Appendix A: Goals Table with Priority, Cost and Partners

Goal 1: Supporting Business & Economic Vitality: Ensuring a thriving business environment that fosters innovation, entrepreneurship, and resilience				
		Priority	**Cost**	**Partners**
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	$	Sonoma County EDC
1.1b	Continue to grow the partnership with the Windsor Chamber of Commerce to support local businesses and share key information and resources.	1	$	Chamber
1.1c	Coordinate with the Sonoma County Economic Development Collaborative to recruit new targeted businesses to Windsor	1	$$	Chamber
1.1d	Coordinate with the Governor's Office of Business & Economic Development (GO-Biz) to recruit new businesses.	2	$	Sonoma County EDC
1.1e	Coordinate with Sonoma County Tourism Bureau to generate awareness of Windsor as a tourism-friendly destination for visitors, groups, and special events.	1	$	
1.2 Business Retention & Expansion (BRE): Curate and expand the Town's BRE program to regularly engage Windsor businesses, identifying and addressing needs that support long-term stability.				
1.2a	Use business data and business interviews-to assess and engage with industry clusters to develop support for their expansion, attraction, and retention.	1	$$	
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.	2	$$	
1.2c	Create a business welcome program to connect with all new Windsor businesses.	1	$	
1.2d	Partner with Chamber of Commerce to enhance shop local initiative to encourage patronage at Windsor businesses.	2	$	
1.2e	Conduct an annual State of Business Survey to ascertain the challenges, issues and opportunities facing Windsor business.	1	$	
1.3 Entrepreneurial Ecosystem: organize support for small business growth through resources, workshops, and access to funding opportunities.				
1.3a	Expand partnerships with entrepreneur support organizations and regional business partners to connect entrepreneurs with resources, networks, and capital.	2	$	CHAMBER, SBDC
1.3b	Create a digital library of free business resources.	2	$$	CHAMBER. Sonoma County EDC
1.3c	Create a How to do Business Guide to assist small businesses and entrepreneurs in opening a business in Windsor.	3	$$	

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.	2	$$	ED, CHAMBER
1.4b	Support and encourage participation in Chamber's Women of Windsor Professionals Networking Group	1	$	
1.5 Home-Based Businesses: Analyze opportunities to support home-based and work-from-home entrepreneur trends				
1.5a	Review regulations related to home-based business to provide flexibility for individuals who work from home or otherwise have non-nuisance businesses to operate.	2	$$$	
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.	3	$$$	
1.6 Innovation & Research Center: Partner with private or non-profit sectors to explore an innovation hub, potentially launching incubator/accelerators, cowork space or other innovative approach, in a vacant property.				
1.6a	Explore partnerships to support the creation of incubators, business accelerators or research centers in Windsor	2	$$$	Sonoma County EDC
1.6b	Identify and promote the creation of cowork space and shared commercial kitchen space opportunities. (see appendix)	2	$$$	PRIVATE SECTOR
1.7 Workforce Development: The Town should strive to develop a diversified economy to provide living wage jobs for Windsor residents of all ages and skill levels.				
1.7a	In partnership with the Chamber of Commerce, Hispanic Chamber of Commerce, the Workforce Investment Board, and other workforce development and business partners, hold a Windsor Job Fair to showcase local businesses and connect them with potential employees.	2	$$	ED, CHAMBER
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	3	$	ED, SRJC, WHS

Goal 2: Developing Effective Tools and Policies: Providing resources, policies, and support to drive responsible development and community-centered growth.				
		Priority	**Cost**	**Partners**
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)	1	$	
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.	3	$$	TMO, CITY COUNCIL
2.1c	Facilitate the timely completion of approved development projects by identifying and addressing barriers, offering support with permitting processes, coordinating with developers on timelines, and exploring incentives or partnerships that help bring projects to successful completion.	1	$	PLANNING
2.1d	Develop and promote bulletins and flow charts for common permitting application types.	2	$$	
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 appliable financing programs.	1	$$	SONOMA COUNTY,TMO
2.2b	Apply for state and federal grants that address Windsor's unique needs, such as transportation, sustainability, public art and community infrastructure.	1	$	TMO
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	$$	
2.3b	Work with the Planning Department to review and potentially update the Windsor Station Area Plan/Downtown Specific Plan and Civic Center Visioning Plan.	2	$$$	PLANNING
2.3c	Advance completion of the approved McClelland downtown hotel.	1	$$	PLANNING
2.3d	Explore opportunities to stimulate economic growth on the north (Civic Center) and east side (Staubli Building) of the Town Green while retaining existing businesses and public amenities.	2	$$	PLANNING
2.3e	Support the development of the vacant property north of Oliver's	2	$	PLANNING
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	$$	PLANNING
2.3g	Continue to identify methods to leverage the SMART train's arrival to support local businesses and encourage the expansion of the SMART Connect program to Windsor.	1	$	
2.4 Strategic Fiscal Enhancement & Investment				
2.4a	Create an incentive policy that considers incentives, as feasible, to businesses that provide significant private capital investment; create a large amount of jobs and public revenues; or that develop catalyst projects that could result in further investment. ED1.8	1	$$$	TMO, ADMIN SERVICES
2.4b	Increase the tax base by attracting and growing high sales tax-generating businesses such as retailers and auto sales.	2	$	
2.4c	Attend and actively participate and 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	$$	Sonoma County EDC
2.5 Development Priorities & Tools				
2.5a	Maintain a detailed inventory of development parcels and actively engage property owners to explore projects that align with Windsor's community and economic priorities.	2	$$	PLANNING
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.	1	$	ED, PLANNING

2.5c	Work with owner(s) of Shiloh Center to create maintenance standards, improved signage, ingress and egress improvements and facade refurbishment as needed	2	$	PLANNING
2.5d	Continually work with the Community Development Department to review the planning application and permitting procedures to identify process improvements.	1	$	PLANNING
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.	1	$	PLANNING
2.6f	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.	1	$	PRIVATE SECTOR
2.6g	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.	1	$	PRIVATE SECTOR
2.6h	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	$$	PRIVATE SECTOR

Goal 3 Focusing on Key Sectors: Targeting business sectors that align with Windsor’s unique character and support sustainable growth.				
		Priority	**Cost**	**Partners**
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.	2	$	Sonoma County EDC
3.1b	Conduct quarterly meetings with Economic Development Collaborative and other partners to identify emerging trends in manufacturing	1	$	Sonoma County EDC
3.1 c	Monitor the industry analysis work of the Bay Area Jobs First Collaborative to identify emerging opportunities	2	$	Sonoma County EDC
3.2d	Pursue heavy industrial businesses in appropriate zones.	2	$	Local Developers and Brokers

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.	2	$$	TOURISM PARKS ANC REC
3.2b	Integrate within Sonoma County Tourism marketing initiatives.	1	$	
3.2c	Capitalize on large-scale events in Windsor, such as the Pliny the Younger event and sporting events, to retain the economic benefits of these inbound visitor drivers.	3	$$$	TOURISM COUNCIL, CHAMBER
3.2d	Create a compelling marketing and sales narrative to attract visitors, special events, and group meetings to Windsor.			
3.2e	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.	1a	$$	
3.3b	Promote and support the Windsor Beverage District	1	$$	CHAMBER
3.3c	Evaluate regulations related to events, food service and other potential barriers to increasing visitors to Beverage District	1	$$	PLANNING
3.3d	Retain and recruit a diverse mix of restaurants throughout the Town, particularly in downtown area.	2	$	CHAMBER

Goal 4 Promoting Windsor's Identity: Strengthening Windsor's image as a destination for business, tourism, and talent.				
		Priority	**Cost**	**Partners**
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.	2	$	
4.1b	Develop a quarterly e-newsletter to keep Windsor businesses informed of new resources, incentives, and upcoming town projects,	3	$$	
4.1c	Work with the Chamber of Commerce to grow the monthly "Time with Tim" program	1	$	CHAMBER
4.1d	Enhance the business community's awareness of the Town's emergency preparation and response systems in advance of incidents that may disrupt businesses, including communication and point of contact	1	$$	
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.	2	$$	
4.2b	Improve wayfinding and signage directing travelers on Hwy 101 and within town limits to guide visitors to key areas, such as the Beverage District, parks, and Town Green.	3	$$$$	
4.2c	Continue to Promote Windsor through targeted print and online ads to highlight its identity and encourage visitation and local shopping.	2	$$$	
4.2d	Utilize the Town of Windsor E-banner display to promote economic development opportunities, events and other community activities.	1	$$	
4.3 Digital Marketing Tools				
4.3a	Update Economic Development website and Discover Windsor website to include links to programs and regional partners and resources.	1	$$	

4.3b	Expand the Discover Windsor website, promoting Windsor's appeal as a great place to live, work, and visit.	1	$$	
4.3c	Promote the Discover Windsor website to businesses looking to move to Northern California, developers, brokers, and investors.	1	$$	
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.	2	$$$	Sonoma County EDC
4.4b	Host commercial real estate forums (SIOR, NAIOP, etc.) to create With opportunities for development and Town resource information.	3	$$$	Sonoma County EDC
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.	2	$$	CHAMBER
4.4d	Host industry advisory groups with leaders in key business clusters, with a specific emphasis on the innovation economy.	3	$	Sonoma County EDC

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				
		Priority	**Cost**	**Partners**
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.	2	$	PLANNING
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.	2	$$$	PARKS & REC
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.	3	$	

5.1d	The Town shall seek events that have limited impacts, and which complement the Town's goals and desired image. (ED-3.6)	2	$	
5.1e	The Town shall encourage the development of additional meeting venues to support conferences or large community events. (ED-3.4)	1	$$$	