



APPENDICES

APPENDIX A: COMMENTS RECEIVED ON THE INITIAL DEVELOPMENT ALTERNATIVES

Attached to this appendix are meeting notes from:

- **Appendix A-1:** Property owner workshop held on June 1, 2017 to identify desired outcomes from the planning effort.
- **Appendix A-2:** Advisory Team meeting held on March 29, 2017 to review the three development alternatives.
- **Appendix A-3:** Community workshop held on March 29, 2017 to review the three development alternatives.

**SONOMA COUNTY AIRPORT SMART STATION
SPECIFIC PLAN ADVISORY TEAM
MEETING #2 SUMMARY NOTES
JACKSON FAMILY WINES BOARD ROOM
MARCH 29, 2017 | 3:00 P.M. – 6:00 P.M.**

ATTENDEES

ADVISORY TEAM

Brad Weaver (Sonoma County Day School)
Steven Schmitz (Sonoma County Transit)
Johannes Hovertsz (Sonoma County Transportation & Public Works)
Jon Stout (Sonoma County Airport)
Ken Tam (Sonoma County Regional Parks)
Kim Jordan (Town of Windsor)
Joanne Parker & Elizabeth Dippel (SMART)
Marlene Soiland (Soiland Management Company)
Natalie Balfour (Airport Business Center)
Patti Foster (Citizen)
Richard Coombs (Airport Business Center)
Will Seppi (Costeaux French Bakery)
Willie Lamberson (4th District Planning Commissioner)
Tim Ricard (Economic Development Board)

Note: Names in italics were absent at this meeting

COUNTY PRMD STAFF

Tennis Wick (Permit & Resource Management Department Director), Jennifer Barrett (Deputy Director of Planning), and Cecily Condon (Planner II – Project Co-Manager)
Ken Ellison (Former Airport Planner for Sonoma County)

CONSULTANTS

Heather Hines, Milan Nevajda, Tom Ford, and Jacqueline Overzet (*M-Group*)
Peter Costa and Aliza Paz (*Nelson\Nygaard*)

MEETING AGENDA

- I. Welcome and Introductions
- II. Public Comments
- III. Overview of Project Progress
- IV. Review Development Alternatives
- V. Adjourn

MEETING HIGHLIGHTS

WELCOME AND INTRODUCTIONS

The project team welcomed the Sonoma County Airport Area Specific Plan Advisory Team members. Heather Hines facilitated introductions around the room, where each member stated their name and affiliation. Heather also provided an overview of the on-going responsibilities of the Advisory Team, as well as overall project objectives.

PUBLIC COMMENT

There were no members of the public in attendance.

OVERVIEW OF PROJECT PROGRESS

Milan Nevajda provided an overview of the project progress, including the project timeline and past meetings such as the first Advisory Team meeting and the April, 2016 pop-up workshop. Milan also gave an overview of the EIA profile (conditions report) and market study that were prepared for the project area. Milan also outlined the preliminary goals that have been identified for the airport area specific plan.

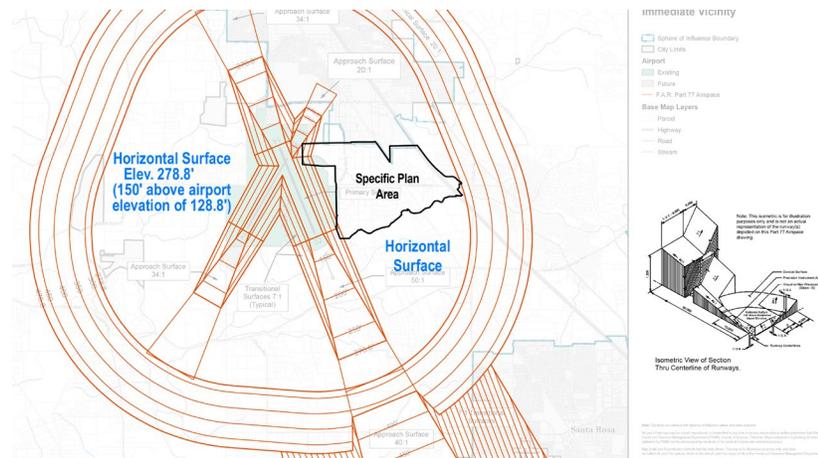
REVIEW DEVELOPMENT ALTERNATIVES

Milan Nevajda provided an overview of the three development alternatives that were prepared for the Advisory Team's consideration, and facilitated a group discussion on the aspects of each alternative. Feedback received on the alternatives includes:

- **Preliminary Goals:**
 - Include an explicit goal relating to supporting the airport and ensuring long term compatibility with the airport, its operations, and related/complementary land uses. The goal should speak to improving and managing efficient and safe access to the airport, as well as accommodating airport expansion over time.
 - Freight (truck) traffic is essential to many the area's businesses; a new or modified goal is needed that emphasizes the need to accommodate freight into the future while responding to the needs of other users in a mixed-use.
 - The circulation goal should emphasize the need to improve and enhance traffic congestion points to facilitate traffic through the plan area; this should include incorporating the Brickway Boulevard extension.
- **General Plan Consistency**
 - The General Plan Noise Element may have additional policies and standards that regulate development near known noise nuisances such as the airport and some industrial land uses.
- **Airport Compatibility**

- Height restrictions are laxer than the 50-foot limit discussed in the meeting. Review of the height restrictions by safety zone should be completed.
- The Airport Land Use Commission has also discussed the need for Open Space requirements and these restrictions should be reviewed to ensure that they are compatible with the density and form considered in the alternatives.
- **Airport Restrictions** (input received on a follow-up call with Airport Manager Jon Stout)
 - The airport has adopted a Noise Management Program and pilot guide¹ that identifies noise-sensitive zones near the airport and encourages pilots to avoid overflights in defined areas.
 - Smaller Propeller planes typically fly at an altitude of approximately 900 – 1,000 feet above the Specific Plan area when approaching from the south, then descend to 400 – 500 feet above Windsor on their landing approach. Larger jet planes approach at 1,200- 1,500 feet above the Specific Plan area, and descend to 800 – 900 feet above Windsor on their descent approach. Helicopter flight patterns typically reach 500 feet at the eastern end of the Specific Plan area and descend to 200 feet at the airport before landing.
 - Due to the drop in altitude, Windsor’s residential neighborhoods have expressed many noise concerns and sensitivities.
 - Noise from overflying planes within the Specific Plan area is not likely to vary noticeably for properties nearer or farther from the airport except at the extreme western edge where reverse-thrusts may be audible. Noise from overflights are likely to be diffuse relatively evenly over the plan area.
 - Commercial flights are on pace to meet the 2030 flight traffic projections for Sonoma County airport; all other traffic is below projections.
 - The height restriction based on the adopted F.A.R. Part 77 Airspace Plan for Sonoma County Airport allows development up to 150 feet above the 14-32 runway surface elevation for properties within the horizontal plane. The Specific Plan area is almost entirely within the horizontal plane (graphic attached).

¹ <http://sonomacountyairport.org/wp-content/uploads/noise-management-pilot-guide.pdf>



- FAA "form 7460" review is required for development to ensure that applicable height restrictions are respected. It is advisable to conduct an area-specific preliminary height review if the Specific Plan is contemplating higher density development reaching upwards of 65 to 75 feet within the Specific Plan area (e.g. surrounding the SMART station).
- Flight patterns for the airport should be clarified to identify what the possible impacts (noise) could be on the Specific Plan area and uses (residential mainly) contemplated in the alternatives.
- **Circulation**
 - **Wider Area.** Consideration in the circulation program should be given to Shiloh Road, River Road, Laughlin Boulevard, and an extension to Brickway Boulevard, which are all important to managing traffic in the area.
 - **Brickway Extension.** The Brickway extension identified as a planned improvement in the General Plan as well as the Sonoma County Bike Plan
 - The extension involves a crossing (i.e. bridge) over Mark West Creek that is a challenge (due to environmental sensitivities as well as costs)
 - The extension should be incorporated into the Specific Plan because doing so would enable the County to apply for grant funding to support the construction of the extension.
 - **Freight.** Circulation improvements must provide for freight (truck) access on major routes
 - Travel lanes on Airport Boulevard of less than 12 feet should not be anticipated.
 - An alternative route for freight could be a connector road to Shiloh from the airport. This could leave Airport Blvd. for business/commercial activity and travel to and from the airport.

- Laughlin Road should not be designated for freight as trucks have a hard enough time traveling over the bridge and occasionally get stuck.
- **Aviation.** Aviation Boulevard, particularly on the eastern end of the project area, functions like a Connector road more so than a freight road. More bicycle and pedestrian orientation should be shown, particularly if the eastern portion of the plan area accommodates more residential and mixed-use development.
- **Design.** Public realm design standards should recognize the importance of freight and include streetscape elements to accommodate this traffic while minimizing conflicts and nuisances that may be generated for other users (noise, odors, etc.).
- **Design.** Public realm and streetscape improvements should better respect the character of the Specific Plan as an employment and industrial area; dense urban forms and street design is less appropriate for the Specific Plan but may be suitable in select locations where residential and mixed-use development at a greater density warrants greater accommodation to pedestrian and bicycle traffic. Care should be taken to minimize congestion and traffic impediments on Airport Boulevard.
- **Trails:** The SMART trail along the railroad tracks is identified in the Sonoma County Bike Plan and General Plan; this should be included in all alternatives.
 - “Trails” shown on the alternatives should be considered in a variety of forms to fit locational context: this may include a spectrum of designs ranging from well-landscaped, dedicated trails (i.e. along Mark West Creek), to multi-use pathways and sidewalks (along streets and between properties when redeveloped), to well delineated shared travel ways on existing paved surfaces that accommodated slow-moving vehicles, pedestrians, and cyclists (i.e. visual cues and physical features that establish safer connections through parking lots of existing developments).
- **Transit:** Mendocino transit also services the Airport on an on-call basis
 - The Sonoma County Transit circulator shuttle is currently being developed; the planned shuttle should show the current planned route and highlight modifications over the next 20 years.
 - A circulator shuttle should be incorporated into each alternative
- **Airport Boulevard:** Several recommendations were provided for the boulevard:
 - Airport Blvd. should be developed into a prominent gateway
 - Access to buildings adjacent to Airport should continue to be on side streets, and new roads intersecting Airport should be limited to reduce

the need for additional traffic signals that may lead to congestion on the boulevard

- A possible consideration is a roundabout or similar street design along Airport to manage traffic flow
 - A traffic signal at Airport and Skylane/Laughlin should be considered as part of the circulation program over the next 20 years, particularly is greater development is anticipated in the western portion of the Specific Plan area.
- New streets will require a detailed implementation plan with property owner buy-in; a concern is that incremental development will lead to dead-end streets like Jet Way.

- **Housing**

- High density housing should be concentrated near the SMART station where there is the greatest distance from the Airport, a mixed-use form that is already emerging, and the capacity for higher density without limited safety concerns relative to airport operations. This could also alleviate the need to expand housing in the western portion of the site
 - Increasing density on existing residential areas is a possibility, however care should be taken to avoid the loss of affordable housing that already exists in the area, particularly at the Stonegate Mobile Home Park.
 - The County is facing a housing crisis and opportunities for residential development should be identified in each alternative.
 - Housing and mixed-use development in the western portion of the project area appears to be out of place and may be problematic due to the industrial nature of the area, pending, planned, or well developed plans that are already in place to utilize properties for industrial or commercial land use, and physical constraints that apply to vacant parcels (notably, the southern portion of the Plains Conservation area between Skylane and Brickway Boulevards north of Airport Boulevard.
 - Incremental housing options, including workforce housing on industrial properties, should be explored.
 - The plan area includes activities, land uses, and physical conditions that may be problematic for housing development, including sources of noise, heavy infrastructure, traffic, and limited nearby services. Housing development and associated design guidelines/standards will need to account for these conditions to ensure a reasonable quality of life standard for future residents, and to minimize conflicts between land uses in the plan area.
- **Utilities and infrastructure:** A significant increase in housing should result in a consideration of where fire, police, school, and other infrastructure could be accommodated in the area.
 - Another water source (well) site may be necessary
 - **Mark West Creek:** Deeper analysis will be required to understand the development setback requirement from the Creek
 - **Industrial Land Use**
 - Care needs to be taken to preserve the industrial nature of the area and to accommodate industrial development over the next 20 years.
 - Industrial land use should consider both the MP (light industrial, and industrial business park) and M2 (heavy industrial) class of industrial uses; Sonoma County

has a limited amount of industrial land, with services and proximity to major transportation networks., that is appropriate for M2-type industrial activities.

- Consider a draft Right to Industry Ordinance to protect industrial activities in the area as mixed-use development is considered in the alternatives.
- Ensure that future industrial designations provide for heavy industrial uses, perhaps on a conditional basis in addition to specific area designations that accommodate “heavy” industrial uses as in the current M2 zoning district.
- **Alternative 1:**
 - The proposed trail/pathway networks are too extensive.
 - There is insufficient M2-type industrial considered.
 - Hotel land use should be incorporated into the uses contemplated within the mixed-commercial land use areas.
- **Alternative 2:**
 - Mixed-use development along airport boulevard would be problematic if new developments included driveway access to Airport Boulevard.
 - Higher density residential and mixed-use development in the eastern portion of the Specific Plan Area would reduce the need for housing in the western portion and allow more land to be retained as industrial/commercial
 - Hotel land use should be incorporated into the uses contemplated within the mixed-commercial land use areas.
 - The number of new streets proposed to connect with Airport Boulevard could be a problem for managing traffic flow along the Boulevard
 - Additional pathways and non-street circulation improvements are needed.
 - Be mindful of the development potential of properties versus the ability of developers to pay for improvements.
- **Alternative 3:**
 - The open space shown along Skylane Boulevard appears isolated and limited
 - Higher density residential and mixed-use development in the eastern portion of the Specific Plan Area would reduce the need for housing in the western portion and allow more land to be retained as industrial/commercial.
 - The basis for the western node appears weak. Transit service is an asset but there is limited development within the western node; there are development restrictions adjacent to Airport Boulevard due to a creek between Skylane and Brickway Boulevards, and existing plans for industrial development north of

Airport Boulevard between Skylane and Brickway Boulevards may undermine the intended land use program shown in the alternatives.

- Additional pathways and non-street circulation improvements are needed.

In addition to the comments received, the following plan corrections or clarifications were flagged:

- Flight pattern graphic is outdated and needs to be corrected to match current patterns.
- The Market Study summary table includes a typographic error for the industrial real estate demand in the 2020-25 timeframe.
- Remove the CalTrans southbound Highway 101 off-ramp from the road classification program.
- Revise circulation improvement example imagery to better correspond with the context of the plan area
- Verify height limits imposed on the plan area by Sonoma County Airport safety zones.
- Include Mendocino Transit service to the Airport

SONOMA COUNTY AIRPORT SMART STATION SPECIFIC PLAN PUBLIC WORKSHOP

MEETING #2 SUMMARY NOTES

JACKSON FAMILY WINES BOARD ROOM

MARCH 29, 2017 | 3:00 P.M. – 6:00 P.M.

ATTENDEES

COUNTY PRMD REPRESENTATIVES

James Gore (Supervisor, District 4)
Jenny Chamberlain (District 4 Director)
Jane Riley (Supervising Planner)
Amy Lyle (Planner III – Project Manager)
Crystal, Acker (Senior Environmental Specialist)

CONSULTANTS

Heather Hines, Milan Nevajda, and Jacqueline Overzet (*M-Group*)
Peter Costa and Aliza Paz (*Nelson\Nygaard*)

MEETING AGENDA

- I. Welcome & Overview of Project
- II. Presentation of Background & Alternatives
- III. Group Exercises to Review Alternatives
- IV. Group Discussion of Alternatives Review
- V. Summary of Findings

MEETING HIGHLIGHTS

WELCOME AND INTRODUCTIONS

Heather Hines facilitated the welcome and introductions to the public workshop to discuss the Airport Area Specific Plan; each member of the project team as well as staff gave introductions to the public. Heather provided an overview of the project objectives, as well as progress toward developing the Specific Plan. During the introduction, several members of the public raised concerns regarding:

- The lack of direct communication and consultation with property owners prior to the development of Specific Plan alternatives.
- The planning effort's role in determining future expansion of Sonoma County Airport.

Supervisor Gore provided an overview of the project and reiterated that the Specific Plan area did not encompass the airport. Supervisor Gore also clarified that the planning process is in the early stages, that the consultant team is seeking input toward the development of alternatives that can be used to select a preferred option for the Specific Plan area. To address the concern

from property owners regarding lack of involvement in the development of the Specific Plan alternatives, Supervisor Gore highlighted the planned engagement activities that are included in the scope of work and noted the potential for an additional workshop focused on property owners to review and discuss development alternatives.

PRESENTATION OF BACKGROUND & ALTERNATIVES

Milan Nevajda provided an overview of the key findings presented in the EIA Profile (conditions report on the Specific Plan area) and Market Study. Peter Costa from Nelson\Nygaard provided an overview of circulation conditions and possible strategies that can be explored for the Specific Plan area to address transportation and circulation needs.

GROUP EXERCISES

All members of the public were divided into three groups to explore the three development alternatives in detail over the course of an hour. Groups were facilitated by staff members who reviewed the key aspects of each alternative, and solicited feedback, responses, critiques, or suggestions from each table group. The following feedback was gained through these exercises grouped by Alternative:

- **Alternative 1:**
 - The proposed trail/pathway networks are too extensive.
 - The internal clusters are an interesting approach
 - The shuttle should be carried through all alternatives.
 - Greater density within the eastern clusters is encouraged
 - Mixed-use and residential development west of the Airport and Regional/Concourse intersection is less appropriate
 - Green/open/recreational space is limited
 - Questions raised about the need for two parallel, east-west streets in the northwestern portion of the area (i.e., Aviation Blvd extension and new Industrial Street between Brickway Blvd and Skylane Blvd)
- **Alternative 2:**
 - Preference for higher concentration of development near SMART station
 - Street design on Airport would need to be carefully considered to ensure safety for all modes
 - Residential near the Airport, north of Airport Blvd, is undesirable
 - Completely separate pedestrian and activity paths should be assessed along Airport Blvd.

- Creating a more complete street grid north and south of Airport Blvd. is supported
- Street network and mixed-use development should integrate with schools in the plan area
- A center turn lane on Airport Blvd. is not supported
- Too many new intersections along Airport Blvd. and need for too many traffic signals
- **Alternative 3:**
 - **Open Space.** There is limited open space shown in industrial areas where there are employees that do not have an enjoyable place to rest, have lunch, meet, interact, etc. Open spaces should not only be considered in mixed-use or residential areas.
 - Industrial areas should be encouraged to create desirable open spaces where employees can linger and relax outside of work (during lunch); these spaces should be accessible to multiple businesses within needing a vehicle.
 - **Density/Nodes.** Higher density residential and mixed-use development in the eastern node; it is difficult to imagine the western node taking shape as a mixed-use development, and this may not be desirable given the need and opportunity for industrial and commercial development.
 - Alternatively, the western node may be most appropriate as a smaller node or as two nodes/clusters as is shown in the clusters alternative.
 - The “internal campus” orientation that is considered in Alternative 1 – Distributed Cluster would be a good model to pursue within the node(s) for Alternative 3.
 - Reducing or removing the western node reduces the “footprint of change” and may be more respectful of the area’s industrial and employment character.
 - **Eastern Node.** Mixed-use development surrounding residential in the eastern node is appropriate and complementary to the environment in the area.
 - Residential densities higher than 30 du/acre should be considered
 - 4-6 stories (up to 70 feet) is appropriate for the eastern node
 - **Western Node.** The basis for residential and mixed use development in the western node appears weak.
 - Consider more mixed-commercial and light industrial clustering in a contained area.

- **Residential.** Residential development within the area is suitable and can be
 - The land use examples shown for mixed use and residential development were appropriate in scale and design.
 - Scale back the extent of residential and increase its density.
- **Hotels.** Hotel development should also be considered within the commercial mixed-use areas near the airport
 - Identified hotel sites are confusing - is nothing else permitted in these locations?
- **Industrial.** Industrial preservation is important; this can be better supported by scaling back non-industrial in the western node.
 - Industrial incubators and small-scale industrial campuses should be encouraged throughout the Specific Plan area.
- **Retail.** Retail activity on Airport should be scaled back and more focused within the nodes.
- **Airport.** Events held at the Airport draw crowds during isolated periods of the year; providing accommodations for parking and trails to navigate to the airport comfortably on foot or by bike would be beneficial during event periods and for employees to use on a regular basis.
- **Brickway.** The Brickway extension should be contemplated in this alternative as in Alternative 2 – Boulevard Corridor.
 - Brickway should be considered an industrial/freight street to get traffic from Airport and Regional Boulevards
 - Skylane should also be considered as a freight route to Shiloh Road to remove freight traffic from the Airport area.
- **Bike/Ped.** Consider consolidating bicycle and pedestrian improvements on one side of the street, in select locations, to provide a highly landscaped and protected environment for walking and cycling.
- **Trails.** There is a lack of trail connections and non-street pathways that provide direct links to destinations. The street grid, with bike and pedestrian improvements are beneficial but some additional trails are warranted to create more direct linkages between destinations.
- **Parking.** Parking garages may be necessary to accommodate high density development within the eastern node
- **New streets.** The road connection between Westwind and Brickway does not make sense. It is shown to overlap with existing development and does not appear to contribute to circulation within the node.

- Need to consider mid-block crossing locations, especially along Aviation Blvd in the Commercial Mixed-Use area in the northeastern portion of the area

**SONOMA COUNTY
AIRPORT AREA SPECIFIC PLAN
PUBLIC WORKSHOP #2
SUMMARY NOTES**

SONOMA COUNTY AGRICULTURAL COMMISSIONER'S OFFICE
JUNE 1, 2017 | 2:30 PM – 4:30 PM

ATTENDEES

COUNTY STAFF

Tennis Wick, Director Permit & Resource Management Department
Jennifer Barrett, Deputy Director of Planning
Amy Lyle, Supervising Planner – Project Manager
Cecily Condon, Planner II – Project Co-Manager
Jenny Chamberlain, Director, District 4 Sonoma County

CONSULTANTS (M-GROUP)

Heather Hines
Milan Nevajda
Tom Ford
Jacqueline Overzet

MEETING AGENDA

- Welcome and Introductions 5 Min
- Presentation on Project Background 10 Min
- Identify Desired Outcomes for the Area 30 Min
- Group Discussion: Review Desired Outcomes 35 Min
- Identify Plan Improvements 30 Min

MEETING HIGHLIGHTS

WELCOME AND INTRODUCTIONS

The project team welcomed property owners, business owners, and other members of the public to the Sonoma County Airport Area Specific Plan stakeholder workshop. PRMD Director Tennis Wick introduced the project and outlined the direction of the Specific Plan effort moving forward. Heather Hines, Principal at M-Group, reviewed the project team and scope, then introduced Milan Nevajda to review the project background material.

PRESENTATION ON PROJECT BACKGROUND

Milan Nevajda provided an overview of the project progress, and the focus for the workshop discussion. Milan summarized the essential findings from the EIA Profile and Market Study



conducted for the Specific Plan Area to introduce relevant opportunities and issues to consider during the discussion periods and group exercises.

IDENTIFY DESIRED OUTCOMES FOR THE AREA

Milan Nevajda divided the participants into two groups to discuss openly, the desired outcomes for the specific plan area. Each group was allowed 35 minutes for participants to discuss their experiences in the area, to identify improvements that are necessary, and directions for the Specific Plan.

GROUP DISCUSSION: REVIEW DESIRED OUTCOMES

Milan Nevajda facilitated a group discussion to review the desired outcomes that were identified by each of the two groups in the previous exercise. The purpose of the review was to identify desired outcomes with strong consensus, or to identify conditions that were needed to ensure that outcomes with mixed-consensus were appropriate for the area. The group review of desired outcomes spanned 35 minutes. The “consensus desired outcome list” generated by the group included:

- **Avoid potential land use conflicts.** Significant discussion centered around the location and feasibility/desirability of residential in the area. The group generally agreed that residential located primarily east of the railroad tracks, if carefully planned, could be appropriate and reasonable for the area.
- **Additional flexibility in use and development standards.** There is general support for exploring use and development standards that promote a variety of industrial and commercial developments that are appropriate for the area. Specific mention was made toward exploring the feasibility and suitable conditions for allowing retail, tasting rooms, and other activities involving public interaction within industrial areas to support producers and manufacturers.
- **Residential East of the Tracks.** There is strong consensus to primarily limit residential expansion east of the railroad tracks.
- **Mixed Residential Development.** Residential projects should consider a mixed-model of light industrial or commercial development with residential units.
- **Buffer Noise Impacts.** There is a concern about the suitability of residential development near the railroad tracks; design standards should ensure that noise is buffered to provide for a desirable and quality living environment.
- **Permit Processing.** The plan should identify opportunities for and encourage faster permit processing to facilitate development in the area.
- **Mixed Industrial Development.** The plan should accommodate a range of industrial land use typologies, including incubator flex spaces, medium-sized development, and large-scale industrial or warehouse space. The plan should recognize that the area remains one of the last supplies of industrial land for large-footprint development.
- **Mark West Creek and Open Space.** Mark West Creek trail expansion to Laughlin is a positive improvement, and the trail should connect further north through the plan. Further discussion occurred around the programming and implementation of the trail and open space system in the plan area:

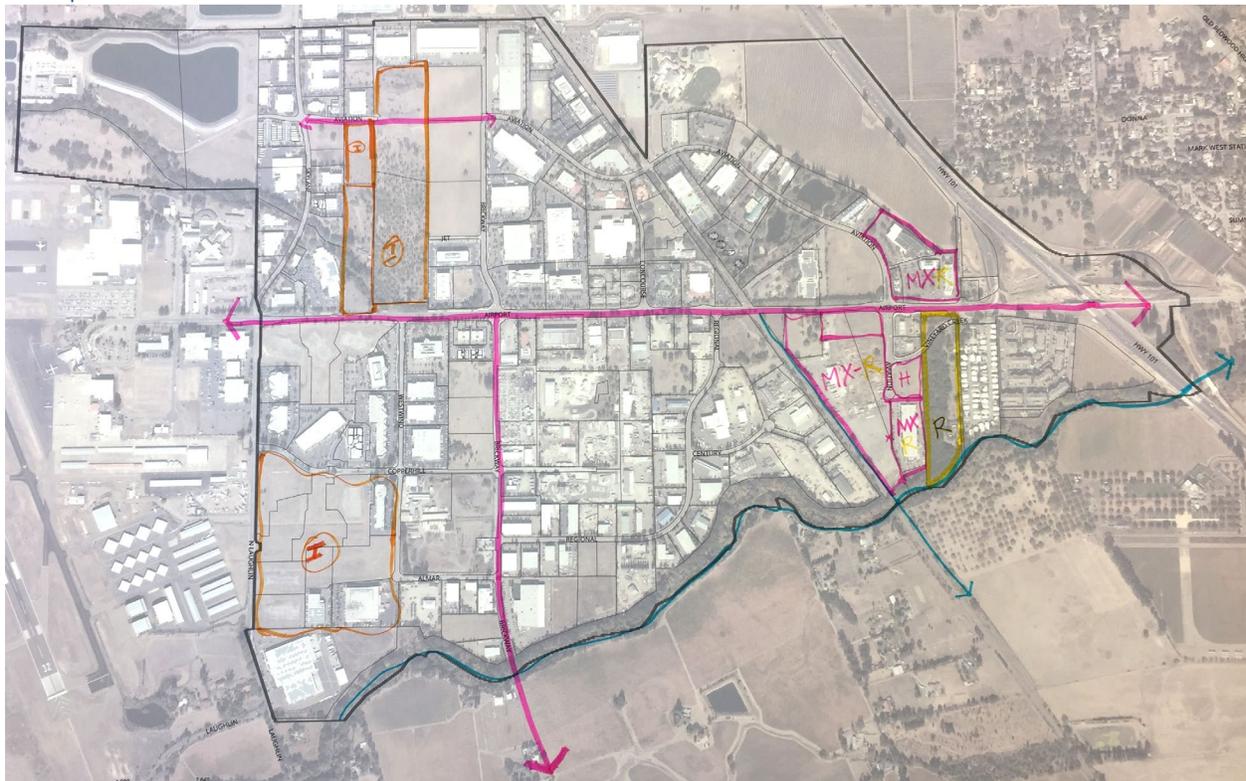
- **Safety.** There are persistent security concerns along the creek due to the presence of homeless tenements within the Creek area. Any trail and open space development must consider active monitoring and enforcement along the creek to avoid safety concerns when operational.
- **Waste.** A waste removal program will be needed for a Creek trail and open space system
- **Limited connections.** There is a concern that too many trail connections into the plan area from Mark West Creek could create an unmanageable number of open spaces that could lead to security issues. Connections at Laughlin, Westwind, Brickway, and Aviation east of the railroad tracks.
- **Regional connection.** The Mark West and internal trail network should connect to the regional bike network and Windsor.
- **Coordination with Windsor.** Circulation improvements that are beneficial to the plan area may require coordination with Windsor. For example, much of the multi-modal circulation improvement to Skylane Boulevard would be achieved north of the plan area, and the Pruitt Road extension must be planned to avoid inundating the plan area with southbound, pass-through traffic that may negatively affect the Aviation and Airport Boulevard intersection.
- **Brickway Extension.** The extension, and road widening, should continue to be included within the plan.
- **Airport Boulevard.** Improvements to Airport Boulevard to create 4-lanes with a median should be completed. Traffic management improvements are needed along the corridor, including:
 - Right turn management to move traffic off Airport Boulevard.
 - Airport at Aviation intersection
 - Pedestrian crossings
 - Improved connections to (SMART) transit
 - Improved connections to the highway
- **Congestion Management.** Congestion is and will continue to be a nuisance in the area. Congestion management programs and improvements are needed.
- **Skylane Boulevard.** Skylane Boulevard north of Airport Boulevard should be widened and improved to facilitate multi-modal traffic more efficiently and safely. A signal at Skylane and Airport Boulevards should be explored.
- **Aviation.** Aviation Boulevard should be completed.
- **Pedestrian Improvements.** Improvements for pedestrians should be focused within existing rights-of-way, with very limited trail connections along private property.
- **SMART.** The plan should support SMART's network expansion north of the plan area.
- **Flooding.** Circulation disruptions due to flooding should be examined and addressed within the plan.
- **Financing.** Improvements (to circulation and traffic management especially) should be expedited. One opportunity is to implement an Assessment District as called-for in the current Specific Plan. Targeted improvements for assessment funds include:

- Brickway extension
- Aviation completion
- Skylane improvements
- Airport and Aviation Boulevards intersection.

IDENTIFY PLAN IMPROVEMENTS

M-Group facilitated three small-group discussions with workshop participants to discuss specific interventions within the plan area to achieve the desired outcomes. The groups generated three annotated maps to highlight areas where land use, circulation, regulatory, and programmatic changes were needed in the area over the next 20 years. A summary of each group’s feedback is provided below:

Group 1

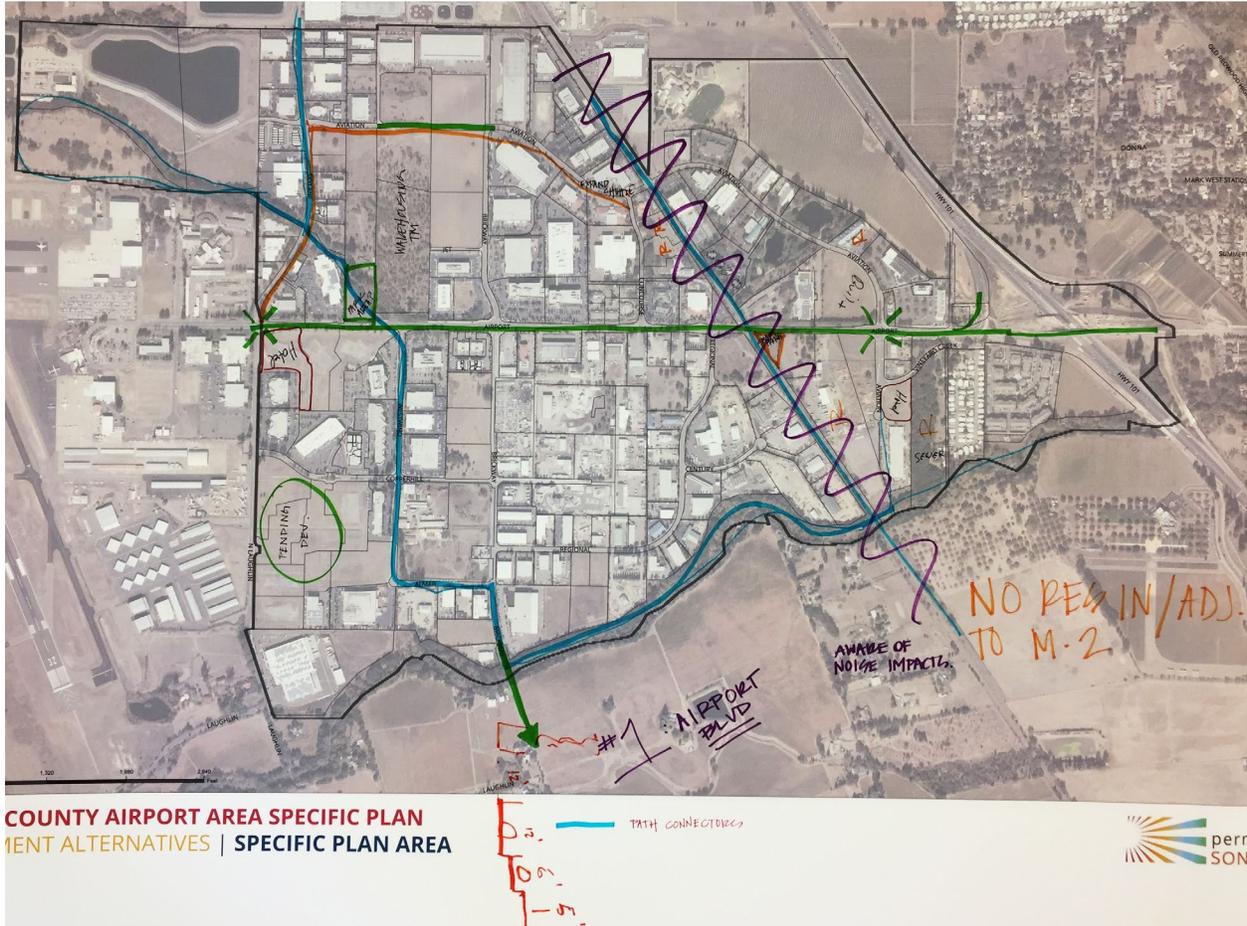


Recommendations

- Focus mixed-use residential development within the southeast corner of the plan area
- Consider exclusive residential development on the wooded parcel south of Vineyard Creek Drive.
- A hotel site could be desirable and feasible at the southeast corner of Aviation and Vineyard Creek Drive.
- Connect Aviation.
- Preserve large industrial lots for large warehouse and manufacturing development.

- Explore mixed-use (commercial and residential development northeast of Aviation and Airport Boulevards.
- Connect a loop trail through the plan area to the rail trail and Santa Rosa via Mark West Creek.

Group 2



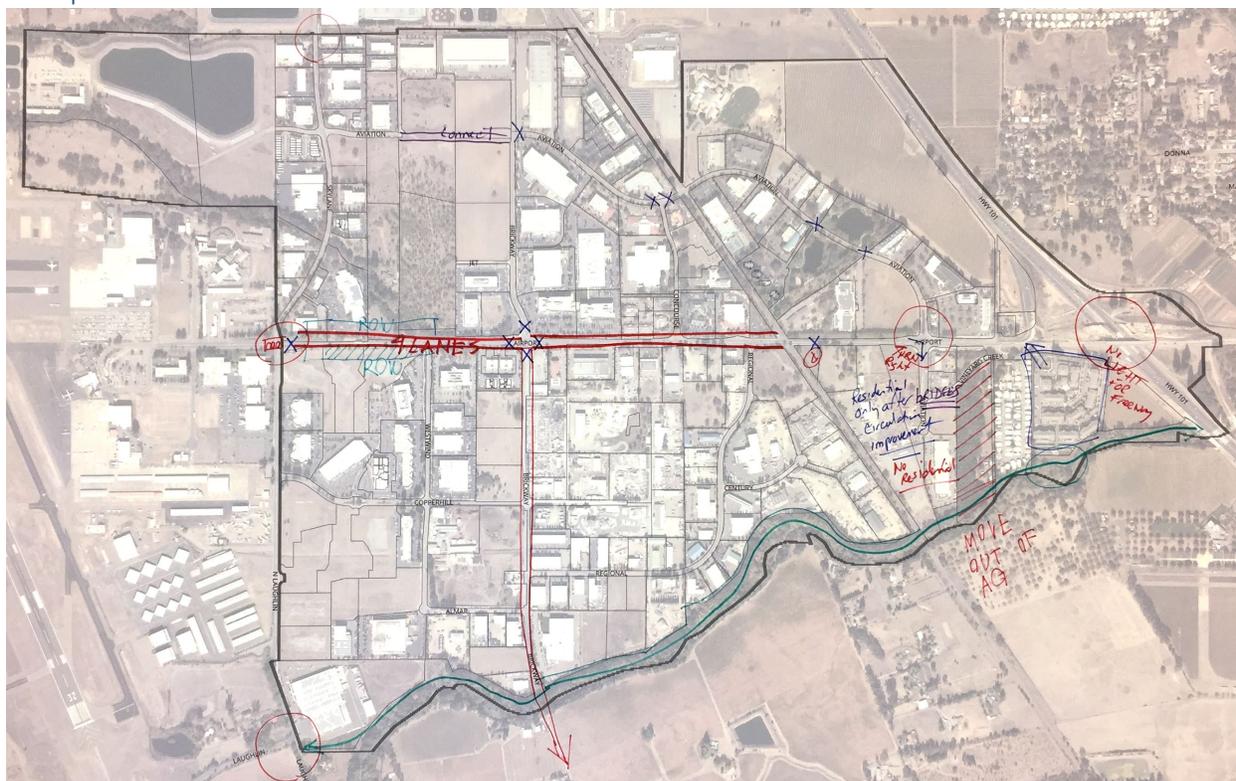
Recommendations

- Residential and other sensitive users should be sheltered from noise generated by the railroad and should not be located adjacent to M2 zoning.
- Explore residential southeast of Concourse and Aviation, on the west side of the railroad.
- Expand the proposed transit shuttle when Aviation is connected through to Skylane.
- Complete improvements on Airport Boulevard, and at the intersections with Aviation and Skylane/Laughlin especially.
- A trail connection along Mark West Creek, with connections to:
 - Aviation east of the tracks; and
 - Westwind to connect to an open space area at Airport Boulevard and an extended Creek trail network that reaches north on Skylane and the northwest corner of the plan area.
- Develop pathways serving bicycle and pedestrian traffic along “blue” routes.
- Preserve large-lot industrial development south of Copperhill, west of Westwind.
- Consider hotel development at Laughlin and Airport, and at Aviation and Vineyard Creek
- Sewer and water service expansion is needed to enable residential development on the wooded lot south of Vineyard Creek Drive.

SONOMA COUNTY AIRPORT AREA SPECIFIC PLAN +EIR

- Residential is feasible east of the railroad, south of Airport Boulevard.
- Consider residential development at the cinema site.

Group 3



Recommendations

- Complete Airport Boulevard improvements, carrying 4 lanes across to the Airport.
 - Examine the right-of-way width between Brickway and Laughlin/Skylane to confirm adequate area is available for a 4-lane boulevard.
- Pedestrian crosswalks are needed at:
 - Brickway and Airport and Aviation;
 - Aviation and Concourse;
 - Airport and Aviation;
 - Across Airport Boulevard at the SMART station;
 - Airport at Skylane/Laughlin; and
 - At the terminal ends of the Airport Business Center open space on Aviation.
- Extend Brickway and expand it south of Airport Boulevard to four lanes.
- Improve gateways into the area to manage traffic flow and define the plan area.
- Develop the wooded lot at Aviation south of Vineyard Creek Drive.
- Permit residential densities east of the tracks that are within current service capacity and do not alter the character of the area, particularly to the extent that new residential may generate the need for a new school in the plan area, or excessive traffic calming measures that would impede industrial and commercial traffic.
- Establish a new connection from the residential area to Airport Boulevard.

- Lobby CalTrans to remove the no-turn on red signal at Airport Boulevard and the Highway 101 southbound on-ramp.
- Encourage SMART to expand available parking.
- Consider development impact fees as a funding mechanism for improvements or amenities along Mark West Creek

**APPENDIX B: ECONOMIC ANALYSIS FOR TABLE 13**

Six tables, B-1 through B-6, summarize the economic analyses that were conducted to prepare Table 13 in the report. A description of each table is provided below:

- Table B-1 was used to estimate the average annual wage of employees accommodated in each land use. It takes the amount of expected change in each land use and applies employment density factors developed in the market study to estimate the increase in employment to be accommodated by the amount of land use change. The employment for each land use is then distributed by occupational category based on LEG's judgment. Since the Bureau of Labor Statistics publishes occupational employment and wage data for the Santa Rosa MSA, those wages were applied to the occupational categories. For each land use, the total wage based upon its employment distribution and associated wage per occupation was divided by total employment to compute an average wage for that land use. As shown, the average annual wage for office employees is \$81,339; and for industrial/warehouse employees, it is \$49,502. However, for hotel employees, the average is \$37,837, and for retail/restaurant employees the average is only \$35,876.
- Table B-2 presents a recap of the estimated total employment in the Airport Employment Investment Area (EIA) during 2016 and total on site sales or business revenue. This information was provided by Sonoma County Economic Development and updated with the completion of the American AgCredit headquarters building. This EIA has 8,000 employees and \$2.2 billion in business revenue. The business revenue per employee, including 12.5 percent public employees who do not generate business revenue, was \$280,000.
- Tables B-3, B-4, B-5 and B-6 then translates the planned land use changes by alternative to the net gain in employment, total salary and business revenue. The changes in total salary and total business revenue from one alternative to the next are highly correlated to the changes in employment.



TABLE B-1 - ESTIMATION OF AVERAGE WORKERS' SALARIES BY LAND USE

	Retail & Rest (SF)	Office (SF)	Industrial (SF)	Hotel (Units)	Housing (Units)	Total
Amount of New Development	40,864	399,191	1,543,624	197	779	
Factor for Jobs	1 per 350 GSF	per 298 GSF	1 per 709 GSF	0.8 per room	1 per 20 units	
Jobs Accommodated	117	1,340	2,177	158	39	3,830
Estimated Breakdown by Type	100%	100%	100%	100%	100%	
Management	4%	10%	5%	2%	4%	
Bus and Financial Operations	5%	20%	5%	7%	2%	
Computer and Mathematical		25%				
Architecture & Engineering		12%	5%	2%	5%	
Legal		15%				
Office and Administrative Support		15%	5%	10%	2%	
Food Preparation and Related	55%			6%		
Sales and Related	23%			3%	2%	
Personal Care and Services	8%					
Construction			15%			
Production Workers			60%			
Bldg and Grounds Maintenance	5%	3%	5%	70%	85%	
Estimated Number of Jobs by Type	117	1,340	2,177	158	39	3,830
Management	5	134	109	3	2	252
Bus and Financial Operations	6	268	109	11	1	394
Computer and Mathematical	-	335	-	-	-	335
Architecture & Engineering	-	161	109	3	2	275
Legal	-	201	-	-	-	201
Office and Administrative Support	-	201	109	16	1	326
Food Preparation and Related	64	-	-	9	-	74
Sales and Related	27	-	-	5	1	32
Personal Care and Services	9	-	-	-	-	9
Construction			327			327
Production Workers			1,306			1,306
Bldg and Grounds Maintenance	6	40	109	110	33	298
Salary by Job Type (2014)						
Management	527,274	15,124,034	12,290,472	355,868	175,902	#####
Bus and Financial Operations	425,350	19,520,815	7,931,747	803,818	56,760	\$72,862
Computer and Mathematical	-	31,533,946	-	-	-	\$94,162
Architecture & Engineering	-	14,213,472	9,625,423	278,702	172,200	\$88,421
Legal	-	19,112,622	-	-	-	\$95,118
Office and Administrative Support	-	8,200,080	4,442,503	643,159	31,791	\$40,810
Food Preparation and Related	1,725,684	-	-	254,117	-	\$26,874
Sales and Related	1,040,583	-	-	183,212	30,187	\$38,750
Personal Care and Services	287,533	-	-	-	-	\$30,784
Construction			19,736,728			\$60,435
Production Workers			50,349,149			\$38,543
Bldg and Grounds Maintenance	182,258	1,254,671	3,398,673	3,444,279	1,033,643	\$31,221
Average Salary by Development Type	\$35,876	\$81,339	\$49,502	\$37,837	\$38,523	

Source: LEG estimates based upon BLS Occupational Employment and Wages Data in Santa Rosa MSA for 2015



TABLE B-2 - COMPOSITION OF BUSINESSES IN SONOMA COUNTY AIRPORT EMPLOYMENT AREA

Classification by NAICS Code	Number of Employees	Percent Distribution	Estimated Sales per Employee	Estimated On Site Sales	Percent Distribution
Agriculture (Vineyards and Ranch)	6	0.1%	\$42,000	\$252,000	0.0%
Construction	704	8.9%	355,132	250,013,000	11.3%
Manufacturing (Inc Wineries)	1,479	18.6%	233,751	345,717,000	15.6%
Wholesale Trade	489	6.2%	1,907,961	932,993,000	42.0%
Retail Trade	1,032	13.0%	250,281	258,290,000	11.6%
Transportation and Warehousing	141	1.8%	175,007	24,676,000	1.1%
Information (Motion Picture and Tele Production)	48	0.6%	28,479	1,367,000	0.1%
Finance and Insurance	392	4.9%	150,746	59,092,620	2.7%
Real Estate and Leasing	97	1.2%	246,773	23,937,000	1.1%
Professional, Scientific and Technical Services	869	11.0%	185,159	160,903,000	7.2%
Management of Companies and Enterprises	15	0.2%	-	-	0.0%
Adm, Support, Waste Management and Remediation Services	432	5.4%	174,956	75,581,000	3.4%
Education Services	316	4.0%	2,896	915,000	0.0%
Health Care and Social Assistance	603	7.6%	115,290	69,520,000	3.1%
Arts, Entertainment and Recreation	143	1.8%	59,559	8,517,000	0.4%
Accommodation and Food Service	108	1.4%	71,343	7,705,000	0.3%
Other Services (Repair, Personal and Social)	86	1.1%	26,442	2,274,000	0.1%
Public Administration	973	12.3%	-	-	0.0%
Total	7,933	100.0%	\$280,065	\$2,221,752,620	100.0%

Note: Percentage of employment likely using office space 42.6%

Source: Sonoma County Economic Development 2016

TABLE B-3 - ALTERNATIVE 1: CLUSTERS

Land Use	20-Year Change	Employment Density Factor on GSF or Units	Net Gain in Employees*	Estimated Average Salary	Total Salary	Estimated Business Revenue*
Industrial (SF)	1,511,376	709	2,132	\$49,502	\$105,523,113	NA
Office (SF)	558,886	298	1,875	\$81,339	\$152,548,664	NA
Retail (SF)	24,991	350	71	\$35,876	\$2,561,675	NA
Hotel (Units)	151	0.80	121	\$37,837	\$4,570,743	NA
Apartments (Units)	716	0.05	36	\$38,523	\$1,378,170	NA
Affordable (Units)	80	0.05	4	\$38,523	\$153,130	NA
Total			4,239		\$266,735,495	\$1,187,225,117

*Includes 13% government employees who do not generate business revenue

Source: M-Group, Sonoma County Economic Development and estimates by LEG



SONOMA COUNTY AIRPORT AREA SPECIFIC PLAN + EIR

TABLE B-4 - ALTERNATIVE 2: CORRIDOR

Land Use	20-Year Change	Employment Density Factor on GSF or Units	Net Gain in Employees*	Estimated Average Salary	Total Salary	Estimated Business Revenue*
Industrial (SF)	1,568,928	709	2,213	\$49,502	\$109,541,394	NA
Office (SF)	624,634	298	2,096	\$81,339	\$170,494,460	NA
Retail (SF)	31,168	350	89	\$35,876	\$3,194,858	NA
Hotel (Units)	209	0.80	167	\$37,837	\$6,326,393	NA
Apartments (Units)	941	0.05	47	\$38,523	\$1,811,556	NA
Affordable (Units)	105	0.05	5	\$38,523	\$201,284	NA
Total			4,617		\$291,569,945	\$1,293,188,126

*Includes 13% government employees who do not generate business revenue

Source: M-Group, Sonoma County Economic Development and estimates by LEG

TABLE B-5 - ALTERNATIVE 3: NODAL

Land Use	20-Year Change	Employment Density Factor on GSF or Units	Net Gain in Employees*	Estimated Average Salary	Total Salary	Estimated Business Revenue*
Industrial (SF)	1,767,952	709	2,494	\$49,502	\$123,437,060	NA
Office (SF)	637,417	298	2,139	\$81,339	\$173,983,796	NA
Retail (SF)	39,590	350	113	\$35,876	\$4,058,051	NA
Hotel (Units)	209	0.80	167	\$37,837	\$6,326,393	NA
Apartments (Units)	1,091	0.05	55	\$38,523	\$2,101,059	NA
Affordable (Units)	121	0.05	6	\$38,523	\$233,451	NA
Total			4,973		\$310,139,809	\$1,392,896,423

*Includes 13% government employees who do not generate business revenue

Source: M-Group, Sonoma County Economic Development and estimates by LEG

TABLE B-6 - PREFERRED PLAN

Land Use	20-Year Change	Employment Density Factor on GSF or Units	Net Gain in Employees*	Estimated Average Salary	Total Salary	Estimated Business Revenue*
Industrial (SF)	1,543,624	709	2,177	\$49,502	\$107,774,694	NA
Office (SF)	399,191	298	1,340	\$81,339	\$108,959,639	NA
Retail (SF)	40,864	350	117	\$35,876	\$4,188,682	NA
Hotel (Units)	197	0.80	158	\$37,837	\$5,963,155	NA
Apartments (Units)	623	0.05	31	\$38,523	\$1,200,000	NA
Affordable (Units)	156	0.05	8	\$38,523	\$300,481	NA
Total			3,830		\$228,386,651	\$1,072,663,332

*Includes 13% government employees who do not generate business revenue

Source: M-Group, Sonoma County Economic Development and estimates by LEG

