Town of Windsor
CALIFORNIA

Economic Development Strategic Plan

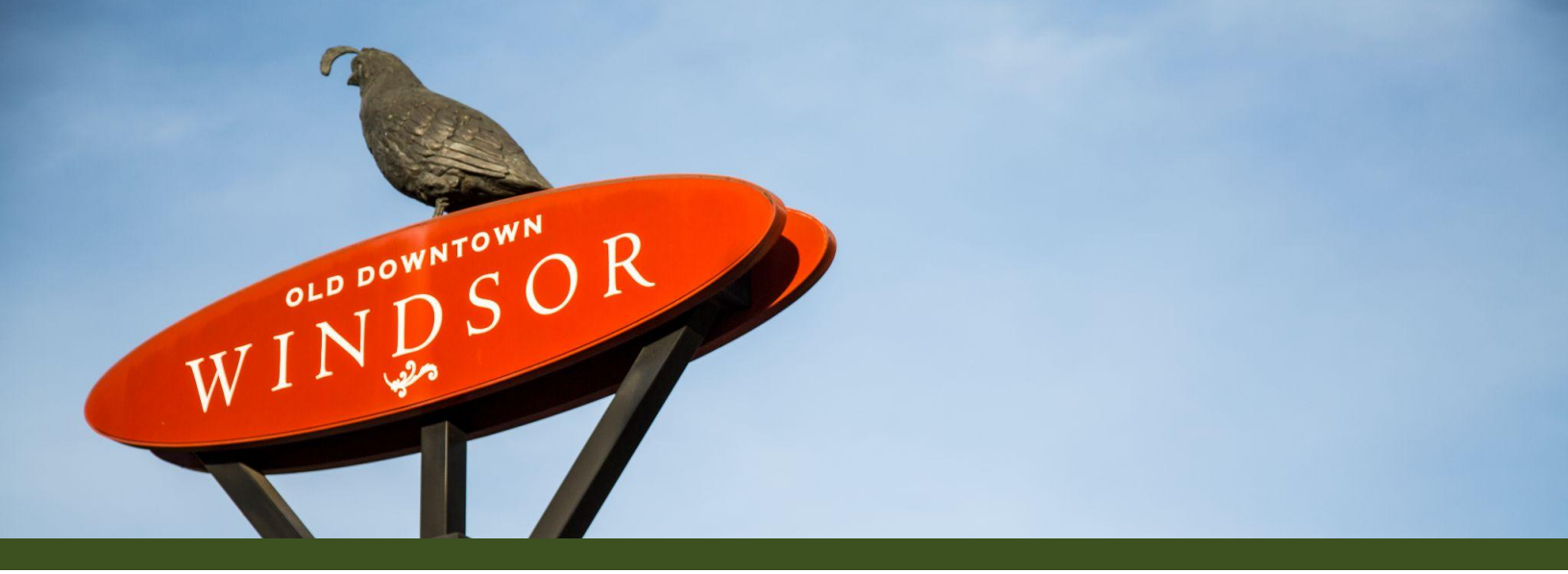
Spring 2025



Town of Windsor
CALIFORNIA

Economic Development Strategic Plan

ADMINISTRATIVE DRAFT | WINTER 2025



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Executive Summary

The Town of Windsor Economic Development Strategic Plan (EDSP) is a dynamic roadmap for fostering economic growth, supporting businesses, and enhancing the community's quality of life. Developed through extensive community engagement, stakeholder input, and data-driven analysis, this plan identifies key economic drivers, challenges, and strategic initiatives to ensure Windsor's long-term prosperity. It outlines clear, measurable strategies and actions to expand business retention and attraction efforts, reduce retail leakage, enhance workforce development, and optimize investments. Through targeted policies, marketing initiatives, and public-private partnerships, the EDSP provides a structured approach to increase local employment opportunities, improve business resilience, and elevate Windsor's competitiveness as a destination for investment, tourism, and talent.

VISION & GOALS

Windsor envisions a resilient, sustainable economy that upholds its identity as a vibrant, family-oriented, and innovative town. The EDSP's core goals include:

1. **Fostering Business & Economic Vitality** – Creating a thriving business environment that encourages innovation, entrepreneurship, and resilience.
2. **Developing Effective Tools & Policies** – Implementing policies and resources that support responsible development and community-centered growth.
3. **Targeting Key Sectors** – Prioritizing business sectors that align with Windsor's strengths and promote sustainable economic expansion.
4. **Strengthening Windsor's Identity** – Enhancing Windsor's reputation as a destination for business, tourism, and talent.
5. **Enhancing Quality of Life** – Building a high-quality living environment with strong amenities, healthcare access, and cultural opportunities.

SWOT ANALYSIS – COMMUNITY-INFORMED PRIORITIES

Developed through community outreach and stakeholder engagement, Windsor's SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) highlights key economic trends shaping the town's future:

- **Strengths** – Strong community identity, engaged local businesses, a strategic location in Sonoma County, and significant infrastructure investments (e.g., SMART train).
- **Weaknesses** – Limited hotel accommodations, retail leakage, and connectivity challenges affecting pedestrian and transit accessibility.
- **Opportunities** – Expanding Windsor's brand presence, leveraging tourism, developing underutilized parcels and advancing stalled projects, attracting high-value retail, and fostering niche business sectors.
- **Threats** – Rising business costs (PG&E, state regulations, insurance, garbage food etc.), housing affordability concerns, and an aging population impacting workforce sustainability, structural budget challenges for the town.

KEY ECONOMIC INSIGHTS & DATA FINDINGS

Economic data analysis reveals both challenges and opportunities:

- **Retail Leakage & Taxable Sales** – **Windsor's taxable sales per capita are among the lowest in Sonoma County,** with **24%** of resident spending leaking to other jurisdictions. Expanding local retail, particularly in motor vehicles and specialty goods, can reduce revenue loss.
- **Employment & Workforce Trends** – **More than 85% of Windsor's working residents commute to jobs outside the town** (most notably to Santa Rosa, where 25% of Windsor's resident workforce is employed). Key industries for these out-commuting workers include healthcare, professional, scientific, and technical services, and manufacturing, highlighting the need to attract more local employers.
- **Industry Strengths & Opportunities** – Windsor's largest retail generators include Home Depot and Walmart, while growth sectors include boutique hospitality, specialty businesses, auto sales, and industrial enterprises.
- **Demographics & Housing** – **Windsor's population declined by 3.1% since 2020,** and housing affordability remains a challenge. With a high homeownership rate (75.7%), expanding rental and workforce housing is crucial for economic sustainability.

CONCLUSION

The EDSP provides a proactive, community-driven, and data-informed framework to ensure Windsor's economic resilience, strengthen local businesses, and elevate its status as a premier business and tourism destination. By prioritizing strategic actions and sustainable growth, this plan serves as a clear blueprint for long-term economic success.



Methodology, Market Analysis and EDSP Themes

The development of the Town of Windsor's Economic Development Strategic Plan (EDSP) followed a comprehensive and inclusive process designed to reflect community priorities while addressing its unique economic challenges and opportunities. The methodology consisted of five key phases:

1. Data Collection and Analysis

- **Windsor-Specific Economic Data**: The consulting team compiled and analyzed updated economic datasets, providing a quantitative foundation for assessing current economic conditions and trends.
- **Review of Prior EDSP**: A detailed assessment of Windsor's 2008 Economic Development Strategic Plan identified completed actions, ongoing initiatives, and gaps requiring further attention.

2. Community and Stakeholder Engagement

Community input played a central role in shaping the EDSP. The engagement process included multiple opportunities for residents, businesses, and key stakeholders to contribute their insights.

Community & Stakeholder Meetings – Round 1 (August 2024)

- Two meetings were held: one for the general community and another for key stakeholders, focusing on Windsor's economic vision, strengths, and concerns.

Community Survey (August–September 2024)

- A town-wide survey was distributed to residents and businesses, collecting data on economic development priorities, challenges, and opportunities.
- The survey results provided quantitative and qualitative insights to inform the plan's development.

Stakeholder Interviews (September–October 2024)

- One-on-one interviews with business leaders, community organizations, and government officials provided detailed perspectives on specific economic challenges and opportunities.

Community & Stakeholder Meetings – Round 2 (November 2024)

- Two follow-up meetings, one for the general community, and another for key stakeholders allowing participants to:
  - Review insights from previous meetings, surveys, and interviews
  - Discuss initial recommendations for the EDSP, including vision, strategy themes, and potential action items
  - Provide feedback to ensure alignment with community priorities

3. SWOT Analysis

The consulting team synthesized all collected data to develop a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, providing a clear framework for identifying Windsor's economic strengths and areas for improvement.

4. Vision and Goals Development

Based on the SWOT analysis and community input, the consulting team developed a vision for Windsor's economic future, emphasizing:

- Resilience and sustainability
- A strong local business environment
- A vibrant, family-oriented, and innovative town

Key EDSP goals were formulated to:

- Support business growth, retention, and innovation
- Strengthen economic resilience
- Enhance quality of life for residents
- Align with the key focus areas identified through data analysis and community engagement

5. Economic Development Goals and Action Plan

The final step involved creating a detailed set of Goals and an Action Plan outlining specific strategies and initiatives to achieve the EDSP goals.

By following this structured and participatory methodology, the Town of Windsor's EDSP serves as a roadmap for sustainable economic growth that reflects the community's aspirations and needs. A detailed summary of the community engagement process and information gathered is included in Appendix A.

SWOT Summary

A key objective of the consulting team's community engagement process was to gather meaningful insights that ensure Windsor's Economic Development Strategic Plan (EDSP) aligns with the community's goals and priorities. Through stakeholder meetings, community surveys, and individual interviews, participants shared their perspectives on economic challenges, opportunities, and areas for improvement in Windsor.

This engagement process provided a comprehensive understanding of the town's economic landscape, allowing the consulting team to identify key themes that shape Windsor's strengths, weaknesses, opportunities, and threats (SWOT).

A detailed report summarizing community engagement findings and the full SWOT analysis is available in Appendix A. Below are the major insights gathered from the process.



SWOT Summary

STRENGTHS

1. Windsor fosters a **healthy business environment** that supports local business and entrepreneurial success.
2. The town's strategic location and available industrial property **enables opportunities** for business growth.
3. Windsor offers a strong sense of place, with a **community feel** enhanced by the Town Green, parks, recreation, and diverse housing options.
4. Infrastructure investments, such as the SMART train service, position Windsor as an **accessible location**.
5. Windsor has minimal public safety and unhoused issues compared to region.
6. Windsor is known for its **high-quality** and **safe school system.**

WEAKNESSES

1. The town lacks sufficient hotel and lodging facilities, limiting its potential to capture additional tourism revenue.
2. Essential services and resources are concentrated in surrounding areas, contributing to retail leakage.
3. Pedestrian and bike mobility lacks essential connections, such as across Hwy. 101, hindering cohesive movement and connectivity.
4. Housing with affordability by design is not readily available for median income earners, particularly workforce housing.
5. Retail leakage to nearby cities.

OPPORTUNITIES

1. Strengthen the Windsor brand through wayfinding, marketing, and a cohesive brand strategy.
2. Develop vacant parcels to enhance Windsor's community, including opportunities for housing, commercial space, and hospitality.
3. Attract targeted retail opportunities that contribute to the town's fiscal health while maximizing property use.
4. Expand specialty business sectors in health, wellness, and recreational tourism.
5. Streamline the development approval process to attract value-adding projects.

THREATS

1. External cost pressures, power availability from PG&E, high interest rates, and state taxes could impact investment decisions.
2. Rising housing costs due in part to state regulation may strain housing availability.
3. An aging population without a new resident influx could impact service demand and reduce tax revenue.
4. Rising costs for businesses including, insurance, garbage, and food and raw materials.
5. Stalled major projects impacting economic confidence.



KEY FINDINGS FROM ECONOMIC DATA

A comprehensive analysis of economic data was conducted to evaluate Windsor's economic opportunities from a quantitative perspective. The data sources include:

- **Demographic data** from the U.S. Census Bureau's American Community Survey (ACS)
- **Employment and commute data** from the Census Bureau's OnTheMap platform
- **Population and household estimates** from the California Department of Finance (DOF)
- **Long-term growth forecasts** from the Association of Bay Area Governments (ABAG)
- **Taxable retail sales data** from the California Department of Tax and Fee Administration (CDTFA) and HdL Companies
- **Municipal budget data** from the California State Controller's Office

To contextualize Windsor's economic and demographic conditions, this report compares Windsor to relevant geographic areas across three levels:

1. **County & State Comparison:** Windsor vs. Sonoma County and California
2. **Benchmark Cities Comparison:** Windsor vs. other selected Sonoma County cities
3. **Regional Comparison:** Sonoma County vs. the broader Bay Area

County & State Reference Areas: California and Sonoma County

Benchmark Sonoma County Cities: Windsor, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sonoma

Nine (9) County Bay Area Region: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma

The following table summarizes key economic and demographic indicators for Windsor and its comparison areas:

WINDSOR (OR SONOMA COUNTY) IN COMPARISON TO:

DATA ELEMENT	COUNTY AND STATE REFERENCE AREAS	BENCHMARK SONOMA COUNTY CITIES	BAY AREA COUNTIES
INCOMES	Noticeably higher	Noticeably higher than all	Low end of the range
MEDIAN AGE	Higher than California, lower than Sonoma	Middle of range	High end of range
% WITH GRADUATE/ PROFESSIONAL DEGREE	Lower than both	Lowest	Lower end of range
% OWNER-OCCUPIED HOUSING	Higher than both	Highest by considerable margin	Middle of range
MEDIAN VALUE, OWNER-OCCUPIED HOUSING	Higher than California, lower than Sonoma	Middle of range	Lower end of range
MEDIAN RENT	Higher than both	Upper end of range	Lower end of range
RACE = % WHITE ALONE	Higher than California, similar to County	Middle of range	Upper end of range
MEAN TRAVEL TIME TO WORK (MINUTES)	Lower than both	Middle of range	Lowest
HISTORIC GROWTH TRENDS:			
% HOUSEHOLD CHANGE 2010-20	Much lower than CA, higher than County	Lower end of range	Lowest
% HOUSEHOLD CHANGE 2020-24	Lower than California and County	Lowest	Middle of range



17% increase in households by 2050

14% increase in employment growth by 2050

$128,115 median household income (highest in Sonoma County)

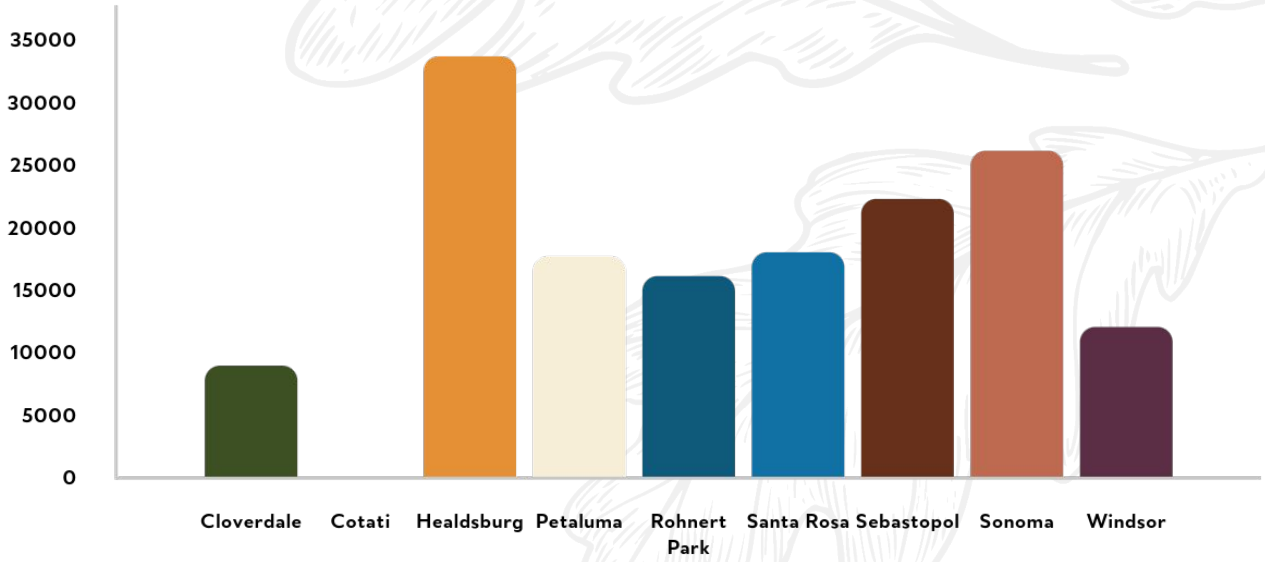
Trends indicate that Windsor will experience an increasing jobs-to-housing ratio

KEY OBSERVATIONS FROM ECONOMIC DATA

- **Projected Growth & Regional Positioning:**
  - ABAG forecasts a **17% increase in households and 14% employment growth** for Sonoma County from 2015 to 2050—significantly lower than the Bay Area's projected 51% household and 35% employment growth.
  - Within Sonoma County, North Sonoma County (where Windsor is located) is **expected to grow by 9% in households and 28% in employment**.
  - **These trends indicate that Windsor will experience an increasing jobs-to-housing ratio**, creating a favorable environment for business investment, job creation, and fiscal growth. However, the relatively low housing growth projection could pose challenges to workforce availability.

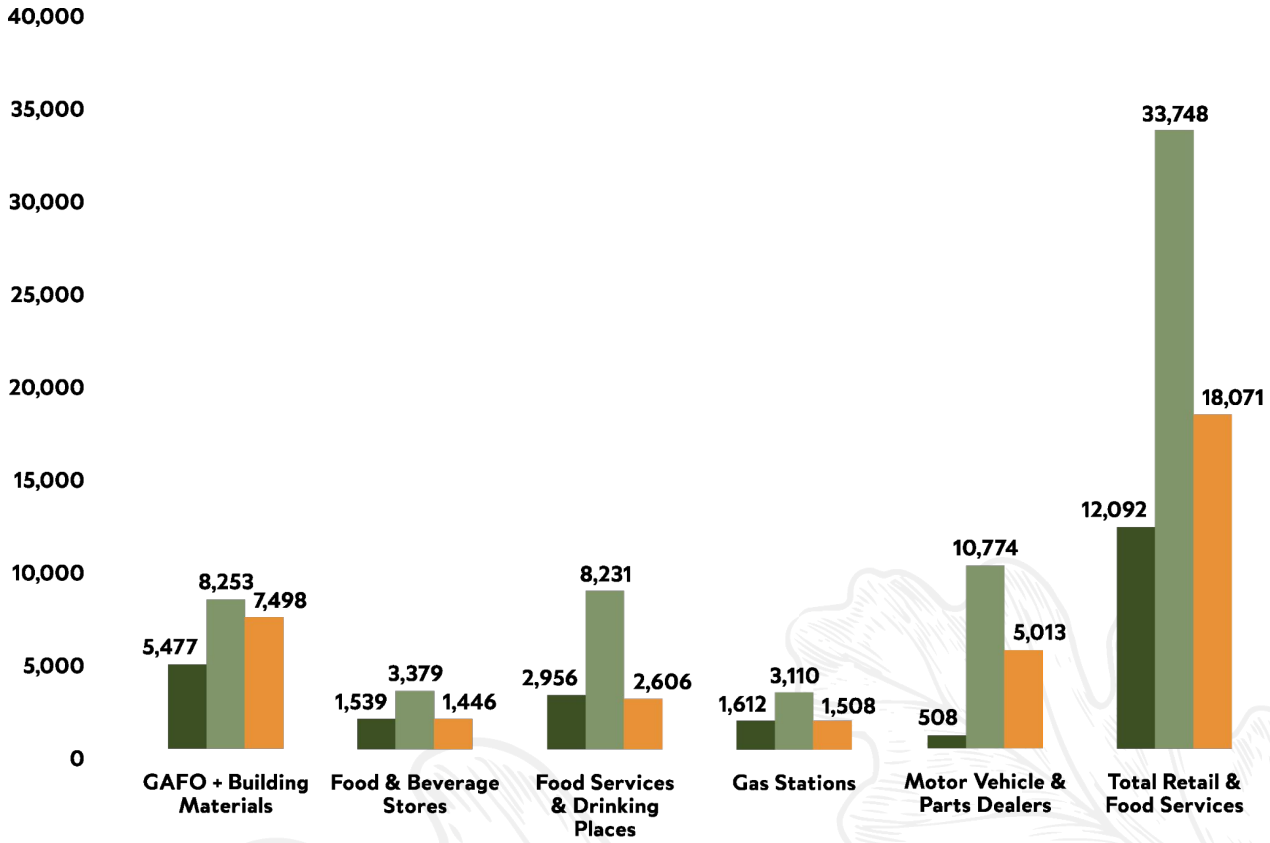
- **Retail Sales Trends & Leakage:**
    - **Taxable retail sales in Windsor grew by 30%** from 2015-2023, slightly below the countywide growth (32%) but above the combined average for Sonoma County cities (22%).
    - However, **Windsor's per capita retail sales remain among the lowest in Sonoma County**, indicating significant retail leakage.
    - In 2023, Windsor's taxable retail sales per capita stood at $12,100—one of the lowest among Sonoma County cities, surpassed only by Cloverdale. In contrast, Healdsburg had the highest per capita sales at $33,700.
    - Windsor experiences significant retail leakage, particularly in the Motor Vehicles & Parts Dealers sector, suggesting opportunities to attract new retailers and strengthen the local commercial base. (Table #2)
- **Strong Consumer Purchasing Power:**
    - **Windsor has the highest median income in Sonoma County**, with a **median household income of $128,115**, compared to $99,266 for the county. This suggests that Windsor is an attractive location for businesses looking for a high-spending customer base.

FIGURE 1: TAXABLE RETAIL SALES PER CAPITA, 2023, SONOMA COUNTY CITIES



Source: CDTFA; DOF; TNDG

FIGURE 2: TAXABLE RETAIL SALES PER CAPITA BY CATEGORY, 2023, WINDSOR, HEALDSBURG, SANTA ROSA



KEY OBSERVATIONS FROM ECONOMIC DATA

- **Commuting Trends & Economic Development Opportunities:**
  - **Windsor has 12,646 employed residents, but only 8,146 jobs are based in Windsor.**
  - Even if all Windsor-based jobs were filled by local residents, 4,500 workers (35% of the workforce) would still need to commute elsewhere.
  - Many Windsor-based jobs are held by non-residents, further increasing the number of Windsor residents commuting outside for work.
  - Although Windsor has enough jobs to theoretically employ 65% of its workforce, in reality **more than 85% of employed residents commute to jobs outside the town**.
  - **Santa Rosa is the top out-commuting destination**, followed by Healdsburg, Petaluma, and the Bay Area. (See Table)
  - Windsor's large commuting workforce creates an opportunity to attract businesses that align with local talent, particularly in healthcare, professional, scientific, and technical services, and advanced manufacturing—the top industries for which Windsor residents currently commute to out-of-town jobs.
  - Expanding local employment opportunities can help reduce commute times, improve work-life balance, and strengthen Windsor's economy.

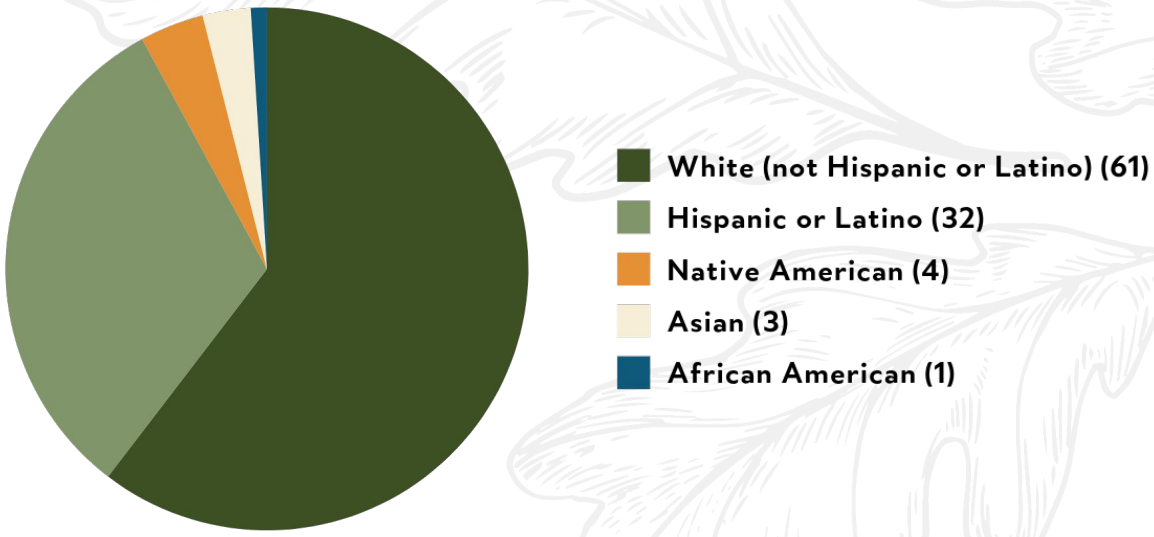
TABLE 1:
MEDIAN HOUSEHOLD INCOME

JURISDICTION	INCOME
California	$91,905
Sonoma County	$99,266
Windsor	$128,115
Healdsburg	$94,799
Petaluma	$108,527
Santa Rosa	$93,322
Sonoma	$92,604

TABLE 2:
WORKPLACE CITIES
FOR RESIDENTS OF WINDSOR

CITY	COUNT	SHARE
Santa Rosa	3,191	25.2%
Windsor	1,509	11.9%
Healdsburg	739	5.8%
San Francisco	466	3.7%
Petaluma	449	3.6%
Rohnert Park	304	2.4%
Larkfield-Wikiup	197	1.6%
San Rafael	188	1.5%
Napa	147	1.2%
Novato	139	1.1%
All Other Locations	5,317	42%
Total	**12,646**	**100%**

WINDSOR DEMOGRAPHICS-2024





ALIGNMENT WITH EXISTING PLANS & POLICIES

The Town of Windsor's EDSP incorporates insights from several existing strategic planning documents to ensure a cohesive and comprehensive approach to economic development. These documents provide a historical context, outline previous and ongoing initiatives, and highlight opportunities for future growth. The key documents analyzed include the 2013 Downtown Specific Plan/Station Area Plan, the 2040 General Plan, and the 2008 EDSP.

The **2013 Downtown Specific Plan/Station Area Plan** focuses on revitalizing Windsor's downtown area and enhancing its role as the town's civic and cultural heart. The plan includes thirty-eight action items across categories such as land use and planning, circulation and access, environmental resources and quality, and public services and infrastructure. Key opportunities identified in the plan include the development of 138,000 square feet of retail space, 200,000 square feet of office space, a hybrid boutique hotel/conference center, and 1,000 new housing units. These elements are crucial for supporting Windsor's economic development by attracting businesses, residents, and visitors to the downtown area.

The **2040 General Plan** , adopted in 2018, sets the vision, principles, and actions guiding Windsor's growth and development. The EDSP aligns with the General Plan's principles, which emphasize town identity, the Town Green and downtown, economic vitality and balance, community and neighborhood design, and sustainability and resilience. The General Plan's economic development element aims to foster a business-friendly environment, encourage local employment opportunities, cultivate economic diversification, and expand the tourism industry. The EDSP builds on these goals by reinforcing the downtown area as Windsor's civic and cultural center, increasing the tax base, creating local job opportunities, and promoting Windsor as a model for community leadership and innovation.

The **2008 EDSP** contained sixty action items in six major categories: organizing for success, green construction and services, tourism industry expansion, wine industry expansion, retail expansion, and downtown development. The analysis of the 2008 EDSP revealed that 25% of the action items were completed or are pending completion, 12% were abandoned, and 60% remained as opportunities. This evaluation provides valuable insights into the types of strategies that may be successful with the right combination of partnerships, tasks, and resources. The 2025 EDSP incorporates lessons learned from the 2008 plan to ensure that action items are relevant and achievable with the resources available to the town and its partners.

ALIGNMENT WITH EXISTING PLANS & POLICIES (CONTINUED)

By integrating the findings and recommendations from these existing strategic planning documents, the EDSP aims to create a unified and strategic approach to economic development in Windsor. The plan leverages past successes, addresses ongoing challenges, and identifies new opportunities to support sustainable growth and enhance the quality of life for residents. This comprehensive approach ensures that Windsor's economic development efforts are well-coordinated, forward-thinking, and aligned with the community's vision for the future.

VISION FOR WINDSOR'S ECONOMIC FUTURE

As Windsor approaches a critical juncture in its development, the EDSP can guide a vision of economic growth that reflects its unique community spirit, beautiful surroundings, and aspirations for sustainable prosperity. Windsor is still a young community from a development perspective. Still, it has established a strong foundation through strategic planning efforts like the Downtown/Station Area Plan and the General Plan, which outline a promising path forward.

Windsor envisions a resilient, sustainable economy that upholds its identity as a vibrant, family-oriented and innovative town.



Economic Development Goals & Action Plan

The Economic Development Strategic Plan (EDSP) is designed to advance Windsor's vision by supporting local business growth, fostering innovation, and enhancing the community's quality of life. Each goal is informed by economic analysis and community engagement, ensuring alignment with Windsor's priorities while establishing a foundation for collaborative and sustainable economic development.





1. Business Vitality and Entrepreneurial Growth

This strategy supports an environment where businesses thrive and innovation flourishes. Windsor aims to retain local businesses, attract new investments, and provide resources that empower entrepreneurs.

GOAL 1:

Supporting Business & Economic Vitality: Ensuring a thriving business environment that fosters innovation, entrepreneurship, and resilience.

1.1 Collaborative Partnerships:
Enhance and increase collaborative partnerships

1.1a In partnership with the Sonoma County Economic Development Collaborative, establish regular economic development partner meetings with regional organizations to coordinate recruitment, retention, and expansion efforts.

1.1b Continue to grow the partnership with the Windsor Chamber of Commerce to support local businesses and share key information and resources.

1.1c Coordinate with the Sonoma County Economic Development Collaborative to recruit new targeted businesses to Windsor.

1.1 Collaborative Partnerships:
Enhance and increase collaborative partnerships.
(Continued)

1.1d Coordinate with the Governor's Office of Business & Economic Development (GO-Biz) to recruit new businesses.

1.1 e Coordinate with Sonoma County Tourism Bureau to generate awareness of Windsor as a tourism-friendly destination for visitors, groups, and special events.

1.2 Business Retention & Expansion (BRE):
Curate and expand the Town's BRE program to regularly engage Windsor businesses, identifying and addressing needs that support long-term stability.

1.2a Use business data and business interviews-to assess and engage with industry clusters to develop support for their expansion, attraction, and retention.

1.2b Explore expanding the business license program to collect additional information to better identify changes in business trends and the need for business assistance.

1.2c Create a business welcome program to connect with all new Windsor businesses.

1.2d Partner with Chamber of Commerce to enhance shop local initiatives to encourage patronage at Windsor businesses.

1.2e Conduct an annual State of Business Survey to ascertain the challenges, issues and opportunities facing Windsor business.

1.3 Entrepreneurial Ecosystem:
Organize support for small business growth through resources, workshops, and access to funding opportunities.

1.3a Expand partnerships with entrepreneur support organizations and regional business partners to connect entrepreneurs with resources, networks, and capital.

1.3b Create a digital library of free business resources.

1.3c Create a How to do Business Guide to assist small businesses and entrepreneurs in opening a business in Windsor.



1.4 Support Underserved Communities:

Support and communicate programs that identify barriers, provide technical assistance and build pathways for assistance and support of underserved communities.

1.4a In conjunction with regional partners (Economic Development Collaborative, Windsor Chamber of Commerce, Hispanic Chamber, SBDC, etc.) offer training specifically geared towards supporting underserved business groups.

1.4b Support and encourage participation in Chamber's Sonoma County Womern Professionals Group (formally Women of Windsor).

1.5 Home-Based Businesses:

Analyze opportunities to support home-based and work-from-home entrepreneur trends.

1.5a Review regulations related to home-based business to provide flexibility for individuals who work from home or otherwise have non-nuisance businesses to operate.

1.5b Encourage the development of shared kitchens/facilities that would support cooks, bakers and other food prep operations to move from home to a more environmentally healthy location.

1.6 Innovation & Research Center:

Partner with private or non-profit sectors to explore an innovation hub, potentially launching incubator/accelerators, cowork space or other innovative approach, in a vacant property.

1.6a Explore partnerships to support the creation of incubators, business accelerators or research centers in Windsor.

1.6b Identify and promote the creation of cowork space and shared commercial kitchen space opportunities. (see appendix)

1.7 Workforce Development:

The Town should strive to develop a diversified economy to provide living wage jobs for Windsor residents of all ages and skill levels.

1.7a In partnership with the Chamber of Commerce, Hispanic Chamber of Commerce, the Workforce Investment Board, and other workforce development and business partners, hold a Windsor Job Fair to showcase local businesses and connect them with potential employees.

1.7b Strengthen and support partnerships with Windsor High School and Santa Rosa Junior College as well as business associations to support workforce development needs and connect local students/graduates with employment opportunities.



2. Economic Development Tools & Policies

Streamlined policies, targeted incentives, and proactive public-private partnerships will support responsible growth, encouraging developments that align with Windsor's vision and add value to the community.

GOAL 2:

Developing Effective Tools and Policies: Providing resources, policies, and support to drive responsible development and community-centered growth.

2.1 Business Concierge:

Promote and grow the Town's "Business Concierge" program to guide property and business owners through the development process, facilitating projects that contribute to Windsor's goals.

2.1a Continue to evaluate existing streamlining of the permitting process to expedite economic development opportunities and expansion of existing businesses. (ED-1.10)

2.1b Create opportunities to celebrate the role of all Town Staff members in economic development and continue to educate staff on how their work can lead to success and economic health in the community.

2.1c Facilitate the timely completion of approved development projects by identifying and addressing barriers, offering support with permitting processes, coordinating with developers on timelines, and exploring incentives or partnerships that help bring projects to successful completion.

2.1d Develop and promote bulletins and flow charts for common permitting application types.

2.2 Enhancing Infrastructure to Support Development:

Promote, support, or undertake as financially feasible, upgrades to public infrastructure.

2.2a Explore the establishment of an Enhanced Infrastructure Financing District and other applicable financing programs.

2.2b Apply for state and federal grants that address Windsor's unique needs, such as transportation, sustainability, public art and community infrastructure.



2.3 Downtown Development:
Reinforce downtown as the civic and cultural heart of Windsor.

2.3a Continue to explore and develop transportation and parking strategies to increase the parking supply and manage parking demand.

2.3b Work with the Planning Department to review and potentially update the Windsor Station Area Plan/Downtown Specific Plan and Civic Center Visioning Plan.

2.3c Advance completion of the approved McClelland downtown hotel.

2.3d Explore opportunities to stimulate economic growth on the north (Civic Center) and east side (Staubli Building) of the Town Green while retaining existing businesses and public amenities.

2.3e Support the development of the vacant property north of Oliver's.

2.3f Continue fostering a strong partnership with the owners of 100 Market St. (Staubli Building) to support the site's redevelopment efforts over the next 3-5 years, ensuring alignment with the Town's vision and community priorities.

2.3g Continue to identify methods to leverage the SMART train's arrival to support local businesses and encourage the expansion of the SMART Connect program to Windsor.

2.4 Strategic Fiscal Enhancement & Investment

2.4a Create an incentive policy that considers incentives, as feasible, to businesses that provide significant private capital investment; create a large amount of jobs and public revenues; or that develop catalyst projects that could result in further investment. ED1.8

2.4b Increase the tax base by attracting and growing high sales tax-generating businesses such as retailers and auto sales.

2.4c Attend and actively participate in meetings/events of the International Council of Shopping Centers Local Northern California chapter to keep Windsor top of mind with retailers and retail developers looking to invest in the region.



2.5 Development Priorities & Tools

2.5a Maintain a detailed inventory of development parcels and actively engage property owners to explore projects that align with Windsor's community and economic priorities.

2.5b Support housing at all levels, particularly worker housing at the middle-income level, and stability through alignment with the Windsor Housing Element to ensure accessible, quality housing options.

2.5c Work with owner(s) of Shiloh Center to create maintenance standards, improve signage, ingress and egress improvements and facade refurbishment as needed.

2.5d Continually work with the Community Development Department to review the planning application and permitting procedures to identify process improvements.

2.5e Work with the Community Development Department to prioritize housing development for the "missing middle," serving the needs and price points of middle-income workers.

2.5f Collaborate with the Brennan Investment Group to facilitate the construction of the approved 475,000 sq. ft. Shiloh Business Park and attract high-quality tenants.

2.5g Continue fostering a strong partnership with the owners of the former Olaf Ranch at the Corner of Conde Land and Shiloh Road to explore development scenarios in alignment with the Town's vision and community priorities.

2.5h Monitor the absorption and availability of industrial land to ensure a balanced supply of available land for all industrial business sectors and shall assess the possible need for amending the amount of industrially designated uses. LU-3

2.5i Develop a list and analysis of key opportunity sites with high development or redevelopment potential.



3. Targeted Sector Development for Sustainable Growth

Windsor's economic development strategy focuses on high-potential sectors that enhance community identity and resilience, supporting a balanced and diversified economy.

GOAL 3:

Focusing on Key Sectors: Targeting business sectors that align with Windsor's unique character and support sustainable growth.

3.1 Technology and Advanced Manufacturing:
Attract companies specializing in research and development, technology and advanced manufacturing, creating quality employment opportunities for residents.



3.1a Facilitate opportunities for local companies to work with emerging technology companies.

3.1b Conduct quarterly meetings with Economic Development Collaborative and other partners to identify emerging trends in manufacturing.

3.1c Monitor the industry analysis work of the Bay Area Jobs First Collaborative to identify emerging opportunities.

3.2d Pursue heavy industrial businesses in appropriate zones

3.2 Recreation and Tourism:

Invest in Windsor's tourism and recreation sectors by attracting and promoting businesses and amenities that appeal to both residents and visitors, such as lodging, dining, and local retail while aligning with the Sonoma County sustainable travel philosophy.

3.2a Outdoor Recreation. The Town shall strive to attract events that capitalize on the Town's parks and recreational facilities, affirming Windsor as a destination for recreation and healthy lifestyles. The Town shall seek events that have limited impacts, and which complement the Town's goals and desired image.

3.2b Integrate within Sonoma County Tourism marketing initiatives.

3.2c Capitalize on large-scale events in Windsor, such as the Pliny the Younger event and sporting events, to retain the economic benefits of these inbound visitor drivers.

3.2 d Create a compelling marketing and sales narrative to attract visitors, special events, and group meetings to Windsor.

3.2 e Encourage family and youth focused recreation businesses.



3.3 Food and Beverage:

Encourage unique culinary and beverage experiences, by building up the Windsor Beverage District and the Town as a destination for food, beverage, and hospitality.

3.3a Partner with local restaurants to increase participation in Sonoma County Restaurant Week.

3.3b Promote and support the Windsor Beverage District.

3.3c Evaluate regulations related to events, food service and other potential barriers to increasing visitors to Beverage District.

3.4d Retain and recruit a diverse mix of restaurants throughout the Town, particularly in downtown area.



4. Enhancing Windsor's Image and Regional Presence

A cohesive, recognizable brand will enhance Windsor's appeal as a destination for businesses, tourists, and residents. Coordinated marketing and communications will amplify Windsor's identity and attract investment, strengthening community pride.

GOAL 4:

Promoting Windsor's Identity: Strengthening Windsor's image as a destination for business, tourism, and talent.

4.1 Increase Communication of economic development programs and activities.

4.1a Incorporate business and economic development activities into the Windsor Insider newsletter, Town calendar, and social media to foster a sense of pride in local businesses.

4.1b Develop a quarterly e-newsletter to keep Windsor businesses informed of new resources, incentives, and upcoming town projects.

4.1c Work with the Chamber of Commerce to grow the monthly "Time with Tim" program.

4.1d Enhance the business community's awareness of the Town's emergency preparation and response systems in advance of incidents that may disrupt businesses, including communication and point of contact.

4.2 Unified Branding and Marketing:

Refine and grow the Town's comprehensive brand strategy, highlighting Windsor's qualities and enhancing its economic appeal and community pride.

4.2a Partner with local business organizations to implement placemaking strategies such as holiday lighting and a banner program to enhance the sense of place and community.

4.2b Improve wayfinding and signage directing travelers on Hwy 101 and within town limits to guide visitors to key areas, such as the Beverage District, parks, and Town Green.

4.2c Continue to Promote Windsor through targeted print and online ads to highlight its identity and encourage visitation and local shopping.

4.2d Utilize the Town of Windsor E-banner display to promote economic development opportunities, events and other community activities.



4.3 Digital Marketing Tools

4.3a Update Economic Development website and Discover Windsor website to include links to programs and regional partners and resources.

4.3b Expand the Discover Windsor website, promoting Windsor's appeal as a great place to live, work, and visit.

4.3c Promote the Discover Windsor website to businesses looking to move to Northern California, developers, brokers, and investors.

4.4 Awareness Tours

4.4a Host familiarization ("fam") tours or meetings for corporate real estate executives, site location consultants, and industry leaders to showcase Windsor's business and investment opportunities.

4.4b Host commercial real estate forums (SIOR, NAIOP, etc.) to create With opportunities for development and Town resource information.

4.4c Work with local real estate brokers and regional industry groups to better understand business trends and position Windsor to take advantage of its competitive advantages to potential investors.

4.4d Host industry advisory groups with leaders in key business clusters, with a specific emphasis on the innovation economy.



5. Enhancing Quality of Life

Windsor's quality of life depends on a healthy, accessible, and engaged community environment. This category aims to support the enhancement of public spaces, health, and wellness and foster active community engagement, making Windsor a welcoming place for residents and visitors alike.

GOAL 5:

Enhancing Quality of Life: Building a community where residents enjoy a high standard of living, with access to amenities, health resources, and cultural experiences.

5.1 Events: Promote festivals, markets, recreational events and seasonal events to enrich community life and attract visitors and increase the activation of the town green and other recreational venues in the town such as the all-inclusive park.

5.1a Review permitting, fees and insurance requirements for community event hosts and vendors to ensure they are not a barrier to events.

5.1b Explore opportunities to host or sponsor additional community events in the Town Green focusing events that are inclusive to all community members while limiting the impacts to Downtown businesses.



5.1c The Town shall strive to attract events that capitalize on the Town's parks and recreational facilities, affirming Windsor as a destination for recreation and healthy lifestyles.

5.1d The Town shall seek events that have limited impacts, and which complement the Town's goals and desired image. (ED-3.6)

5.1e The Town shall encourage the development of additional meeting venues to support conferences or large community events. (ED-3.4)

Measuring Performance

In economic development, it's important to measure how well the strategies are working. Key performance indicators (KPI's) help us to understand the progress and impact of the Town's efforts. By tracking key indicators, decisions can be better informed, and the data can be utilized to find areas that need improvement, and ensure resources are used effectively.

This section outlines the essential performance metrics used to evaluate Windsor's economic development efforts. Where applicable, each KPI will be measured by its year-over-year (YOY) percentage change, providing insight into trends over time.

Business Retention & Expansion (BRE) and Business Friendliness

- Number of businesses receiving BRE services or referrals
- Participation in the Windsor Job Fair (employers and job seekers)
- Annual State of Business Survey score

Business Startup Services

- Number of inquiries for entrepreneurial development support
- Number of individuals or businesses receiving entrepreneurial development services/referrals
- Number of new business startups, categorized by sector (e.g., retail/restaurant, service, tech)
- Participation in business training programs

Business Attraction

- Number of business attraction leads responded to
- Number of new firms attracted
- Number of jobs created by business attraction
- Sales tax tracking in retail categories to monitor leakage

Community/Business Outreach

- Total circulation (and open rates) of e-newsletter
- Web traffic/analytics
- Number of participants in familiarization (fam) tours
- Number of tourism-promoting special events (and estimated number of participants)

General Economic/Fiscal Indicators

- City sales tax (by major category), compared to Sonoma County and California trends



Appendix

APPENDIX A:

Goals Table with Priority, Cost and Partners

APPENDIX B:

Community Engagement Report

APPENDIX C:

Datasets Report

APPENDIX D:

Co-work Opportunity Background



Acknowledgments

ACKNOWLEDGMENTS

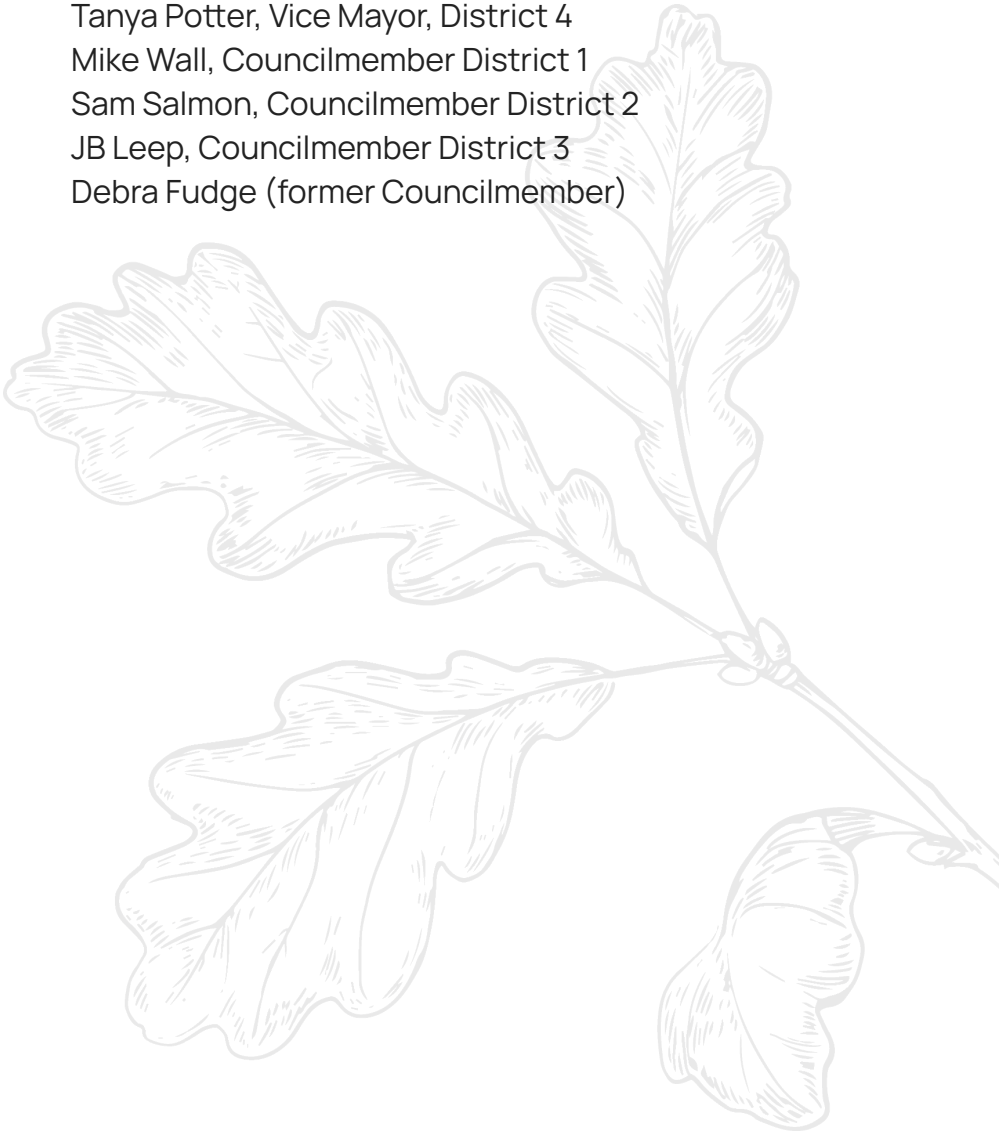
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