, Milpitas, Morgan Hill, Napa, Newark, Oakland, Oakley, Petaluma, Pittsburg, Pleasanton, Richmond, San Francisco, San Jose, San Leandro, San Rafael, Santa Rosa, Sonoma County, South San Francisco, Union City, Vacaville, and Vallejo.

Source: BAUM website (www.bayareamfg.org)

Likewise for the creative sector businesses and artists, their networks extend throughout the Napa Valley and into the Bay Area for supplies, gallery showcases, markets, etc. Better networking and connectivity for this sector could allow for new creativity and cross-cultural exchanges to occur. Partnerships formed between organizations like Arts Council Napa Valley and other Bay Area groups and institutions including Yerba Buena Vista Foundation for convenings including the bi-annual State of the Arts Summit is a model example. See **Action Item 8** for more recommendations on strengthening regional connections.

⑧ Local Supply Chain

Related to the “Regional Connections Ecosystem” is the supply chain discussion. The focus groups found these two sectors linked in that, while local supply chains are vital, it was a big strength of Napa to be so close to the San Francisco/Oakland transit hubs for access to materials from within and outside the U.S. As for the local supply chain, creating dense supply chains means more manufacturing would remain local. Some of the artists, makers, manufacturers that we interviewed listed these local connections as an anchor for them staying in Napa. (Note that while these discussions occurred during the pandemic, individuals and businesses were speaking to the larger supply chain matters before the pandemic.)

One example of the strength of the local supply chain availability is the very large capsule manufacturer based in Napa whose product and location is essential for the winemakers to quickly get capsules to their bottling lines. Another example: In one of the downtown industrial parks, two neighboring manufacturers work together as one supplies the wood framing for the other’s upholstery products. Having materials so close at hand streamlines the manufacturer’s process and gets their product out to market more quickly.

Similarly individual artists rely on other creatives and local organizations for shared space and resources including tools, and expertise. Respondents to the survey ranked “Shared Specialized Workspace” as their greatest space need (48%). This high need is a typical finding in similar national surveys. Artists and creatives often require equipment and space that is too costly for an individual, but if shared makes it accessible. While artists producing at a smaller scale than manufacturers may have less need for expedited access, affordable access is critical to growing their work and businesses.

Demystifying local supply chains is an area of opportunity for the City of Napa: Setting up a local directory where artists, makers, and manufacturers can find materials, equipment and even one another is an important step in this process (**Action Item 2**).

Framing the Napa City Manufacturer, Maker, and Artist Priorities

To better understand the landscape in the City of Napa, community input included a SWOT Analysis to delve into the strengths, weaknesses, threats, and opportunities that exist. Those responses in **bold** were repeatedly mentioned, suggesting some consensus for the shared observations. The Recommendations and Action Items were developed in-part by expanding upon this SWOT analysis. The expanded SWOT framework can be found in **Appendix C**.

- The **Hispanic/Latinx(o/a) community of artists/creatives, makers and business owners is underrepresented** in Napa's branding and should be equally included in the future Make It In Napa Initiative efforts. (Action Items 1, 7, 8)
- The **Napa brand and reputation is a significant asset** and can be better leveraged to support the art/creative and maker/manufacturing sectors. (Action Item 2)
- A **lack of a centralized, information clearinghouse and network** for these industries (independently and as a group) results in inefficient communication about the business development and workforce support that exists. It is a potential barrier to equitable resource distribution and growth of programs and businesses. (Action Items 2 & 3)
- The **economic development power of the creative and manufacturing sectors** is underleveraged. (Action Items 2, 4)
- **Napa County's highly regulated land use hinders** economic diversity and growth of the arts/creative and maker/manufacturing sectors, but provides a local opportunity for the City of Napa to leverage. (Action Items 3,4,7)
- There is a noticeable **emerging entrepreneurial and maker movement** that is pushing the boundaries of traditional making/manufacturing business and development models in the City of Napa, and it is hard to do businesses outside of the traditional models. (Action Item 3)
- The **high cost and scarcity of housing, commercial and industrial space is a significant barrier** to manufacturing and business workforce retention and growth. (Action Item 5)
- There is a **lack of access to capital and financial resources**, a need that is likely exacerbated by the high cost of living and conducting business in Napa. (Action Item 6)
- The **connection to other Bay Area artists, creative/manufacturing spaces** and resources and the region in general can be stronger. (Action Item 8)

Strengths

- **Napa brand (quality food, wine, art) and desire for locally-made goods**
- **Tourism**
- **Public art ordinance**
- Proximity to Bay Area and strong supply chain
- Small-town feel
- OTJ training offered by many employers
- Location of industrial space close to customers
- Latinx community
- Music scene, festivals
- Arts Council Napa Valley (e.g., creative directory, grants)
- Art Association Napa Valley (e.g., open studios, pop-ups, gallery)
- Chambers of Commerce (NCHCC, NCC)
- By Appointment Networking Group (BANG)
- Local arts assets (di Rosa Center for Contemporary Art, Jessel Gallery, The CIA at COPIA, Color Theory, etc.)
- Regional arts assets (Calistoga Arts Center, museums, performance centers, Nimbus Arts, etc.)
- Oxbow and the Rail Arts Districts
- Winery art collections
- Contributions of local creatives
- Educational institutions
- Workforce Alliance of the North Bay and Small Business Development Center

Weaknesses

- **High cost and short supply of all space** (housing, studio, manufacturing, commercial)
- **Employees and skilled labor hard to find and retain**
- **Difficulty attracting emerging and young makers/creatives/artists**
- Barriers to development (permitting, high construction costs, CEQA) and lack of zoning flexibility for innovative projects that advance local objectives.
- Difficulty attracting People of Color across the arts and manufacturing sectors
- Lack of trade schools in middle and high school
- Lack of development gap funding resources
- High cost of living and running small businesses
- Lack of community, making, performing, gallery spaces
- Prioritization of the wine, food, and hospitality industry over local makers, artists, and manufacturers (also good job-creators)
- Public and private leaders don't understand the benefits and needs of the creative sector
- Zoning and incentives don't align with non-Ag makers, production, manufacturer businesses
- Lack of consistency and communication between City and County
- Transit challenges (commuting and in-city)
- No private economic development organization
- Lack of public funding support for the arts
- Reliance on out-of-town talent
- Service organizations need increased capacity

Opportunities

- **City of Napa can fill a gap as the County's maker destination**
- **Lean into the maker "brand", build upon existing Napa Made branding**
- **New, innovative business models and space**
- **Hotels, wineries, restaurants host local artists and makers for pop-ups and events**
- **Effort to expand non-profits and CDFIs into Napa**
- Napa Valley College and NVUSD (training/trade classes)
- Underutilized spaces and properties
- Green business growth and upcycling potential with more government support
- Opera House Sale/Performing arts endowment
- Latinx creatives, makers, manufacturers businesses
- Partnerships with existing orgs: workforce
- Power of City and County to offer incentives
- Pandemic-accelerated expansion to virtual platforms
- Transient Occupancy Tax

Threats

- **Wildfires**
- **Growing number of second/vacation homes**
- **Middle-class individuals being forced out**
- Emerging and young creatives leaving due to cost, fires, etc.
- Wasting resources on outdated businesses and models
- Competition with winery industry for prime industrial space
- Labor shortages
- Lack of public transit
- Sonoma growing its commitment to the arts
- Closures and space losses
- Large developers out-compete public benefit projects and make more headway than innovative entrepreneurial efforts
- Artist, maker, manufacturer sectors not valued (asked to work for free)
- Parking mandates

See **Appendix C** for expanded SWOT chart.

Recommendations

There are three guiding principles that are important to acknowledge up front to clarify the Action Items presented in this Action Plan:

1) This Action Plan's focus is on the creative/manufacturing sectors, and by that we define it as artisan makers, small-scale manufacturers, and individual artists and creatives (described further in the Make to Manufacture Continuum on page 15). This was the same subset that the Make It In Napa Space Needs Survey sought to reach. This subset is sometimes referred to as the creative sector in this report for brevity.

While the action plan directive was to include large-scale manufacturers, significant growth would place additional stress on already strained ecosystems (housing, real estate, workforce and transit). Instead investment should be on the retention and growth of the maker/artisan and small manufacturers and artist-run creative businesses. Those businesses with a smaller physical footprint; small- or moderately-sized workforces that rely less on long commutes and may live locally; and, that may thrive in shared spaces are best suited in the City of Napa.

2) The City's multi-year commitment to the Make It In Napa Initiative, to "support and grow the artisan makers, small-scale manufacturers, and artist/creatives sectors within the City of Napa," should be codified and visibly championed. This Action Plan is the culmination of many years of work with both Artspace Consulting and PlaceMade/the Bay Area Urban Manufacturing Initiative to look deeper into supporting these sectors.

Action Items 1 and 2 are designed to communicate a commitment to this economic development driven initiative. This Initiative can be rebranded, but for continuity and clarity purposes in this Action Plan, the Make It In Napa Initiative name remains. Forming a Steering Committee and finding funding sources is critical to implementation, visibility and sustainability of this initiative.

3) Each action step and implementation tactic should be undertaken with consideration given to diversity, equity, inclusion, and access (DEIA) and any program evaluation process should, in-part, use this metric. Embedding DEIA into each step will require intentional and strategic community partnerships, outreach and dialogue. The City of Napa and the region is diverse and new initiatives, programs, and opportunities should reflect that.

Community Goals

The following community goals were repeatedly heard during this study. The Action Items that follow seek to advance these community goals for the creative/manufacturing sectors.

- Improve intra-sector and cross-sector communication.
- Improve the status of the supportive ecosystems found on page 25.
- Raise the overall visibility of the make/maker and artist/creative sector.
- Leverage existing local assets and opportunities.
- Foster public-private partnerships and create efficiencies.

Action Items Overview

The following recommendations are designed to help the City of Napa support and grow the local creative, maker and manufacturing sectors. The Action Items are an outgrowth of community input, the SWOT framework, revealed community goals, supportive ecosystem feedback, and from additional observations of the team. All of the Action Items included in this report have implementation tactics that are further divided into short-term “ST” (six months-one year), mid-term “MT” (one-two years), and longer-term “LT” (two-five year) action steps. Each of these 8 Action Items are interconnected with one another.

The plan and recommendations are offered as a living document, meaning that as opportunities, challenges and goals shift over time, the City of Napa should assess whether new strategies are needed to achieve the desired results.

The eight Action Item recommendations are listed below and expanded upon in the following section as bullet-point tactics.

8

Action Items

- 1 Form a Steering Committee to Continue the Make It In Napa Initiative
- 2 Improve Communication and Raise Visibility of the Creative Sector
- 3 Enhance City Infrastructure and Policies to Support the Make It In Napa Initiative
- 4 Adopt Incentives that Leverage Investment and Advance Opportunities
- 5 Create New, Affordable Space Opportunities
- 6 Explore Funding and Partner Opportunities
- 7 Establish a Maker-Focused District
- 8 Strengthen Regional Connections

ACTION ITEM 1

Form a Steering Committee to Continue the Make It In Napa Initiative

The purpose of this committee is to help further Napa as a maker-friendly city and to support and grow the artisan maker, small-scale manufacturer, and artist/creative sectors within the City of Napa. The Make It In Napa Initiative name is a placeholder, and can be changed to one the committee decides upon.

This committee should be charged with aiding the Action Plan implementation. It is both an advisory and working group that can help carry the vision forward into the private sector and pave the way for public/private partnerships.

IMPLEMENTATION TACTICS:

Short term “ST” (six months – one year):

- ST1 ▶ Find local champions that can carry this initiative forward. Reach out to the individuals met during this yearlong study and respondents to the Make It In Napa Space Needs survey.**
- ST2 ▶ Form a Steering Committee with representation from the City of Napa, local chamber(s) of commerce, business and workforce support organizations, the arts/cultural sector (e.g., Arts Council Napa Valley and maker/artist collectives), educational institutions, as well as the champions identified in ST1. Attention and care should be paid to including age and racial diversity to the Steering Committee.** The committee’s primary function should be to help implement portions of this Action Plan by offering their expertise and network connections, and by working as collaborative partners when appropriate. Providing a stipend for involvement is a best practice for acknowledging their investment of energy and time. Meet at regularly set intervals.
- ST3 ▶ Prioritize which Action Items from this Action Plan and tactics the steering committee members can help implement and identify partners and begin conversations.** Prioritize which actions to take on first. Form ad-hoc sub-committees and invite other leaders and organization representatives to participate as appropriate over the coming months and years.

Mid term “MT” (one – two years):

- MT1 ▶ Identify and secure funding for either an additional city staff position or to fund an external partner organization or nonprofit that can champion the Make It In Napa initiative. The Knoxville, TN Mayor’s Maker Council is a good case study on how to form such a group.**

CASE STUDY ▶ *Knoxville, TN as a Maker City and the Mayor’s Maker Council*

Knoxville amped up the maker movement in 2016 with the leadership of the Mayor’s Maker Council and the Knoxville Entrepreneur Center. More than 900 makers belong to The Maker City, the directory grew to more than 190 makers, and more than 600 met and mingled at maker meetups. The Maker City’s annual summit doubled in size in 2017 and offered makers the opportunity to learn from experts and each other.

The Mayor’s Maker City goal is to build a sustainable creative community. In addition to holding ongoing maker meetups and the annual summit, The Maker City hosts an informal lunch-and-learn series called Make. Learn. Grow. Local makers and experts come together to share their knowledge and tools to grow their businesses.

The Maker City directory is searchable. This makes navigation easier for consumers looking for handmade goods, retailers wanting to sell locally made items, contractors searching for small-scale manufacturers and fabricators, and businesses wanting local contacts for their projects of all sizes. The goal of the directory is to raise awareness of the makers in Knoxville and the surrounding area and the goods that they make.

Source: Mayor's Maker Council

ACTION ITEM 2

Improve Communication and Raise Visibility of the Creative Sector

This step is the kick-off of the initiative following steering committee formation. It pertains to improving the flow of information between creative sector individuals and businesses and between the creative sector and the broader community. Better communication can raise the visibility of existing makers, manufacturers, artists, and creatives and improve access to resources. Many of those we spoke with feel hidden in the shadow of the significant wine, tourism, and food maker-sector and disconnected from their peers and resources. By bolstering awareness of the individuals and businesses that make up the sectors, the City can both improve conditions for them and put a stake in the ground as a city of makers, on par with and complimentary with its current strong Napa brand and reputation.

IMPLEMENTATION TACTICS:

Short term "ST" (six months – one year):

ST1 ▶ Either continue the Make It In Napa Initiative name or choose a new one moving forward. For clarity purposes in this Action Plan, the Make It In Napa Initiative name remains. The steering committee can advise whether to use this moniker or to create something new that similarly celebrates local makers and artists/creatives and describes Napa as a maker friendly-city.

Consider a bilingual approach that captures the City's diversity such as "Hecho en Napa". Naming the initiative helps others to understand the City's objectives, the steering committee's role, and helps to tie together the Action Steps under one intention. The message is about collectively recognizing and putting the spotlight on all of Napa's makers, not just wine and good food, but also the performing arts, artists, and those who make and manufacture all types of goods, unique works, and design services. Adopting one name and promoting the initiative will help attract tourists and also people wanting to buy or sell "Made in Napa."

ST2 ▶ Create a way for creative businesses and artists to connect and network. This was the highest portfolio/business support need identified by Make It In Napa survey respondents. Work with organizations like Visit Napa Valley, the Downtown Napa Association, and the many chambers of commerce. Include Latinx and BIPOC and LGBTQIA artists, makers, and manufacturers to showcase the diversity of Napa, and how welcoming the City is in order to attract more of these sectors. Use the City of Napa business license database to reach out to manufacturers for the opportunity to be featured (see Action Item 3) as well as the survey respondents.

This can be as simple as forming an email list beginning with the respondents to the Make It In Napa creative space study (who expressed interest in receiving updates) and focus group attendees to communicate with interested artists/makers. Simply setting up a Mailchimp, Constant Contact, Facebook group, or other form of communication to

regularly update the 300 + participants of this study is recommended. 82% of survey respondents indicated they would like to be kept informed. Once a position or organization takes the reins of the Make It In Napa Initiative, this naturally would transfer over.

ST3 ▶ Increase web and brand visibility of the Make It In Napa Initiative. Partner with local organizations such as Visit Napa Valley and the Arts Council of Napa Valley on monthly profiles of local artists, makers, or manufacturers that live and/or work in the City of Napa. Include the Make It In Napa Initiative on the City of Napa’s website under the “Services > Visitors” section. Currently this section describes the wineries, historic sites and other “things to do” in the City of Napa and is the perfect place to let visitors know about the work of the steering committee and the arts/maker/creative businesses and assets in the community. Include links to organizations and agencies that provide directories or showcase makers and maker activities.

Ask Visit Napa Valley or the Arts Council of Napa Valley to include a map along with their great directories of creative assets, artists, and happenings. Use the asset map created for this study as an initial source for the map.

ST4 ▶ Identify and amplify existing business, real estate, arts, funding resources that the creative/ manufacturing sectors and survey respondents may not know about. This is a great early task for the steering committee. There are local and regional service organizations that support these sectors and there were several businesses and individuals with whom we spoke that were not familiar with the resources available to them.

There is a role the City and the steering committee can play in identifying and elevating the resources that already exist and cross-promoting to their constituents. Resources in this context are broadly defined to include for example: funding, membership groups, mixer events, available space, workforce training programs, business development workshops, and arts/maker data used for advocacy.

The first step is to list all of the resources that the steering committee members currently provide or are familiar with, the second step is to identify all of the promotion channels they use (e.g., newsletters, social media, websites, eblasts etc.), and the third step is to create a protocol for supporting each other with cross promotion.

Mid term “MT” (one – two years):

MT1 ▶ Participate in the Bay Area Urban Manufacturing (BAUM) and SFMade’s Manufacturing Week that is held annually in October. This event, based on National Association of Manufacturers “Manufacturing Day,” is held annually in October and is an initiative of Bay Area Urban Manufacturing and SFMade. It’s an opportunity for local manufacturers to offer tours to the public of their facilities. It is workforce focused and through partnerships with local schools, teenagers and adults are introduced to job opportunities. Explore the potential and process of participation with the Workforce Alliance of the North Bay and local chambers of commerce as partners. Reach out to SFMade to start the process.

MT2 ▶ Promote City of Napa-based maker/manufacturers, artists and creative businesses through a searchable directory. While the City could create and maintain its own directory, exploring a partnership with the Arts Council Napa Valley (ACNV) to build upon their [Creative Directory](#), is recommended. The purpose is to raise the visibility of the City of Napa-based makers/manufacturers/artists and creative businesses, connect them with future customers, clients and tourists, strengthen the local supply chain, and broaden networking opportunities within the sectors. If partnering with ACNV or another regional directory, ensure there is a Napa city local vendor identification and filter function, such as a “Made In Napa” or “Make It In Napa.” Use a self-registry system for new members and promote this registry through local partners.

MT3 ▶ Convene a meeting with leaders from the area's educational institutions to explore partnership opportunities for increased support of these sectors. The Oxbow School, Napa Valley College, Napa Valley Unified School district grade, middle and high schools, Blue Oak School, CIA at Copia, Pacific Union College and other institutions were all raised as community assets that could expand opportunities for this sector. Convene a meeting with institution and program leaders to discuss the City's goals and to explore resources and capacity for partnerships.

Include members from the steering committee and share a compiled list of community partners and their contributed resources to the initiative. (See Action Item 2 – ST4).

Example partnership initiatives to explore include:

- Offering free ESL classes to workers, after hours and at their work-site.
- Create a program by which middle and high school students can access Napa Valley College's trade shop facilities to learn trades for future local job opportunities. Napa High School once had shop classes, and there is an opportunity to bring them back to the area to encourage students to pursue manufacturing jobs close to home. Napa Valley College has trade shop facilities and classes that can be used as [Laney College](#) does.
- Make underutilized art studios, makers spaces and equipment available for use by artists/creatives/makers community-wide.

MT4 ▶ Host a conversation about DEIA and access to space with diverse creative leaders. Elevating new makers and underserved communities is important to raising the profile and connecting all the artists in the community. The [Suscol Council](#), [NV Latino Heritage Committee](#), [Napatitlan](#), and [Napa County Hispanic Chamber of Commerce](#) are four organizations working with diverse communities in Napa that should be included in any future conversations around the Make It In Napa Initiative. Community members may be aware of others as well, this list is not exhaustive.

MT5 ▶ Solicit private partner sponsorships to promote local makers and artists. Local merchants, wineries, hotels, and restaurants host local artists through partnerships with local organizations including the Napa Valley Art Association (NVAA). Leverage this participation and partnership to increase opportunities for artists/makers, by offering to recognize and promote businesses that provide space and visibility to artists and makers, as sponsors of this initiative. Work with the NVAA and local Chambers of Commerce to build upon existing relationships and programs.

Longer term "LT" (two–five years):

LT1 ▶ Host site visits to maker/manufacture and artist/creative workspaces and studios with cross-sector stakeholders, funders, and influencers. Separate from Manufacturing Week (mentioned above), invite a diverse mix of stakeholders pulled from public (city/county/state) and private sectors to the site visits, including for example: funders, developers, brokers, investors, business owners, lenders, elected officials, service providers, and leaders from primary industries (e.g., hospitality and wine, tourism, healthcare). Hold visits regularly (bi-monthly, quarterly or semi-annually).

Consider timing them to leverage other activities or events (e.g., festivals, studio tours, etc.) or organize them around particular themes (e.g., home decor makers, new or legacy businesses) or in areas targeted for future maker-focused investment like a future Cultural District (see Action Item 7) or the Airport/American Canyon corridor. Keep it informal and fun. The intent is to cultivate relationships, provide makers/artists with access to community influencers that they may otherwise not have, raise maker visibility, and to build a stronger maker-friendly city initiative base of support.

LT2 ▶ Determine a partner organization or new nonprofit organization where the Make It In Napa Initiative can flourish and assist artists, makers, creatives, and manufacturers. Look for seed funding opportunities. This organization may be spun off from the City's

initiative or developed through a partnership with a private entity. Core work would include workforce training, marketing and branding, business development, information clearing house, municipal liaison, advocacy, networking, real estate technical support.

CASE STUDY (ST3) ▶ City of Santa Rosa's "Out There" campaign

Out There is an initiative of the City of Santa Rosa and the Tourism Business Improvement Area Advisory Board. The City and the Advisory Board engaged with The Idea Cooperative to highlight the arts, music, and makers in their city. In the words of The Idea Cooperative, "While the rest of the North Bay was selling hoity hotels and tasting rooms, we set out to showcase Santa Rosa's quirky, crafty side."

CASE STUDY (MT1) ▶ Bay Area Urban Manufacturing's "Manufacturing Week"

Manufacturing Week Events in 2021 included public tours of factories (Swope, APROE, Artworks Foundry, Daily Driver Bagels, Moxion Power Company, Galanter & Jones); virtual roundtable with Berkeley Mayor and Councilmembers; school tours of factories (IMI Precision, Norgren, Rivendell Woodworks); and a manufacturing hiring fair.

CASE STUDY (MT2) ▶ Artist Directories

Sonoma County self-registry [directory](#); City of Pasadena, CA Artist's [directory](#).

CASE STUDY (MT3) ▶ ESL Classes for Workers, Returning the Regional Occupation Program (ROP) & Trade Schools.

- *City College of San Francisco (CCSF) partnered with SFMade to provide free English as Second Language (ESL) classes to employees at Cut Loose. Classes were held at Cut Loose at the end of the employees' shifts. After just one semester many Cut Loose felt more confident communicating in English both on the job and in their everyday lives.*
- *The Bay Area is lacking in manufacturing-specific high school and Career Technical Education (CTE) programs. Sonoma County's specialized CTE program that was established in 2012 out of a fund at the Community Foundation of Sonoma. They have engaged with 10,000 students since 2013 in the focus areas of advanced manufacturing, construction/green services, health care, agriculture, and wine/hospitality/tourism.*

CASE STUDY (LT2) ▶ Nonprofits with a holistic maker/creative sector focus

Work with already-established groups like [North Bay Made](#), [SFMade](#), [Seattle Made](#), [Mfg: SJ](#), [Knoxville](#), [SpaceworksTacoma](#), and [Pueblo Makes](#). Artspace Consulting and PlaceMade have many connections to these organizations and are willing to set up introductory phone calls with any groups of interest.

ACTION ITEM 3

Enhance City Infrastructure and Policies to Support the Make It In Napa Initiative

With some small but important changes and programs the City can be better equipped to support the maker/artisan and small manufacturers and artist/creative led small-businesses in the City of Napa. Codifying what it means to support the "Make It In Napa Initiative" will be important to incentivize creative space development.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

ST1 ▶ Update and streamline the business license database to easily sort and extract makers/artisan manufacturers, and arts/creative businesses. Use the definitions provided in this Action Plan and M2M Continuum to refine categories and hire a specialist/intern to review, clean, and update data. There are several companies on the list that are not actually doing business in Napa, but simply had a booth at the Farmer’s Market at one time. Refresh this list regularly. This is an important step toward understanding the true depth of makers/artisan manufacturers and artists/creatives in the community and improving communication with these sectors (see Action Item 2). Use the database to update and maintain the asset map created for this study. There may be a number of diverse businesses and artists left off these lists, working with the diverse cultural organizations mentioned above to be more inclusive should be an aim of this Action Item.

ST2 ▶ Work with Parks and Recreation and the Arts Commission to broaden the messaging around arts and culture to include makers and creatives. Many cities have adopted the term “Creative Industries” to seamlessly link arts and cultural programming to economic development.

Some have gone as far as housing their arts commissions and “arts related” programs within their economic development departments. While that may not be right for Napa, collaborating to reframe how the City thinks and talks about arts and culture and how it implements its programs to include makers and creatives and their businesses. For example include local maker vendors (sales and demonstrations) alongside the fine arts at events and festivals. When contracting for outside vendors that are makers and creatives (e.g. entertainers, photographers that document the event, graphic designers designing collateral, screen printers who customize t-shirts, signmakers who create the banners) publicly recognize them as members of the local maker community. A local branding initiative would help this. Pay close attention to including diverse local artists and creatives in any city-led opportunity (public art, murals, festivals, art walks, etc.)

ST3 ▶ Cultivate city policies that value the maker/creative sectors and help advance this initiative and its objectives such as zoning that allows for live/work housing, cottage industry rules and regulations, and economic development policies. Using this Action Plan, the Make It In Napa Space Needs Study findings, the BACEI Economic Development Action Strategy report, data from WANB, reports from BAUM and SFMade, and arts advocacy data from the arts organizations of Napa, educate city departments on the value of the maker/creative sectors to the City of Napa.

These overlapping goals include: economic diversity, good jobs, new models of live/work housing, increased on-the-job training opportunities, community pride, creativity, a unique brand, increased tourism, etc. There is a spirit of innovation in Napa that plays out through small-scale development projects and independent businesses that can push conventional boundaries. Relative to large-scale and national developers, investors and businesses, their investment may seem small, but their alignment with city objectives including this initiative can be significant. Welcoming new and unique types of businesses should be core to this Action Item.

City offices and staff, empowered with this knowledge and working collaboratively and cross-departmentally, can exercise more flexibility when presented with development and projects that seek variances and exceptions to city zoning and regulations.

Mid term “MT” (one – two years):**MT1 ▶ Assign a city staff liaison as the go-to staff person for artisan/maker manufacturers and arts/creative/maker businesses to help them start, stay, and grow in Napa.**

Empower the “maker liaison” to take a flexible and streamlined approach to assistance. Ensure the “maker liaison” has a list of public and private resources (see Action Item 2), easy to understand tip-sheets, and a “Working with the City Handbook” (see next tactic) for confidently navigating regulations. **Appendix D** has an expanded case study on this tactic.

MT2 ▶ Create a “working with the City of Napa” handbook. This would be a concise, easy to use, bilingual resource to help businesses navigate city systems. It could be online or hardcopy or both. Contents could include: a business license renewal reminder, new regulations and changes to policy, an outline of the permitting process, loan or grant opportunities, local resources like WANB, SBDC (see Action Item 2), and contact information for staff assigned as the “Maker Liaison” (see previous tactic).

To assist emerging artists/makers businesses include [Springboard for the Arts](#), “[Work of Art Toolkit Workbook](#), [Business Skills for Artists](#)” as a resource. An expansion phase of this handbook could be workshops co-hosted or in partnership with local or regional organizations (WANB or SBDC) that specialize in business development and support. Topics might include for example: unemployment benefits, how to start a business, regional and state funding resources.

MT3 ▶ Develop and codify the goals of this initiative and put criteria around how businesses and developments can assess their alignment and in turn support this initiative. (e.g., long-term affordable space, job creation, below market spaces, reaching underserved communities). Businesses and developers as well as the city staff working with them need ways to measure how well they are helping to advance goals of the initiative, particularly if they are seeking variances or other assistance.

Determining clear criteria will be very important to implement the goals of the Make It In Napa Initiative. For example, one goal might be job creation and the criteria may be a minimum number of jobs. Another goal might be affordable space for makers and creatives, and the criteria may be the depth and longevity of that affordability. These goals and criteria can be used by the “Maker/Creative Liaison” or by planning staff when assessing a new project. These relate to the incentives and future certification program mentioned in Action Item 4.

MT4 ▶ Preserve and expand industrial land opportunities. Adopt the following policies:

- Continue to protect industrial-zoned lands by writing protective language into the Napa 2040 Plan.
- Disallow (or restrict) self-storage. Self-storage facilities that don’t create jobs and don’t fit into the maker-friendly city story. Many cities have already disallowed self-storage entirely.
- Restrict religious institutions in industrial-zoned lands (e.g., limit square footage to less than 5,000 SF). Many institutions can afford to pay more, and they price out artists and manufacturers. **Appendix D** has an expanded case study on these zoning policy recommendations.
- Increase FAR (currently at 0.5) in the south area to 1-2, to allow for more density in this industrial area, however keep it “as-is” for the industrial zones closer to the Downtown area.

Longer term “LT” (two–five years):

- LT1 ▶ Include temporary, program-based, and creative spaces as percent for art eligible projects, in the next Public Art Master Plan update.** By broadening the master plan beyond conventional, permanent public art, more makers and local artists can be included in the City’s percent for art program. Temporary art (e.g., pop-ups, experiential, performing arts, etc.) can be implemented as programs using the Public Art Fund and outsourced by RFP to organizations and artists to manage. The fund could also be used to create new spaces or update existing spaces to accommodate temporary and program-based public art. Using selection scoring criteria that prioritizes local artists responding to RFP’s is also important to building the local creative/maker sectors, this relates directly to Action Item 4.
- LT2 ▶ Develop a cultural plan for the City of Napa.** While there is a Community Cultural Plan for Napa County there is not a plan specific to the City of Napa. Complementary to the Public Art Master Plan, a cultural plan focuses on the broader community goals for arts and culture (or as this report recommends, the creative industries as a whole) and the tactics to be taken to achieve them. It’s the framework for implementing General Plan policies for Art and Culture. It is another tool the City has for codifying and advancing some of the recommendations in this Action Plan.

CASE STUDY (MT1) ▶ Creating a Maker Liaison/Concierge position, Hayward, CA

The City of Hayward created a liaison-type position to specifically assist with new and existing businesses. They assisted Casa Sanchez (food manufacturer) in setting up in Hayward, and the company has stated that they continue to do business in Hayward because of their good experience with this liaison.

CASE STUDY (MT2) ▶ Business Toolkit Ideas

The City of Petaluma has a “Business Toolkit” as well as a web page “Tools for Starting or Expanding a Business” for potential, new, and existing businesses. The City of Elk Grove has a “Small Business Start-up Guide” that also has a listing of ongoing requirements, city contacts, and other resources that are helpful for existing businesses.

CASE STUDY (MT4) ▶ Zoning Restrictions in Industrial-Zoned Land

Many cities in the Bay Area (and across the U.S.) have limited or disallowed self-storage facilities in their industrial zones. Similarly, churches have also been dissuaded from setting up in industrial-zoned lands.

SELF-STORAGE RESTRICTIONS:

- *City of San Jose – Not allowed in any industrial-zoned lands except LI (Light industrial) where it is subject to a conditional use permit.*
- *City of Sonoma – Not allowed in MX (mixed-use, their only industrial land designation).*
- *City of Fairfield – Not allowed in any industrial-zoned lands except IL (Limited Industrial) where it is subject to a conditional use permit.*

RELIGIOUS ASSEMBLY/CHURCHES:

- *City of San Jose – Not allowed in any industrial-zoned lands except CIC (Combined Industrial/Commercial) where it is subject to a conditional use permit.*
- *City of Sonoma – Not allowed in MX (mixed-use, their only industrial land designation) but with a conditional use permit.*
- *City of Fairfield – Allowed in two of the four industrial-zoned lands, IBP (Industrial Business Park) and IL (Limited Industrial), but with significant restrictions.*

ACTION ITEM 4

Adopt Incentives that Leverage Investment and Advance Opportunities

Incentives in this context may be conventional, financial based incentives (for example, density bonuses and tax abatements), or non-financial incentives (for example, expedited approvals, access to decision-makers, or raised visibility) that simply make Napa an easier and more attractive place for artists, creatives, makers/manufacturers to locate and grow their businesses. Many of the Action Items in this report can be listed as incentives once activated.

IMPLEMENTATION TACTICS:

Short term “ST” (six months – one year):

ST1 ▶ Develop and promote a menu of incentives that reward development projects and businesses that advance the Make It In Napa goals laid out in Action Item 3. Offer incentives that include at a minimum: Expedited permitting and review processes, a dedicated liaison service for information and assistance, reduced fees (e.g., building and operational permits, development impact, inspections and reviews, facility/room and park rentals, event), zoning flexibility, and priority access to low-cost loans and grants.

- Tailor incentives to be as relatively beneficial to small businesses and developments as large ones.
- Extend incentives to both new and capital improvement projects.
- Offer similar incentives to home-improvement projects for home-based businesses as commercial/industrial space.
- Promote the incentives to makers, manufacturers, developers and the arts/creative community, related to Action Item 2.

ST2 ▶ Reduce event-related permit, license and rental fees for applicants who are serving or who contract local makers/artists. Fee reductions may be available for maker and art event-based street closures, liquor licenses, or rental of city-owned spaces. Reductions could be extended to those who hire local talent and use locally made products as part of their private or public.

Market the directory of local artists/makers (see Action Item 2) to event planners as a resource for where to find food/beverage vendors, service providers, makers, custom products, designers, and other hired artists and performing arts talent. Embed “locally-made” incentives into the City’s own contracts, public events, and public art projects. For example, require a percentage of contracted goods/creative services to be locally sourced and artists/makers credited publicly and paid for their work.

Mid term “MT” (one – two years):

MT1 ▶ Modify the “percent-for-art” ordinance and policy that is part of the Public Art Master Plan to support new creative spaces. The 1% for Art ordinance currently requires on-site art or an in-lieu fee paid into an art fund. There are two strategies that would direct this program to support new creative space. One is to modify the ordinance to allow “space” for creative work to happen, not just new art pieces or programs.

For example a plaza or publicly accessible indoor or outdoor space that can be used for art/maker events or shipping containers modified as studio or galleries. Another strategy is to modify the program to allow 1% art fund contribution or 2% on site art. This incentivizes art fund growth. A further modification to the ordinance and Public Art Master Plan can allow the fund to be used for the development or rehabilitation of space for art/creative work and programs.

Longer term “LT” (two–five years):

LT2 ▶ Develop a certification program for developments that align with goals of this initiative and exemplify excellence. Use goals and assessment criteria developed under Action Item 3 as a basis for certification. At a minimum developments should incorporate sustainably affordable space, amenities, and/or programs that serve artists, makers, and manufacturers.

This program is intended to help promote the Make It In Napa initiative, increase visibility of maker and art businesses and developments in the City of Napa, and to test out or pilot new incentives and city infrastructure improvements that result from Action Plan implementation. The result is a group of certified projects that can be held up as models for advancing maker/manufacturer and artist opportunities. These projects could be included in any updated versions of the asset map (see Action Item 2). Make the certification renewable every 3 or 5 years.

CASE STUDY ACTION ITEM 4 OVERALL ▶***Clear City Incentives for the Creative/Manufacturing Sector, various cities across the country***

*The City of Fremont has an easy-to-find, two-page PDF list of incentives on their [website](#). The City of Emeryville also lists their incentives on their city [website](#). The City of Tacoma has a “*Make it Tacoma*” initiative that offers incentives, contact info, business resources, city information, start a business checklist, and property search.*

CASE STUDY (MT1) ▶ [Urban Art Program, Glendale CA](#)

The City of Glendale adopted a city-wide Urban Art Plan that calls for public art ranging from traditional visual art installations, to pop-up art programs and projects, to new space. The related Urban Art Fund is funded through a Percent for Art Ordinance, that offers developers the option of installing art on their development site at a value equivalent to 2% of the value of their project, or contributing to the Urban Art Fund at a value of 1%.

ACTION ITEM 5**Create New, Affordable Space Opportunities**

Makers, manufacturers, artists, and creatives need affordable, safe, and functional spaces where they can make, create, conduct business, and sell, display or share their work. They need private and shared spaces, large and small, industrial and non-industrial and incubator/accelerator spaces. The Make It In Napa Space Needs Survey data should be reviewed by any developer interested in creating this type of space. Affordability and availability of space is the foremost need and one of the most complex to address.

IMPLEMENTATION TACTICS:**Short term “ST” (six months–one year):**

ST1 ▶ Use the Make It In Napa Space Needs Survey Findings Report to make the case for new space. The results of the market study documents the need among local makers and creatives for workspace and live/work housing. The focus is local and continued outreach will likely reveal even greater demand for space. Use the Findings Summary and the Technical Report to share the need and how to address it with policymakers, elected officials, local developers and building owners. The report contains recommendations and data that can be used to conceptualize and plan new space.

ST2 ▶ Call out the immediate need for housing and space that creatives are facing in city plans, advocacy, and other Make It In Napa communications. Consider calling for live/work housing for creatives and makers in city planning documents, including the General Plan Housing Element and in a future Cultural Plan.

Mid term “MT” (one – two years):

MT1 ▶ Identify and maintain a list of potential locations for new space. Specific sites have been toured as well as priority districts in industrial, commercial, mixed-use and residentially zoned locations. Consider location opportunities raised by the community including: city owned property (current or future city hall property, parking lots, and garages), decommissioned schools. Prioritize existing and future districts that leverage financial and creative assets. See Action Item 7.

MT2 ▶ Connect individual artists, makers, and small businesses to organizations with existing space opportunities. The survey respondents who expressed their space needs and requested to receive more information, are an immediate starting point. Set up and maintain a database of available creative spaces (conventional and non-conventional, public and private), including rental rates and lessor contact information, possibly in partnership with ACNV. Involve a local broker who understands and can identify in the marketplace the types of spaces that would be appropriate to list and who can assist larger businesses/organizations in their search for space.

MT3 ▶ Work to ensure DEIA measures are in place to include diverse populations in any conversation about new affordable space. In this Action Plan many organizations devoted to addressing diversity, equity, inclusion, and access (DEIA) issues have been mentioned. Every community has room to improve in Napa is no exception. Creative space is not developed in a vacuum, and communities like Napa have historic imbalances of power and instances of racism that need to be further evaluated for all parties to truly feel welcome in any future community driven creative space.

MT4 ▶ Reward mission-driven development projects through incentives or development bonuses from Action Item 4 – ST1 that include below market-rate creative spaces. Cities have been facing these same problems for decades, new solutions need to be developed before these spaces are lost and creatives are displaced. The ideal option will recognize the public benefit that landlords provide by offering space below market rate for creative uses. City staff will need to consider enforcement, scale, financial impact, and competing city goals and need to be clear about how the incentives or bonuses are allocated.

Longer term “LT” (two – five years):

LT1 ▶ Create a long-term affordable, mixed use, artist and maker live and work facility or campus. Work in a public/private partnership to advance the concept presented in the 2019 Preliminary Findings Report developed by Artspace Consulting in partnership with PlaceMade. Many other examples nationwide also include this type of space.

LT2 ▶ Pilot new projects through public/private partnerships. Leverage increased cross-sector communication coming out of implemented action steps, to identify local developers, property owners, entrepreneurs and organizations that are interested in or embarking on creative and maker space developments including makerspaces, accelerators, and incubators like the Trellis concept previously conceived of, but not implemented.

The Trellis Napa Valley—a stalled incubator program concept designed to create jobs and economic vitality—would be a good fit for a Make It In Napa funding initiative. Explore opportunities to support feasible, innovative and public serving projects (Action Avenue, Tannery Row, Oxbow Area) that also align with these goals. Acknowledge successful partnerships and projects through promotion including a future Certification Program (Action Item 4).

CASE STUDY (MT4) ▶ A Plan for preserving and expanding affordable arts space in Portland, Oregon

The Mayor's report from 2018 includes 24 ideas the city developed for arts spaces in Portland.

CASE STUDY (LT1) ▶ Artspace Tannery Lofts & Tannery Arts Center, Santa Cruz, California

The Tannery Arts Center opened in 2009, with 100 live/work residences and 28 working studios. A sustainable, accessible and vibrant home for the arts in Santa Cruz County, the Tannery Arts Center campus includes a theatre, cafe, live/work lofts, [gallery](#), working studios, [dance school](#) and [Arts Council offices](#). The Tannery was redeveloped as an arts campus by the [City of Santa Cruz Economic Development Department](#), and [Artspace, Inc.](#) Today members of the public can experience the Tannery through classes and events, or just stop by any day of the week.

CASE STUDY (LT2) ▶ Makerspaces, accelerators, and incubators:

The [Innovation Hub](#) in North Little Rock AR, [Knoxville Entrepreneur Center](#), list at [Los Angeles EDC](#), [La Cocina](#) in San Francisco, [Idea Fab Labs](#) in Santa Cruz, and [Bridgeway Capital's affordable manufacturing space](#) in Pittsburgh, PA.

ACTION ITEM 6

Explore Funding and Partner Opportunities

While the City may not be flush with funds to advance recommendations in the Action Plan, it can leverage existing programs and work in partnerships with the private sector and Napa County to usher in new opportunities.

IMPLEMENTATION TACTICS:

Short term "ST" (six months – one year):

ST1 ▶ Tap into American Rescue Plan Act funds. Identify where and how ARPA funds are flowing into Napa City and County. Secure funding to advance Action Items in this plan. Nationally, funding is flowing through Community Development Block Grant (CDBG) programs and is also being provided with fewer restrictions, directly to municipalities to invest in jobs and business growth and retention.

The window of opportunity for this funding is short. If time allows, create a cross-sector task force to identify how and where funding is flowing to prioritize use of funds and to identify partners for implementation. Some examples of how to use these funds are all the ST1 Action Items and include: seeding a new incubator program and space, setting up the "maker liaison" position and resource tools, working with WANB to expand capacity and program reach, addressing employer workforce training needs, and on-site childcare.

ST2 ▶ Connect with local organizations to advance the goals of Make It In Napa. Partnering with existing organizations and individuals is a great way to leverage resources in the community or pursue joint funding. Appendix A has the list of all the individuals and organizations who participated in the study.

Mid term "MT" (one – two years):

MT1 ▶ Support efforts to bring more regional resources to Napa city businesses. The Workforce Alliance of the North Bay (WANB) is working to attract a Community Development Financial Institution (CDFI) to Napa. A local CDFI presence can help support emerging and underserved businesses including those run by makers, artists, creatives and particularly those run by People of Color.

Funding programs would supplement conventional financing and small-business loans through banks and the Sonoma-Napa Small Business Development Center (SBDC). Working Solutions, the Bay Area office of LISC (Local Initiatives Support Center) and industries and corporations in Napa with a history of philanthropy, including for example, Chase Bank, Amazon, and the Vintners Association could all be a good fit.

MT2 ▶ Explore area-specific revenue opportunities. Geographic districts can be used to expand funding through events, fees, and existing funds to benefit the arts, maker, and manufacturing sectors. A potential revenue source in a district is an “outdoor refreshment area (ORA)” ordinance that allows businesses in an area to serve wine (or other alcohol) with proceeds going to a specific cause. In this case, it could be for maker and arts supportive programs. To make an area like this work, a partnership with the Downtown Napa Property and Business Improvement District (DNP BID) and the Downtown Napa Association (DoNapa) would need to be explored. Another potential funding opportunity is the reallocation of the Tourism Improvement District’s funds to support the Action Steps that align with their goals as well.

CASE STUDY (MT1) ▶ Economic Development Partner Ideas

LISC offers funding and support for business development, housing, and creative placemaking. See [Bridgeway Capital](#) and [Working Solutions](#). Work with local nonprofits to identify and secure grants like those through the [Etsy Maker city](#) program designed to uplift the [economic impact of makers](#).

CASE STUDY (MT2) ▶ Outdoor Refreshment Area, Fayetteville, AR

60 downtown businesses are part of this [pilot program where participating businesses can sell alcoholic beverages](#) in special cups provided by the City from 10 a.m. to 10 p.m. every day. Customers must wear a branded wristband before they can leave the business with their drinks and walk around outside. No other alcohol is allowed inside the boundaries. The drinks are served in environmentally-friendly cups that can be disposed of in a number of recycling receptacles through the area. The cups must be kept within the boundaries and cannot be brought into any other business that serves alcohol. Bringing drinks into shops that don’t serve alcohol is permitted with permission from those businesses. The pilot has been very successful in raising funds for the downtown association and has expanded its time frame until 2024.

CASE STUDY (MT2) ▶ Funding reallocation in the RINO neighborhood, Denver, CO

The [RINO Arts District](#) reallocated Business Improvement District (BID) funding to support the creation of affordable space for makers, artists, and creatives.

ACTION ITEM 7

Establish a Maker-Focused District

A maker-focused district should be a city approved geographic area that could apply for California state certification as a Cultural District. It may have a nonprofit governance structure, be city operated or a hybrid. More than one district may be appropriate in Napa. It may be a single corridor, a neighborhood, or overlap the entire downtown.

Benefits include increased tourism and visibility for makers and artists within the district and economic development. The district can also serve as an area to focus new project developments and related incentives and programs. The State of California Arts Council shares

the following benefits of cultural district development: capacity building tools and assistance for the creation of the district, improved artist/maker support and retention, and economic development. Specific benefits of certification include: branding materials, a \$5,000.00 stipend, technical support, joint marketing, and statewide cohort participation. Learn more about the benefits and the process at the [California Cultural Districts website](#).

IMPLEMENTATION TACTICS:

Short term “ST” (six months–one year):

ST1 ▶ Identify potential geographic boundaries for a future district. Begin by exploring California Cultural District certification criteria. Determine which [typologies](#) a district might align with (e.g., cultural production, consumption and/or heritage). Consider overlaying with an existing or future district like the Enhanced Infrastructure Financing District approved by the City for the Downtown and Napa Pipe area, to leverage funding opportunities. Identifying clusters of maker and cultural/creative activity and spaces can also help in identifying a geographic area that is naturally emerging. Use the Asset Map from this report as a reference and the [Cultural Asset Inventory Worksheet](#) from the State of California as a guide. Areas to consider include: Downtown Napa, Oxbow District, river adjacent industrial corridors including the Tannery and Coombs sites of interest from the 2019 PlaceMade/Artspace Consulting report.

Mid term “MT” (one–two years):

MT1 ▶ Form a stakeholder working group for the district. Task the working group with refining the concept and forming community supported district objectives for the identified geography. Source ideas from successful makers and creative business-focused districts.

CASE STUDY (ST1) ▶ **Colorado State Certified Creative District, Ridgway, CO**

This rural community of 950 residents with a high cost of living established a Colorado State Certified Creative District with a focus on the area's makers/small manufacturers, artists, and creatives. The nascent California program is modeled after Colorado's so it's a good longer-term comparable. The benefits of supporting and showcasing local creatives is documented in this [article](#) and summarized in this quote “All of this is good for business. In 2015, the creative industries in Ridgway generated \$7.1 million in sales, up 16 percent from 2012. About 50 people work in creative industries full-time, an increase of 6 percent in three years”.

CASE STUDY (ST1) ▶ **The Creative Enterprise Zone Saint Paul, MN**

The Creative Enterprise Zone, located mid-city between downtown Saint Paul and Minneapolis, has the goal to be a recognized center of creativity and enterprise, a place where people make a living by their creative capacities.

ACTION ITEM 8

Strengthen Regional Connections

Many of the ecosystem challenges stem from intractable issues (land costs, traffic, wildfires, etc.) faced by multiple municipalities in the region. Other barriers including the Napa County Agricultural Preserve regulations, extensive timelines associated with CEQA, and the amount and distribution of state housing resources, are all outside of the City's jurisdictional control. While the City is limited in what it can do on its own to improve these types of conditions, it can work collaboratively with regional municipalities and agencies to address concerns of mutual interest.

IMPLEMENTATION TACTICS:**Short term “ST” (six months – one year):**

ST1 ▶ Conduct “Business Retention Visits” in partnership with Napa County. In a non-enforcement, get-to-know you capacity visit maker and artist workspaces and non-wine manufacturers near the airport. Begin by conducting visits quarterly or bi-annually. Objectives of the meetings include creating direct lines of communication between businesses and City/County; understanding what is working well and what are the challenges within the City and County’s sphere of influence; sharing resources and information about the Make It In Napa initiative; and, setting the groundwork for future county collaborations through a shared experience of the sector, its operations and its needs.

Mid term “MT” (one – two years):

MT1 ▶ Expand opportunities for job-creating maker/artisan manufacturers in the County’s manufacturing-zoned land at the airport. While there is a large amount of industrial space in this area, it is used primarily for wine storage which offers limited job or business growth opportunities. Identify objectives shared by both the City and County that can be advanced by expanded land-uses. Use this as a place to start the discussion. Collaborate on ideas that will grow maker/manufacturing industries in this area without negatively impacting the wine industry.

Longer term “LT” (two – five years):

LT1 ▶ Initiate a regional dialogue on how to keep maker/artisan manufacturers, artists and creatives in the area. Using the Bay Area Urban Manufacturing Initiative as the entry point, form a working group to discuss and draw up shared objectives. Work with BAUM members and invited advocacy groups and municipalities—include Napa County and encourage them to join BAUM—to pursue solutions and form advocacy alliances. Focus on pressing concerns including transit, real estate costs, and workforce housing. For example, are there recommendations for the LIHTC Qualified Allocation Plan (QAP) that will favorably impact the region? What strategies have been successful for addressing single family home conversions to short-term rentals and luxury home-share programs? Moratoriums, resident requirements and assessing impact fees were strategies suggested by focus group attendees that could be raised with this group.

CASE STUDY (ST1) ▶

City of San Rafael does regular Business Retention & Expansion interviews with their Chamber of Commerce. The City of Pittsburg’s Economic Development Department conducts [Business Walks](#) to facilitate business expansion and retention. The City of Fremont has a Business Appreciation Program where City Staff and Leaders visit with businesses throughout the year to learn about issues but to also educate staff and leaders about business ops and production.

CASE STUDY (MT1) ▶

The City of Santa Rosa and Sonoma County formed a Joint Powers Authority and created a framework for the two entities to work together and advance shared affordable housing objectives. It’s a model that could be adopted by the City of Napa and Napa County to work together not just for housing but industrial space as well. <https://renewalenterprisedistrict.org/faq/>

Appendices

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Appendix A. Focus Group Attendees

Individual Artists & Arts Organizations, Makers/Manufacturers, Business Leaders, Napa County Hispanic Chamber Of Commerce

Cathy Balach, Director, Napa-Sonoma SBDC

Nikki Ballere Callinan, Owner, NBC Pottery, gallery/studio

Blaire Banks, Senior Manager, The Prisoner Winery

Danielle Borreca, Realtor, Coldwell Banker

Alex Brisoux, Manager, The Prisoner Winery

Sara Brooks, General Manager of Napa River Inn and Historic Napa Mill

Suzanne Brown, Principal, Equity Community Builders

Greg Brun, Board member, Napa Valley Wine Train and Rail Arts District

Stephanie Cajina, Sr. Development Specialist, City of Napa

Jerry Curiel, V.P. and Operations Manager, La Morenita Market

Berta Delgado, Co-owner, 707 Embroidery Zone

Ines DeLuna, Member Board of Trustees, Napa Valley College

Olivia Dodd, Film & video producer; consultant; former Napa County Arts & Culture Committee, Chair

Lowell Downey, Owner, "Art & Clarity" photography; promoter, curator

Gabriela Fernandez, Global Casting

R. Frank, Artist (painter, illustrator, art instructor)

Linsey Gallagher, President and CEO, Visit Napa Valley

Rob Gemmell, Managing Principal, Addwater

Catherine George, ceramic sculpture, painter

Jamie Graff, Ex. Director, Nimbus Arts

Katie Hamilton Shaffer, Creative Business Owner, Feast it Forward

John Hannaford, painter, percussionist, Public Art Commission

Geoffrey Hansen, Board Member, ACNV; photographer

Jeri Hansen, CEO of Sustainable Napa Valley; WANB Regional Workforce Development Board Executive Committee, Chair

Susan Heiken, Landscape architect

Miki Hsu Leavey, Community Engagement Coordinator, Sonoma Valley Museum of Art; teaching artist at di Rosa Arts

Nanette and Valentin Humer, Owners, Salute Sante

Karen Lynn Ingalls, colorist, landscapes, draw, printmaking, mixed media, art teacher

Corinne Ingrassia, Equity Community Builders and Board Member of 150 Hooper

David Layland, President, Board of Directors, Napa Farmers Market

Malia Legros, Owner, Infinite Healing, health and wellness

Lola Llamas, Treasurer, NCHCC

Whitney Macdonald, Sr. Manager Partnership & Guest Experience, Visit Napa Valley

Will Marcencia, Chief Executor, Wine Down Media

Barry Martin, Writer, director, actor, producer

Garrett Murphy, Painter

Judith Myers, Artist

Bernie Narvaez, Councilmember, City of Napa; President, NCHCC Board of Directors

Preston O'Connell, Partner, Harvest Properties

Wayne O'Connell, O'Connell Real Estate Group

Dalton Piercey, Music industry professional

Vincent Piombo, Owner, Aperture Media & Design

Ross Portugeis, Compass Real Estate

Phil Rapp, V.P. NCHCC Board of Directors; Community Branch Manager, Bank of Stockton

Carlos Salazar, Co-owner, 707 Embroidery Zone

Kate Salenfriend, Artist

Carrie Saxl, Artist, Owner and co-founder, GUILD

Monica da Silva, Singer and songwriter

Craig Smith, Ex. Director, Downtown Napa Association

Israel Valencia, Professional photographer, Founder at Infinity Visuals

Richard Von Saal, Owner, Von Saal Design

Shelley Willis, Director, Rail Arts District

Bruce Wilson, Executive Director, WANB

Kristina Young, Artist

Juan Carlos Zazueta, Creative; Educator/Hairstylist

Valerie Zizak-Morais, President and CEO, American Canyon Chamber of Commerce

Appendix B. Asset List

ASSET LIST

127 Energy	CJ Creative Pros LLC	Mi Sueno	Robert Frank Fine Art
1700 Film	Coffman Home Services	michaelissacdesigns	Rosie Penning Fine Art
707 Embroidery Zone	Colleen LeMasters Creative	Mill Valley Art Festival	Salute Sante
A Touch of Love Jewelry	Color Theory (art supply store)	Morrie Warshawski, Arts Consultant	Sanda Design
Acme Workroom	Community Action Napa Valley	Nancy Mott Designs	Sausalito Art Festival
Action Avenue Spaces	Connolly Ranch Education Center	Napa Art Walk	Shauna B. Art
Aerena Galleries and Gardens	COOKIES TOO	Napa Bookmine	Sherri Gallagher Designs
AlibytheSea	Copper Iron Designs	Napa Chamber of Commerce	Small Business Development Center
Almanac Creative	Creative Sonoma	Napa City Nights (Veterans Memorial Park Amphitheater)	SOFA Arts district (South A Street Art District)
Andaz Hotel	DanielRicco Art	Napa County Hispanic Chamber of Commerce	Sonoma Community Center
Andrea Cazares Art	de la Torre Productions	Napa County Library	Sonoma Plein Air Festival (Sonoma Plaza)
Ann Trinca Arts Management	di Rosa Center for Contemporary Art	Napa Creatives	Spork Kitchens
Aperture Media + Design	Dirt and Diamonds Printing	Napa Farmers Market	St. Claire Brown winery (tasting room, maker events)
Archer Hotel	E& M Presents	Napa Green	St. Helena Farmers Market
Art & Clarity	EJD essentials	Napa Lighted Art Festival	Storied Productions
Art Association Napa Valley	EI Comalito Collective	Napa Makes Market at Oxbow	Studio 1515 Landscape architecture
Art Association Napa Valley	EI Mercadito Napa Valley	Napa Music Collective	Studio Jacques Lesec
Art Factory	Emil Yanos Design	Napa Rio	Studio KLY LLC
Art Gallery Napa Valley	Fazio's cat jewelry	Napa Studio Gurl	Suscol Intertribal council
Art of Taste. Penelope Moore	Festival Napa Valley	Napa Valley Art Festival	Tannery Bend Studio Spaces
Arts Council Napa Valley	Fieldwork Brewing	Napa Valley Art Museum	The Barlow in Sebastopol
Backroom Wines	Flying Pig Ceramics	Napa Valley College	The Monkey Flower Group
Balancedbreakfast	Flying Pig Design	Napa valley custom metal	The Mosaic Project
BANG Napa Valley	Folia Design	Napa Valley Latino Heritage Committee	The Rosburg Files
Bay Grape Napa	Frederick & Co. Woodworks	Napa Valley Performing Arts Center at Lincoln Theater	The Studio by Feast It Forward
Baywood Artists	Gaming! on the Rocks Podcast	Napa Valley Vitners Club	Thru the Haze, band
Bergin Screen Printing	Gatto Design	Napatitlan	Trig Collective
Beyond The Label Art Show	Glytchwyтч	Nick Cann design	Tubiolo Public Art and Sculpture
Blue Oak School	Gordon Huether Studio	Nimbus Arts	UC Master Gardeners of Napa County
Blue Okra	GUILD (locally handcrafted goods, craft kits, classes)	Nixie Design Studios	Valley Players
Bottle Rock Napa Valley	JaM Cellars Ballroom	Norma I. Quintana Photography	Vaughn Creative Services
Bougie Napa	Jessel Gallery	NVUSD	Veterans Memorial Park
BrazilCarnivalShop	Jessup Cellars Gallery	Olde Town Barbershop	Vine Village
Buck Lucky Collective	Jewels of the Vineyard	Opera House	Vineyard music academy
BUG Wearable Designs	Jock McDonald Film Inc.	Oxbow Public Market	Visit Calistoga
Cadet Wine & Beer	Kaye Fleming Design	Oxbow School	Visit Napa Valley
Cafeteria Kids Theater	Kelly's Filling Station and Wine Shop	Parrisworks	Westwood Park
Calistoga Art Center	Legereart	Particularly Nice Find	WicklowArt/ The Pin Wizard's Cosmic Mercantile
Camille Creek Community School	Lucky Penny Community Arts Center	Porchfest (Napa County Landmarks)	Wilkinson iron works
Carter + Co	M.A.P.Designs	PR quilting	Wine Down Media
Cathy's Cottage	Makers Market	Prison Winery	Workforce Alliance of the North Bay
Ceramics Guild at NVC	Manny Designs	Quent Cordair Fine Art	Yountville Community Center
Cha-Cha Sweets	Mari Dee Hays	Rail Arts District (RAD) Napa	
Chamber of Commerce	Marin Art & Garden Center	Richard Von Saal Design Build	
Charlene Steen Art	Marin Farmers Market		
Christys Card Creations			
CIA at Copia			
Cinema Napa Valley			

Appendix C. Expanded SWOT Chart

Artspace Consulting and PlaceMade reflected on the SWOT analysis and expanded it to consider the relationships between the opportunities and threats and the strengths and weaknesses and provided a framework to balance each attribute. The expanded SWOT chart that follows, offers insight into how the overarching goals, defined on the following page and the Action Steps were developed.

<h2 style="margin: 0;">Expanded SWOT Chart</h2>	<h3 style="margin: 0;">STRENGTHS</h3>	<h3 style="margin: 0;">WEAKNESSES</h3>
	<ul style="list-style-type: none"> Napa brand/tourism Established Arts/Civic orgs. (Arts Council, Arts Association, WANB, HCC etc.) Proximity to Bay Area Public art ordinance/city programs Music scene/festivals Local museums/arts district Educational institutions Diverse local creative community 	<ul style="list-style-type: none"> High cost and short supply of all spaces. Shortage of employees/skilled labor Existing barriers to development Rigidity that inhibits innovative models Lack of gap funding resources Prioritization of wine/food industry over local makers and arts Public/Private leaders don't fund or support the creative sector Service organizations need increased capacity and no economic development org. Reliance on out-of-town talent Lack of diversity and overlook local artists
<h3 style="margin: 0;">OPPORTUNITIES</h3>	<h4 style="margin: 0;">Opportunity – Strengths (OS)</h4> <ul style="list-style-type: none"> City of Napa can position itself as the maker destination in Napa County/Valley with easing restrictions and leaning into this “brand.” Work with existing organization, WANB to increase economic development capacity by creating a new economic development nonprofit focused on attraction and retention. Develop a “Napa Made” “Hecho en Napa” brand for the city/county leveraging the strength of the Napa name. Lean on proximity to other Bay Area organizations, for partnerships, exchanges, etc. Create up-to-date mailing list of all artists, makers, mfrs. With e-mail address. Industrial/maker/arts liaison position at City of Napa. Collaborate with neighboring cities on housing, transit, workforce 	<h4 style="margin: 0;">Opportunity – Weakness (OW)</h4> <ul style="list-style-type: none"> Work with ACNV to expand its Creative Directory to include a “NAPA LOCAL” component and include more makers/artisan mfr. Increase the visibility of the Latinx(o/a) creative community partnerships with the HCC. Visit Napa Valley include maps of creative/ maker assets in Napa Valley Create a cross-sector committee focused on advancing the goals of the maker brand/ movement and spaces. Develop a makerspace/incubator with below market rents for local makers through public/ private pilot projects ESL Classes for artists/makers Zoning Rules Update
<h3 style="margin: 0;">THREATS</h3>	<h4 style="margin: 0;">Strengths – Threats (ST)</h4> <ul style="list-style-type: none"> Expand the city's percent for art ordinance to fund much needed creative space. Encourage local businesses to host artists/creatives in their spaces, through economic development funds and/or chamber of commerce initiatives. Create new funding sources through private sector partner (TIF, BID, Open Container events, public/private funding applications, CDFI) for programs/space/capital investment & NP capacity building. City create a handbooks – how to start a business, and current business policies, local resources, include an appendix of helpful organizations. ARPA funds for covid resiliency projects that can incorporate the arts/makers. Reinforce brand and foster multi-sector connections through a Creative Enterprise Zone model organization and district. 	<h4 style="margin: 0;">Threats – Weakness (TW)</h4> <ul style="list-style-type: none"> ACNV can help organizations find space and advocate on behalf of the needs of the small & mid-sized artists and nonprofits. Set up a database of creative spaces availability for emerging artists and rental rates Building additional parking in downtown is not necessary, finding new ways to utilize the parking fund that benefits the public good and pressing community needs. Protect industrial land Create trade classes for middle and high schoolers through: NVC and NVUSD

Appendix D. Case Studies Expanded

Case Study – ESL Classes for Workers

Reference in report: Action Item 2, Tactic MT3

SFMade Success Story: ESL Classes at Cut Loose

City College of San Francisco (CCSF) partnered with SFMade to provide free English as Second Language (ESL) classes to employees at Cut Loose.

Key information:

- 27 employees participated
- 24 hours of class over 16 sessions spanning 8 weeks
- 2 levels: a beginner and an advanced class
- Classes were held at Cut Loose at the end of the employees' shifts
- After just one semester many Cut Loose felt more confident communicating in English both on the job and in their everyday lives.

SFMade Impact Report – Cut Loose

SEPTEMBER 23, 2020

“Sewing by Day and Learning English by Night at Cut Loose”

A good job is about more than pay, it's also about opportunities to learn and grow. That's why Rosemarie Ovian partnered with SFMade and City College to offer ESL classes to her employees.

For Rosemarie Ovian, co-owner of San Francisco-based clothing manufacturer Cut Loose, sewing is practically in her DNA. Her grandmother, Rose, after whom she is named, was a seamstress; and her grandfather was a master tailor. When her grandfather retired, he brought all of his equipment home and taught her to sew and cut patterns.

Perhaps it's no surprise, then, that Ovian grew up and got a degree in textiles and apparel manufacturing, and pursued a career making clothes.

“It's always been a way to kind of keep me close to them,” she said.

Like many people who work in the garment industry, Ovian's grandparents were immigrants. They both came to the US from Armenia when they were children. Ovian remembers her grandmother telling her about the diversity of the other immigrants with whom she worked in the factory.

“My grandmother talked about the melting pot of women and how they would eat lunch together every day, sharing foods from around the world and telling stories,” she said.

At Cut Loose, where the majority of the 65 employees are immigrants and non-native English speakers from China, Vietnam, South Korean, and Latin America, Ovian sees the same dynamics that her grandparents did. Employees share lunch, extra lemons from their trees, and stories.

Ovian's deep appreciation for what immigrants bring to the workplace has informed her management style over the 31 years she has been at Cut Loose. She invests in her employees by paying a living wage and offering retirement benefits and profit sharing.

“Our employees stay with us for a long time—I think there's some sense of satisfaction and camaraderie and loyalty,” she said.

So it seemed a natural fit when, in 2018, SFMade asked Ovian if she wanted to participate in a new ESL program being offered in partnership with City College of San Francisco. The goal of the program was to provide employees in the manufacturing sector with opportunities to improve their language skills and advance in their jobs.

“At Cut Loose there’s a lot of English as a second language, and sometimes, to really get things communicated, we need to bring in an interpreter or someone who is very proficient at both languages,” said Ovia.

Cut Loose offered the class twice, once in the Fall of 2018 and again in the Spring of 2019, at its production facility in the Bayview. The classes, attended by approximately 30 students each, were held in the evenings for eight weeks. Students could join the advanced class, the beginner class, or both if they wanted extra practice. Upon completion, the employees were presented with a signed and framed certificate and congratulated on their hard work.

Ovia quickly realized the ESL program was doing more than just improving her employees’ job skills. The classes were making a difference in their personal lives, too.

“The employees who took the class had so much more confidence in communicating and making an effort to communicate,” she said. “I think it helped with their self-esteem, their level of confidence, their basic knowledge of English, and how to interact with people who don’t speak the same language.”

“One employee in particular would never make eye contact with me,” said Ovia. “If we were to pass each other in the warehouse, she would just look the other way. The ESL class gave her the confidence to look at me and say, ‘Hi, Rosemarie.’”

“Cut Loose’s ESL classes have made the employees more valuable as well as giving them a great sense of personal empowerment,” said Janet Lees, chief Program Officer of SFMade.

Like sewing, the City College ESL classes were yet another way for Ovia to reconnect with her family. Her mother was a longtime ESL teacher who spoke fondly of her students, often hosting group meals where everyone brought a dish inspired by their native land.

“In her later years—she was still teaching when she was in her 80s—all the immigrants would call her their grandma,” Ovia said. “I mean, it was absolutely the most touching thing.”

Case Study – Trade Schools

Reference in report: Action Item 2, Tactic MT3

The Bay Area is lacking in manufacturing-specific high school and Career Technical Education (CTE) programs. A once-popular set of programs in high school, auto/metal/wood shop classes fell out of favor as the focus turned towards four-year degree programs. (Reference: Future Careers in Manufacturing Report, September 2021.)

Napa High School once had these shop classes, and there is an opportunity to bring them back to the area to encourage students to pursue manufacturing jobs close to home. Napa Valley College has trade shop facilities and classes that can be used as [Laney College](#) does: Offering building and skilled trades classes to high school students. Convening with leaders from the area’s educational institutions to explore partnership opportunities has great potential to raise visibility and support for the maker/manufacturing sector, engage the community and businesses, and bring better economic diversity to Napa.

Another example to consider is Sonoma County’s specialized CTE program that was established in 2012 out of a fund at the Community Foundation of Sonoma. They have engaged with 10,000 students since 2013 in the focus areas of advanced manufacturing, construction/green services, health care, agriculture, and wine/hospitality/tourism. Their 2019-2020 Impact Report shows that they connected 1,055 students in that year with employers and career-training opportunities. (Reference: [Career Technical Education Foundation](#).)

For further reference, a comprehensive list of Bay Area CTEs are on the following page.

High School and Career and Technical Education Programs

Region/County	District/High School	Program
Bay Area/Alameda County	San Leandro Unified School District/ San Leandro High School	Advanced Manufacturing
Bay Area/Alameda County	Livermore School District/Livermore High	Machine and Forming Technologies
Bay Area/Santa Clara County	Silicon Valley CTE/Metroed	Mechatronics, Welding
Bay Area/Santa Clara County	Eastside Union High School District/ Piedmont Hills High School	Advanced Manufacturing
Bay Area/Santa Clara County	Independent Alternative School/SiaTech	Advanced Manufacturing
Bay Area/Santa Clara County	Campbell Union High School District/ Westmont High School	Manufacturing Technology
Bay Area/San Mateo County	Jefferson Union High School District/ Westmoor High School	Manufacturing and Product Development
Bay Area/Contra Costa County	Mt. Diablo Unified School District/ Mt. Diablo High School	Manufacturing and Engineering Academy
Bay Area/Contra Costa County	Acalanes High School District/ Acalanes High School	Design and Fabrication Technology
Bay Area/Contra Costa County	John Swett High School District/ John Swett High School	Welding, CAD, Machine Technology, Industrial Maintenance Mechanic
Bay Area/Napa County	Napa Valley School District/ Napa High School	Manufacturing and Product Development
Bay Area/Sonoma County	Santa Rosa City High School District/ Santa Rosa High School	Manufacturing, CAD
Bay Area/Sonoma County	Petaluma City Schools/Petaluma High	Manufacturing Technology
San Joaquin Valley/Fresno County	Fresno Unified School District/ Duncan Polytechnical High School	Innovative Design and Applied Technology Manufacturing Pathway
San Joaquin Valley/Fresno County	Career and Technical Education High School	Advanced Manufacturing
San Joaquin Valley/Fresno County	Center for Advanced Research and Technology	Engineering, Manufacturing and Robotics
San Joaquin Valley/Fresno County	Valley Regional Occupational Program (ROP) including Dinuba High, Parlier High, Sanger High, and Selma High	Manufacturing and Product Development
San Joaquin Valley/ San Joaquin County	Stockton Unified School District/ Franklin High School	Product Innovation and Design, Welding and Materials Joining
San Joaquin Valley/ San Joaquin County	Manteca Unified School District/ Manteca Adult School	Warehousing, Forklift, Advanced Manufacturing, Welding
San Joaquin Valley/ San Joaquin County	Manteca Unified School District/ BE.Tech Charter School	BE.Industrial (Design and Fabrication, Solidworks)
San Joaquin Valley/Stanislaus	Stanislaus County Office of Education/ Stanislaus Industrial Technology Institute	Supply Chain Technician

Case Study – Liaison/Concierge

Reference in report: Action Item 3, Tactic MT1

Creating a Maker Liaison position, or assigning such work to a current staff member, is a crucial step to embracing the artist/maker/manufacturer sectors in the City. The effects would be felt within many of the Action Items in this report: business retention visits, incentives, manufacturing week, business handbook, and so on.

The City of Hayward created a liaison-type position to specifically assist with new and existing businesses. They assisted Casa Sanchez (food manufacturer) in setting up in Hayward, and the company has stated that they continue to do business in Hayward because of their good experience with this liaison.

More from the Bay Area Urban Manufacturing Initiative Promotion and Engagement Toolkit: As part of their FY2014-18 economic development strategic plan, the City of Hayward created a Business Concierge and Ombudsman service, for new and existing businesses respectively. The Industrial Sector Specialist's function is to be a single point of contact within government, who guides businesses through their interactions with the City. A sector expert, the Sector Specialist works closely with the planning, building, and fire departments as they process permits and create policy that affects these businesses.

RECOMMENDATIONS

- Situate the position within the economic development, city manager, or mayor's office and make sure that city leadership authorizes the liaison to coordinate between departments to expedite city processes.
- This position should have an understanding of local manufacturing needs and be empowered to advocate for manufacturing during policymaking discussions.
- This position is a conduit between city staff and manufacturers, facilitating exchanges, and introducing them to a wider array of government, workforce, and academic partners.

Case Study – Zoning Designations

Reference in report: Action Item 3, Tactic MT4

Many cities in the Bay Area (and across the U.S.) have limited or disallowed self-storage facilities in their industrial zones. Self-storage facilities take up large amounts of square footage and usually employ 1-2 people; the return on workforce to square footage is very low. Discouraging self-storage will keep industrial space open for job-creating manufacturers, and keep rent prices competitive. Similarly, churches have also been dissuaded from setting up in industrial-zoned lands. Oftentimes these facilities are quite large, do not create jobs, and can pay rents well above what manufacturers/makers/artists can pay. Additionally, mixing church buildings and church-goers in the midst of manufacturing can be problematic due to noises, odors, and vibrations that may affect the church. Below are a few examples of cities that changed their zoning to this end:

SELF-STORAGE:

City of San Jose – Not allowed in any industrial-zoned lands except LI (Light industrial) where it is subject to a conditional use permit.

City of Sonoma – Not allowed in MX (mixed-use, their only industrial land designation).

City of Fairfield – Not allowed in any industrial-zoned lands except IL (Limited Industrial) where it is subject to a conditional use permit.

RELIGIOUS ASSEMBLY/CHURCHES:

City of San Jose – Not allowed in any industrial-zoned lands except CIC (Combined Industrial/Commercial) where it is subject to a conditional use permit.

City of Sonoma – Not allowed in MX (mixed-use, their only industrial land designation) but with a conditional use permit.

City of Fairfield – Allowed in two of the four industrial-zoned lands, IBP (Industrial Business Park) and IL (Limited Industrial), but with significant restrictions.

Appendix E.

SUMMARY REPORT OF FINDINGS

Make It in Napa Space Needs Survey for Makers, Creatives, and Artists

BACKGROUND

On August 9th, 2021, the **Make It in Napa Space Needs Survey for Makers, Creatives, and Artists** was launched online at *MakeltInNapaSurvey.org* and was available for seven weeks. The survey was promoted primarily to Napa City and County individuals and businesses in the making, creative and arts sectors, with a social media push that reached as far as 60-miles from Napa. The survey focused on creative space and other support needs of creatives who currently or would be interested in living, working, or making in the city of Napa.

The purpose of the survey was to inform Artspace and Placemade's findings for the **Creative Space and Local Manufacturing Action Plan**. The survey data is used to:

1. Determine the demand and interest by the creative sector to warrant new spaces focused on the creative sector in the city of Napa.
2. To conceptualize those spaces.
3. To encourage the city of Napa, creative community local organizations and property owners and developers to foster and create new creative spaces.
4. Develop initiatives, and programs that can help support and grow this important economic sector.
5. Maintain an interest list of those individuals and organizations who need space and help matchmake with available spaces.

FINDINGS, OBSERVATIONS AND RECOMMENDATIONS

There were **207 total survey respondents** of which a notable **174 (84%) indicated an interest in at least one type of creative space in the city of Napa**. The majority (77%) of respondents are current residents and another 9% are former residents of the city of Napa. One-hundred

and thirty-eight (138) or 80% of the respondents primarily create, make, practice their art, or have a business in the city of Napa.

The significant hyperlocal response suggests that investment in new spaces and initiatives would not only serve local residents and businesses but that the regional market remains largely untapped. The nascent Make It in Napa initiative and the *Creative Space and Local Manufacturing Action Plan* reveal opportunities to reach a larger market.

RESPONDENT PROFILE

The arts, creative, artisan, and maker fields were diversely represented by survey respondents. 39% of total respondents are involved in “Painting/Drawing, Illustration and Mixed media”. The strong showing by these visual arts is representative of the local arts scene and the partner organizations who helped promote the survey. Those involved in crafts were 18% of total respondents and fire arts (ceramics, glass, metalworking/metalsmithing) were 14% and the highest represented maker-specific fields.

Outreach plays a significant role in how respondents hear about the survey and anecdotally we know there are many food and beverage product makers active in Napa who are underrepresented in the results. The total respondent pool lacked a strong response from makers, creatives and artists who are 30 years of age or younger. 54% are 50 years of age or older. This statistic may echo the feedback received during focus groups and one-on-one conversations, namely that younger makers/creatives/artists are priced-out of the city of Napa due to high costs of housing and workspace.

In similar surveys conducted nationally, higher responses from young and emerging artists typically result in a greater interest in live/work housing. Reaching younger artists within and outside of the city of Napa, through ongoing outreach, may reveal a deeper market than suggested by this sample.

Respondents at a Glance

Most respondents are....

- Producing unique, one-of-a-kind creations (74%)
- Working from a space within their home or don't have the space they need (79%)
- 40 years of age or older (71%)
- City of Napa residents (77%)

...and identify as:

- Female (64%)
- White/Caucasian (71%)

Of those who rent/own space on an ongoing basis outside their home...

- Most have that space in the city of Napa (65%)

Of those who do not....

- Most primarily create, make, practice art or base their business in the city of Napa (80%)

Respondent Race and Ethnicity Profile

Diversity, Equity, Inclusion, and Accessibility are core to the mission of Artspace and the utmost effort was given to include diverse voices as part of this study. One in-person outreach event was hosted in partnership with the Napa Hispanic Chamber of Commerce as well as subsequent follow-up to get the word out. Despite best efforts, the outreach and resulting data is not representative of the diversity of Napa.

There are also a number of organizations working on diversity initiatives that we found out about through the survey responses but wish we had connected to during the outreach period. Those include NV Latino Heritage, Suscol Council focusing on indigenous rights, and Napatitlan.

Respondent Race and Ethnicity	*City of Napa		
White/Caucasian	147	71%	72%
Hispanic/Latinx/Latino/a	26	13%	41%
Asian American or Asian	11	5%	3%
Multiracial/Multiethnic	10	5%	4%
American Indian/Native Alaskan or Hawaiian	6	3%	1%
Not Listed	4	2%	19%
Black/African American/Caribbean	2	1%	1%
Pacific Islander	1	0%	.5%
Total	207	100%	

**City of Napa Source: Esri Community Analyst.2019 Persons identifying as Hispanic may be of any race, thus totals result in percentages above 100%*

DEMAND FOR SPACE

The survey asked about respondents’ interest in the following space options, if available and affordable in the city of Napa:



1. Relocating to live/work housing designed for artists/creative/makers and their families, referred to as “**live/work**” housing in this report.



2. Renting workspace (1-year lease minimum), (for creating, making, product production, office and other business or art-related uses) referred to as private “**workspace**” in this report.



3. Shared, specialized workspace (paid membership or short-term rental) (e.g., makerspace, gallery/retail, performance, industrial, teaching, food production, etc.) “**shared, specialized workspace**” in this report.

The following are the respondents' space needs listed in order of greatest interest.
(Respondents may have selected multiple options.)

1. **Shared, specialized workspace: 100 (48%)**
2. **Workspace: 79 (38%)**
3. **Live/Work housing: 66 (32%)**

In similar surveys conducted nationally, it is common for shared, specialized space to be the top priority space need of the creative sector. This type of space is most successful if a local programmer or organization is available to operate it.

Based solely on responses to this survey we arrive at the following demand for affordable artist live/work housing and workspace in the city of Napa:



Affordable live/work housing: up to 18 – 26 housing units



Workspace: up to 59 workspaces

We believe this to be a very conservative estimate and a starting point for initial planning purposes. Several factors impact demand calculations that are applied to reach this total housing unit range. For affordable live/work housing (that is targeted to those at or below 60% or 80% of AMI) demand factors include:

- Self-reported household incomes and whether a household would income qualify;
- The number of bedrooms required by respondents;
- Overlapping interest between live/work housing and workspace; and
- Homeownership status

For the workspace demand calculation, consideration is given to the ability for interested respondents to pay at least \$1.00 per square foot; whether interested respondents currently or have previously lived in Napa; and, how likely they would be to share the workspace that they would rent.

CONCEPTUALIZING NEW SPACE

The Technical Report of Findings Addendum that accompanies this summary report offers critical and detailed data that can be used for conceptualizing new space. It includes what respondents consider to be affordable rental rates, their preferred live/work housing configurations, parking requirements, and the types and minimum square feet required for workspaces. Respondent highlights for each space is included below.



- One- and two-bedroom units are the greatest need (66%).
- Rental rates between \$1,000-\$2,300/month will be affordable to most (65%).
- Working space incorporated into flexibly designed living space is most preferred (80%).
- Include 1 or 2 parking spaces per unit.
- Locate new space and provide amenities that support walking & biking as a key alternate transportation method.



- Provide one-year lease options.
- Allow space sharing/sub-leasing (57% would “definitely” or “be somewhat” likely, to share space). This will help with space affordability.
- Include business-friendly amenities. (94% will be operating a business from their workspace.)
- Charge \$500/month gross or less, for most spaces to maintain affordability or up to \$1/square foot gross. Some higher rents are possible on a limited basis.
- Create a variety of space sizes. Emphasize spaces up to 500 sq. feet (will serve 69%). Some larger spaces are needed, but the price/square foot rate that is affordable may not be commensurate in all cases. Pre-lease or obtain letters of interest for larger spaces.
- Ensure that zoning and code compliance and design support non-industrial/studio art uses as a priority (56%). Secondly, consider the same to support exhibition/presentation, light industrial, retail, and high-volume class/workshop uses (23% - 30% will use workspace for these purposes).



- Offer short-term and occasional access options including membership, hourly, daily, and weekly rentals. Rates charged should be determined through a business plan development process.
- Prioritize exhibition / presentation spaces (e.g., for gallery shows, screenings, installations).
- Prioritize studio/non-industrial spaces (e.g., for drawing, graphic arts, photography, beading writing).
- Consider other, preferred shared space needs listed in the Technical Report when putting together a shared space /equipment program.

v

OTHER SUPPORT NEEDS

Affordable space is only one component of the need respondents have when it comes to growing their portfolios and their creative/maker work and businesses in Napa. The input from respondents largely confirms the findings from focus groups and one-on-one meetings held during the *Creative Space and Local Manufacturing Action Plan* community input phases. For this sector to thrive, the top needs of respondents should be addressed.

The following are the most important* actions respondents indicated in the survey that need to be taken to support the creative sector in Napa.

- Develop a **“made local” brand** to enhance marketing and sales.
- Foster **networking opportunities** for artists/creatives and maker/manufacturing businesses.
- Increase **grant funding**.
- Make **business support** technical assistance available (e.g., business planning, legal, marketing, website).
- Provide **real estate** technical assistance (e.g., topics that include buying/leasing, space planning, and budgeting for new space)

*(*of interest to at least 20% of the total respondents or 30% of a subset)*

SAMPLING OF RESPONDENT OBSERVATIONS & SUGGESTIONS

- Underutilized spaces at local colleges are an opportunity to improve space access through partnerships.
- Create an Indigenous Cultural Center / Multi-cultural center / Community Center downtown with related programs to promote and offer access to artists from diverse cultural, social, and economic backgrounds.
- Activate vacant/empty and after-hours storefronts with art and locally made products.
- A multi-city / county effort is needed for success of this initiative.
- Celebrate and make visible emerging local artists/creatives through public art and private opportunities. Less reliance on out-of-town artists.
- Increase light-industrial zoning and ensure commercial landlord code / safety compliance.
- Visit Napa Valley tourism bureau is “lagging behind” in its promotion of local arts.

IMPACT OF NEW SPACE

New space (and supportive initiatives) that are advanced in response to this survey will have a clear impact on the local creative/maker residents and businesses and in turn the City of Napa. The following are important reflections on the potential of this impact and who will be served.

- **Addressing the issue of affordable and available space will help retain local makers/artists/creatives and their businesses.**

Input during focus groups and one-on-one meetings revealed concerns that younger and emerging artists/creatives/makers and those identifying as a Person of Color (POC) are largely unable to live and work in Napa due to the cost of space. This cost concern is further supported by the data. **42% of total respondents who “primarily create, make, practice their art or have a business based in the city of Napa” have considered moving their work/business outside of Napa city.** Some of these respondents are at risk of losing their housing and workspaces. The top three reasons given are all space related

- Cost of commercial space is too high
- Cost of housing is too high
- No available commercial/workspace for my needs

Of those interested in live/work housing, 86% of respondents have considered moving, but 97% would stay for the opportunity of new affordable housing for artists/creatives.

- **Addressing the issue of affordable and available commercial/creative space will help retain jobs in Napa city.**

Of those who are interested in workspace (and primarily create, make, practice their art or have business based in the city of Napa) 49% have considered moving that work/business outside of Napa, and 96% would stay for the opportunity of affordable workspace. **Further, 37% of those interested in workspace hire full or part-time / short-term employees (not including themselves or their business partners).** Fostering new affordable workspace will help retain jobs in the city of Napa. Taking this a step further, the potential to attract new makers/creatives/artists and their businesses to the city of Napa is also evident and new affordable space and support programs could help to make this happen.

- **Affordable live/work housing designed for artists/creatives/makers and their families can impact the broader Napa city workforce ecosystem.**

While respondents took the survey as individuals and businessowners, many of those who are specifically interested in live/work housing hold down other workforce jobs in the community. Supporting them transcends support of the maker/creative sector. **67% of those interested in**

live/work housing work have an occupation in a non-arts /creative/maker field. While the subset is small, it follows national trends of makers/artists/creatives needing to supplement their income. In fact, nearly one-third of the respondents interested in affordable live/work housing make 10% or less of their income from the maker/creative/arts work. The top other fields in which they work include:

- Education
- Wine industry
- Nonprofit administration/management
- Professional and business services
- Retail

ORGANIZATIONS/BUSINESSES INPUT & THOSE SEEKING SPACE

The following organizations/ creative businesses/ artists participated in the survey and offered their websites and social media. They were either interested in at least one type of space in Napa or provided their input in some format.

The breadth and diversity of the art forms and the artists is very commendable. A huge variety of artists and organizations responded to the survey including (filmmakers, mehndi artists, cookie makers, candy makers, visual artists, creative marketing, branding, musicians/bands, and baby clothes makers and embroiders to name a few). It's clear many use home studios and festivals/markets, etsy, instagram to get to the word out, and don't have physical spaces. There are also a lot of active Facebook groups for artists in Napa and throughout the Valley. We recommend for the City and Steering Committee to review the full supplemental data provided confidentially as part of this survey.

- | | | |
|--------------------------------|------------------------------|--------------------------------|
| • 1700 Film | • Brazil Carnival Shop | • Festival Napa Valley |
| • A Touch of Love Jewelry | • BUG Wearable Designs | • Flying Pig Ceramics |
| • AlibytheSea | • Cathy's Cottage | • Flying Pig Design |
| • Andrea Cazares Art | • Cha-Cha Sweets | • Franco Luna |
| • Ann Trinca Arts Management | • Charlene Steen Art | • Frederick & Co. Woodworks |
| • Aperture Media + Design | • Christy's Card Creations | • Gaming! on the Rocks Podcast |
| • Art Association Napa Valley | • Coffman Home Services | • Gatto Design |
| • Art Factory | • Creative | • Glytchwytch |
| • Art of Taste. Penelope Moore | • COOKIES TOO | • Jewels of the Vineyard |
| • Beyond The Label Art Show | • Daniel Ricco Art | • Jock McDonald Film Inc. |
| • Blue Okra | • Dirt and Diamonds Printing | • Kaye Fleming Design |
| • Bougie Napa | • E& M Presents | • Legereart |
| | • EJD essentials | • M.A.P.Designs |
| | • Emil Yanos Design | • Manny Designs |
| | • Fazio's cat jewelry | • michaelissacdesigns |

- Morrie Warshawski - Arts Consultant
- Nancy Mott Designs
- Napa Studio Gurl
- Nick Cann design
- Nixie Design Studios
- Photography
- NVUSD
- Olde Town Barbershop
- Parrisworks
- Particularly Nice Find
- PR quilting
- Robert Frank Fine Art
- Rosie Penning Fine Art
- Sanda Design
- Sherri Gallagher Designs
- Storied Productions
- Studio KLY LLC
- The Rosburg Files
- Thru the Haze - band
- Tubiolo Public Art and Sculpture
- Vaughn Creative Services
- Vineyard music academy
- WicklowArt/ The Pin Wizard's Cosmic Mercantile
- Wilkinson Iron Works

SURVEY METHODOLOGY

Local partners led the survey promotion efforts that included social media posts, traditional media coverage, direct emails, sharing flyers at maker events, and attending in-person and virtual meetings with local leaders and service organizations. In particular partners in the maker, creative, and arts sectors including the Art Association of Napa Valley, the Arts Council Napa Valley, the *Make It In Napa* Advisory Team members, Visit Napa Valley and others helped promote the survey. The Napa County Hispanic Chamber of Commerce and members helped us reach more Latino/a/x artists and creatives in Napa.



It is reasonable to assume that the survey promotion was hampered by the unprecedented circumstances of COVID-19 and that the response rate could be under-representing market demand. While social media played the largest role in promotion (33% learned about the survey through social media) the limited opportunities for formal and informal in-person gatherings that lead to information sharing within creative and maker sectors limited artist awareness of the survey locally and regionally.

The survey respondents are a “sample of convenience,” a non-probability sampling method. While believed to be grossly representative of the target population generalization of the findings to broader populations cannot be conducted. The respondents are representative of a need in a healthy, stable, creative/maker market and data is considered relevant for up to five years. The total responses included in Technical Report are all completed survey entries, barring any apparent erroneous or duplicate responses which were removed. Due to the nature of data collection, and the bounds of confidentiality, the analysts at Artspace are not able to

eliminate the entire possibility of duplicate responses. Data that is not statistically relevant due to low response numbers are omitted from this report. Small group differences or percentages should be interpreted carefully. Statistical analysis of the Alchemer (formerly Survey Gizmo) collected data was conducted via SPSS Statistics software and Microsoft Excel.

ONGOING ENGAGEMENT

Respondents overwhelmingly (82%) requested to be kept informed of *Make It in Napa* initiative updates. This suggests a great degree of enthusiasm among the local maker/creative/artist sector. Staying in touch with this motivated group through occasional emails (some provided contact information for this purpose), social media, representative organizations and other channels is highly recommended.