



Focus Groups Summary

October 6, 2014

Prepared for the
Town of Windsor by
Mintier Harnish



Town of Windsor General Plan Update

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Section 1: Introduction and Purpose

On August 7 and 8, 2014, and October 1, 2014, the Town of Windsor General Plan Update consultants conducted four focus group meetings with community members to gather feedback on key topics that would be addressed during the General Plan Update process. There were 40 focus group participants, including elected officials, Town staff, representatives from major institutions and organizations (e.g., Windsor Unified School District, Windsor Chamber of Commerce & Visitors Center), business owners, development interests, real estate agents, and community members. The input provided during these focus groups will help the consultants and Town staff focus on key issues and priorities that are important to Windsor's present and future. This document will serve as a reference for the Town Council, Planning Commission, Town staff, the consultants, and others involved in the Update process.

This Summary is organized into four main sections. Section 1, Introduction and Purpose provides an overview of the report. Section 2, The General Plan Update summarizes the General Plan Update process and where we are in the schedule. Section 3, Focus Group Process, describes how the focus groups were organized and conducted. Section 4, Focus Groups Summary, summarizes the input from focus group participants.

Section 2: The General Plan Update

In April 2014 the Town began a process to update the General Plan. The project objective is for the Town Council to adopt the General Plan in early 2016. The General Plan is a long-range planning document that will serve as the “constitution” for future Town development. It will set forth the community's goals and aspirations for the next 25 years.

The first step in this process was to begin discussing issues and concerns to be addressed in the General Plan Update, collecting information from interviews with community leaders and stakeholders, and updating existing conditions information contained in the existing General Plan. In May 2014 Town staff, the Town Council, and the Planning Commission received an overview of the process and provided the Consultants with information on key community issues and future opportunities. In May 2014 the Town conducted a series of Stakeholder Interviews. These candid discussions allowed Town staff and the consultants an opportunity to gather input on a range of issues and opportunities from a diverse group of Town leaders and stakeholders. These interview results are summarized in a report titled Stakeholder Interviews Summary, which is found on the General Plan Update Website (<http://www.windsor2040.com/documents>).

The major steps in the General Plan process are as follows:

- Update Background Data (Spring/Summer 2014)
- Identify Issues and Opportunities and Confirm Vision (Summer/Fall 2014)
- Focus Area Alternatives (Winter 2015)
- Focused General Plan Review and Revision (Spring/Summer 2015)
- Environmental Review (Summer/Fall 2015)

- Final Documents and Adoption (Fall 2015 to Winter 2016)

Section 3: Focus Groups Process

Focus Group meetings were held Thursday, August 7th, 2014, Friday, August 8th, 2014, and October 1, 2014, at Windsor Town Hall. The Focus Groups were organized into five topics, including: 1) Transportation, Circulation, and Mobility; 2) Growth Control, Special Planning Areas, and Annexation; 3) Parks and Recreation, Public Safety, Health, and Quality of Life; 4) Economic Development, Tourism, Town Green, and Community Image; and 5) Youth, Education, and Libraries. In total, over 65 people participated in the focus group meetings. Each Focus Group was facilitated by the Consultants. A list of those who participated in the interviews is provided in Appendix A.

Each Focus Group was organized around a list of subtopics and questions, which provided a guide for the discussions. Actual questions answered and time spent on each topic varied according to the interests of the participants. It is important to note that the Focus Groups were conducted as freeform discussions. This Summary does not attribute any issue, idea, or comment to any individual. This document summarizes the input provided during the discussions in order to identify common themes and ideas.

Section 4: Focus Groups Summary

Transportation, Circulation, and Mobility

In-Town Congestion

The biggest source of congestion identified by Focus Group members was school-related traffic. Because of the unique organization of the school system (Oklahoma schools model), adopted by the Windsor Unified School District, parents with multiple children are often required to drive between multiple schools. The Town indicated that it has implemented solutions to some of the school-related congestion issues (e.g., restriping, signalization, building more sidewalks, pursuing partnerships with the School District to change routing on school sites). Town engineers noted that most traffic problems around schools are related to the flow of traffic, parking, and how pedestrians are managed during peak drop-off and pick-up times.

One participant indicated that congestion is a cultural problem. Many parents may choose to drive their kids to school to protect them from the weather, safety hazards, or crime. He noted that if parents are taking their kids to school, but kids are on their own to get home after school, then these arguments really don't hold weight. Others questioned what the quantified impact of the Oklahoma school system is compared to a more traditional neighborhood school model. Finally, several participants questioned why school bus service stopped (budget?), and what it would take for bus service to be restored in the future.

Focus Group participants identified several possible solutions to alleviate school-related congestion. In general, participants indicated that solutions to congestion shouldn't be to accept or allow more congestion. One participant stated: "*We need to change peoples'*

minds; kids need to be walking to school for health and well-being.” They also noted that if Windsor does have a safety issue, the Town needs to deal with it. The Town and its residents need to incentivize people to get out of the cars and enjoy the benefits of not driving.

Some specific solutions included the Town and School District working with parents to organize kids to walk to school. This would provide safety in numbers. Another suggestion was to assist parents in organizing carpools to get kids to school. The Town and/or School District could sponsor a ride-sharing app. Or, the Town could work with the District to provide shuttles or busses, possibly using the Windsor shuttles.

Other congestion issues raised by participants included residents’ opposition to changing roadways to accommodate alternative modes of travel (e.g., bicycles and walking). An example is Brooks Road South, where the Town has attempted to reduce the number of car lanes to accommodate bike lanes. Some residents opposed this effort because they were concerned about access to the road. One Focus Group participant noted that transportation and congestion need to be thought about in relation to their carbon emissions; however, another noted that congestion is not a carbon-emissions issue. If everyone drove electric, zero-carbon cars, congestion would still be an issue. Finally, several participants suggested that the Town’s transportation system needs to account for and improve trails along the Town’s creek/rail corridors as transportation facilities.

Several participants discussed how the Town could get people to use alternative routes to redirect traffic from problem intersections throughout Town and make it more attractive to walk and bike. Developing attractive bike and pedestrian facilities in locations that make people want to use them is important. One participant characterized Windsor as four separate towns. While historically there were two towns, east/west, now there is a north-south element that has made Windsor a community that people don’t want to walk around. There should be a vision to create attractive corridors to connect the Town.

Some participants wondered whether roundabouts are a solution to the Town’s critical intersection/interchange issues. The Town has looked at using roundabouts on Old Redwood Highway/Windsor River Road and Windsor Road/Windsor River Road, as well as along Old Redwood Highway. Two roundabouts have been approved and will be built as a part of the Bell Village development project in downtown Windsor.

One participant noted that Windsor has a lot of wide streets and could improve signalization to not only make walking more pleasant, but to help automobile traffic circulate more efficiently. They suggested that Windsor could have signals that allow for shorter or longer pedestrian crossings depending on user preference and/or permissive left turns. Another participant wondered if the Town could have triangular pedestrian crossings that give pedestrians the right-of-way during the signal cycle. Another noted that Santa Rosa tried that approach but discontinued it after a while.

Participants encouraged the Town to use the General Plan Update process to help educate people about travel and using alternative travel modes. One person suggested the Town use videos to explain the concepts of complete streets, road diets, alternative travel modes and how congestion and quality of life can be improved.

Connectivity and Access to Highway 101

Access to and from Highway 101 and impacts on adjoining intersections was a major transportation issue identified by participants. The worst interchange is located in Central Windsor at Lakewood Drive and Old Redwood Highway. The right lane access from northbound Highway 101 backs up the through traffic lanes. There are six traffic signals in this corridor, but pedestrian crossings can disrupt the flow of traffic. Participants agreed that the worst times are in the morning, between 7:00am and 8:30am, and during major events on the Town Green.

The Town noted that it is doing two things to alleviate this issue. One is a project to restripe the lanes to better direct cars through the intersections and onto or off the freeway. The other is a project to expand capacity along Old Redwood Highway as part of the Holiday Inn development project. This improvement will provide a bus pullout and an additional travel lane for through traffic. The Town is also reserving additional right-of-way along Highway 101 to address backups and eventual improvement to the interchange.

Participants all agreed that Windsor needs to improve non-auto connections across Highway 101. The Town noted that it is looking into constructing a pedestrian crossing over Highway 101 just north of Lakewood Drive/Old Redwood Highway.

Pedestrian Trails

Focus Group participants noted that trails are an important issue the Town needs to address comprehensively. The Town needs to plan for a connected and well-planned trail system and use the trail system as a tool to mitigate transportation issues and project impacts. Trails need to be attractive and safe in order for people to want to use them.

Participants asked what types of connectivity issues exist along the Town's creek corridors. What is the ownership situation? The Town noted that most creek corridors have access due to the Sonoma County Water Agency's rights-of-way, but there are some privately-owned areas.

One participant suggested that trail improvements and access be considered as part of development applications for projects located adjacent to the Town's planned trail system. "*Windsor needs to raise the bar for development and require projects to offer positive social and ecological benefits.*" They noted that the General Plan should provide clear direction and mandate dedication of right-of-way in order for the Town to establish the trails. The Town needs to help developers visualize the trail system.

Other Issues

It was generally agreed that parking is a major issue around the Town Green, particularly on Thursday evenings in the summer, which are free concert nights on the Town Green. Some participants thought that at least part of the solution to parking is educational. Informing people about alternative parking locations would help alleviate the problem for now, but a long-term solution is needed as more development occurs around the Town Green and the Sonoma-Marín Area Rail Transit (SMART) train service begins.

Some focus group members thought the Town needs to provide more electric vehicle charging stations. The Town could require new development to provide the hook-up to enable the addition of the charging stations. A few participants suggested that Windsor needs to be a plug-in friendly community, changing the culture to a more carbon-neutral community.

Growth Control, Special Planning Areas, Annexation

Merit Process and Growth Ordinance

A major issue discussed by focus group participants was the Town's growth ordinance and associated project review merit process. A key question the Town has posed as part of the General Plan Update is whether the merit process has been working and how it can be improved. The Town indicated that the growth ordinance and merit process hasn't been used lately because most proposed projects have been in the priority development areas, which are exempt from the ordinance. In addition, the limited number of projects subject to the process has substantially reduced competition among projects.

One focus group participant noted that the process should be used to determine how to best accommodate the Town's housing need and associated public facilities, not as a NIMBY tool to stop projects that some people just don't like. The question of project success can often be based largely on the perception of the community, not actual community benefit. Another person voiced support for the merit process because residents can understand and see what's going on earlier in the process and at a single point in time.

Participants provided several suggestions to improve the merit process. One person noted that the Town needs to be careful to provide a balance in the types of housing products that are built in Windsor. He noted that the merit process should consider the Town's different housing needs when making decisions about development. The Town also needs to look at both for sale and rental products. In order to create community, Windsor needs to blend uses. Another person noted that the merit process should consider the mandate for the provision of housing and a mix of housing types as required by State Housing Element law.

Many agreed that the merit process needs to consider financing and service demands of the proposed projects. Some noted that projects have been proposed in order to get an allocation, only to be revised after more detailed planning and financial analysis is conducted.

Another participant suggested that the merit process needs to consider social and ecological values. He noted that development and growth is in crisis (i.e., is unsustainable), and the Town needs developments that create a healthier community. Another participant agreed and noted that everyone, including developers, wants to be thoughtful and mindful on social and ecological issues, but there is a price tag attached than can affect the feasibility of a project. It was suggested that the merit process flow from the sustainability policies of the General Plan to ensure it implements the Town's long-term vision.

One participant suggested that the merit process would benefit from having a framework or set of performance based criteria that provides clear direction, but also provides the Town with discretion on choices. They noted that Santa Rosa has good policies for how a project should be designed. Another person commented that Windsor has embraced smart growth in concept only. They suggested the process needs to move away from the “beauty contest” and embrace actual smart growth concepts (e.g., higher density residential in appropriate locations, mix of uses, connectivity, and phasing). He suggested that the Town amend the merit system to focus on these ideas.

Others suggested that the community needs to be more involved in the process. As stated by one participant: “*We somehow need to go back to the community to figure out what we want so it’s clear to decision-makers and developers.*” Participants agreed that the Town needs to educate residents and demystify the planning process. One participant recommended that the merit process include a public outreach component, but noted that “*consensus isn’t needed; only informed consent.*” Another suggested that the process include input from families and younger generations who will live with the project.

Growth and Development

Due to the size of the Focus Group, after the discussion of the merit process, participants split into three smaller groups to discuss future growth and development of Windsor. Issues and solutions raised by the three groups are included in the above summary.

Parks & Recreation, Safety, Health, and Quality of Life

Parks and Recreation Facilities and Programs

Participants asked if the Town has space and land to expand parks and recreation facilities. They questioned whether the Town should focus on building new parks or enhancing existing parks, and whether the Town has sufficient resources to maintain existing park and recreation facilities. It was noted that the Town is not currently meeting its park standard, but there is a new trend in parks planning to focus more on programs and the facilities rather than meeting a ratio of acres of parks per population.

One participant emphasized that the Town should focus on developing and finishing the existing parks (Keiser Park, Esposti Park), while another suggested that the Town could expand existing parks and purchase additional land or build new parks as a part of approving new development. Another suggestion was to use the former Windsor Waterworks and Slides site (now vacant) for an additional park, but it was noted by Town staff that the property is not currently zoned for a park use. One participant asked about the status of the Keiser Park plan/improvements. Town staff informed the group that the Town adopted a master plan for the park in 2008 which includes three phases. Phase 1 is complete. It was noted that Keiser Park could be expanded to include more sports fields.

On the topic of a community swimming pool, participants noted that few residents know that Windsor already has a pool. It’s small and located on the Senior Center grounds, but children also use it for swim lessons and the Town has family swim nights. Many participants noted that the Town needs a larger pool.

Other types of facilities suggested by participants included: tennis/pickleball courts, basketball courts, an indoor soccer field, and all-weather multi-use fields. It was noted by several participants that there is a particular demand for indoor soccer fields and all-weather fields. Currently, soccer games are scheduled late at night because there aren't enough fields to meet demand. Another participant suggested that recreation facilities and centers be linked with health care services (e.g., have a clinic located inside a recreation center).

Participants had several suggestions for improving the Town Green. The Town Green needs more permanent restrooms to meet the needs of larger groups. The Windsor Farmers Market is an integral part of the Town. It's a great meeting place for people and a major attraction for visitors. Sunday morning is a great time for the market. The market could be improved by adding a covered area dedicated to the Farmers Market (similar to the Farmers Market in the City of Davis).

One participant noted that it would be nice if the High School would allow the Town and others to use their play fields and track. The schools facilities are not used to their full potential because not all facilities are not open to the community. It would be great for the Town to work with the District to have joint use of more of the facilities. Town staff noted that a joint use agreement exists, but for the public use of the new high school track, they have not been able to reach agreement with the District.

Another suggested need is facilities for physically challenged residents. Parks and sports facilities need to accommodate individuals in wheelchairs and the physically challenged. It was noted that Finley Aquatic Center in Santa Rosa is great because it allows ease of access without a lift. Sonoma State University is a great resource for young, physically challenged people, but more options are needed in Windsor.

For Town recreation and activity programs, participants raised several issues and provided suggestions for improving the types of programs offered to Windsor residents and visitors. For quality of life, the Town needs to expand its volunteer activities (e.g., park clean-up/maintenance). For seniors, it was noted that Windsor is a wonderful retirement area, but the Town needs programs and facilities specifically for seniors. One participant suggested the Town could expand activities like photography and encourage photography exhibitions. Another participant noted that there are more seniors using tricycles to move about town; they're starting "bike clubs." This activity will increase demand for bike trails.

For pre-teens and teens, participants noted that there aren't enough non-sports activities. During the Town Green events, the youth take the shuttle to the High School and hang out there, which is a safety issue some parents are concerned about. The Town doesn't have a youth facility or teen center. Town staff noted that the Town does work with schools to hold events for teens, and another participant noted that the Town did run a teen center in the 1990s and early 2000s, but it wasn't successful. The Town should work with the Boys and Girls Club, which is active. The CHOPS facility and program in Santa Rosa is a good example. Other suggestions included a skate park or Razor Scooter park with a mural. Participating in a mural project would be a good outlet for artistic kids.

The group also spent time discussing the need to balance programs and facilities with those that may generate revenues (e.g., sports fields) versus those that require expenditures (e.g., pool). All-weather sports fields would provide year-round access to leagues and events that generate money for- and visitors to- the Town.

There was also a discussion about using parks and recreation facilities and programs as an economic development tool. Participants noted that the right facilities (e.g., all-weather sports fields, indoor soccer fields) could draw major sports and recreation events to the Town and improve tourism, which help generate economic development and put the Town on the map as a destination.

Destination races and destination tournaments were suggested by participants as something that Windsor could take advantage of because Sonoma County is a place people want to be and would help draw people to stay overnight in Town hotels and spend money. They also highlighted other cities in the county that have taken advantage of natural resources (e.g., Laguna de Santa Rosa). There are three large regional parks nearby and in Windsor. There are opportunities to partner with the County regional parks agency to take better advantage of these attractions. Other suggestions included events focused on art and culture. The Town should consider adding more public art (e.g., murals). The Town has the Windsor Historical Society Museum and a historical timeline of the Town stamped on the sidewalk in the Town Green but needs to leverage these as cultural amenities.

Finally, several participants raised the possibility for parks and recreation facilities and cultural amenities in association with the Lytton Pomo Tribe establishing their homeland on the west side of Windsor. Some thought the Tribe may include a cultural center. It was noted that the Tribe may provide a community pool, but the Town needs to address how to work with the Tribe to address long-term maintenance needs for this type of facility. How will new residents be incorporated in the Town? How can the Tribe bring their culture to the community? The Town should think of the Tribe as a partner. Tribal representatives need to be at the table. Town staff noted that they have been invited and outreach has been made.

Healthy Community and Quality of Life

On the issues of improving residents' health and quality of life, participants started with several questions. How should we measure the health of Windsor's residents? What are Windsor's health issues? How could Windsor be enhanced to improve residents' health? What should we use to measure quality of life? What's important to Windsor's residents? Many agreed that health should be a Town Council priority when making decisions, and approving development. We should use health as a lens to make decisions. The General Plan needs to consider health in all policies.

It was suggested that for health indicators, the Town use *A Portrait of Sonoma County*, a County of Sonoma Human Development Report, released in May 2014, as a resource for measuring health. The General Plan should highlight the issues/disparities raised in the report, and target the issues of greatest need. Sonoma County's Health Action group was also suggested as a resource for health indicators to measure how the community is doing

in becoming healthier. Finally, it was noted that health is an important planning issue because the way health organizations and agencies address health is changing. The Town should monitor implementation and its ability to improve health and quality of life.

Several participants suggested the Town facilitate partnerships among the Town, the community, social service organizations, and health organizations. The General Plan needs to identify the issues and provide a foundation for the Town, but government can't address everything; it takes partnerships and the ability to identify how the Town works with others to address/solve the issues. How can the Town harness existing resources which already address these issues? It was also noted that it requires a concerted effort to form partnerships and skills to maintain relationships. If the Town is serious about using partnerships, a focused effort will be required. The best partnerships allow individuals/partners do what they do best. It was noted that one of Windsor's assets is its leadership. The Town Council and staff are engaged and work well together and could connect people and leverage volunteers. Town staff noted that the Town is already known for its successful approach to regional partnerships such as the Windsor Wellness Partnership.

Several participants framed health and quality of life from their own unique perspectives:

- *“Health” means “Whole.” To have healthy community means we have balance.*
- *We should be aspirational in our approach to addressing this issue. We can't be all we want to be unless we set the bar high. It needs to be holistic.*
- *The General Plan should focus on the community, changing the culture, building partnerships, looking for best-practices.*
- *In order to be successful, we need to build partnerships to spread responsibility and leverage resources. A healthy community requires collaboration and partnerships among community members, and service providers.*
- *We have needs and we have talented individuals to meet those needs.*

Other suggestions included addressing tobacco use, creating community gardens in every neighborhood, and improving pedestrian facilities. These were identified as tools that help enhance the physical and mental well-being of residents.

Several participants noted that the Town needs to reach out to the Hispanic/Latino community about available resources, and to encourage them to participate in the wider community (e.g., Windsor Farmers Market, Town Green events). Historically, the Latino community has participated in Town events on a limited basis. The Town should work to engage them and make them part of the larger community.

Another participant stated that the most effective tool for health and economic development is investing in children, childcare, and early education, noting that education is a key element of health and quality of life. There are a lot of children who go to school hungry. Everyone in Windsor should have access to and the ability to purchase healthy food.

On the topic of health care, some participants noted that California and Windsor are underserved by medical practitioners, but the North Sonoma County Healthcare District

is aware of and trying to address the shortage of doctors in Windsor. The shortage of healthcare services affects the quality of life of residents who could greatly benefit from medical services delivered in Town. It was noted that changes in the health care industry are beginning focus on how well patients are, rather than how many patients are treated (i.e., doctors are being evaluated on keeping patients healthy rather than treating patients). Windsor should focus on prevention.

Economic Development, Tourism, Town Green, and Community Image

Community Image

On the topic of Windsor's image, participants noted that the Town needs to answer several questions in order to know who we are, what our principles are, and what our aspirations are. What is it that we want? What is it that we need? Without answers to these questions, Windsor can't define its image.

One participant noted that Windsor has been reborn. As a community, Windsor has a long history, but most residents have only resided in the Town since its incorporation in 1992. There was a sign for many years at the south end of Town advertising Windsor as the Gateway to Wine Country, but Windsor is evolving and now has several images: a family friendly image, a wine country image, and a special events image. There are also images and brands associated with Windsor (e.g., quail, grapes, oak trees). Windsor has too many logos and that's one reason the Town doesn't know what it represents. Finally, it was noted that the Town needs to overcome the division of the community between east/west and north/south.

While Windsor has changed significantly and evolved to incorporate an image as a family-oriented or family-friendly town, a major question remains: How does the Town use its family-oriented or family friendly image for purposes of economic development? Towns that are small and economically viable in Napa and Sonoma counties embrace wine-related tourism. Other cities are getting a larger share of wine-related tourism than Windsor. Tourism is a love-hate issue. Windsor has nationally recognized wineries in Town. There is a lot of publicity about the wine region that includes Windsor. The question is whether the Town wants to enhance the wine country image. Windsor's image also includes being a part of a healthy, vibrant, outdoor-oriented region. Windsor has been a launching point for cyclists in the region.

Windsor's unique offerings are the shared assets that are enjoyed by families, visitors, and tourists. Ideally, the Town will incorporate both a family-friendly image and be a wine country tourism image; however, more wine-related tourism may come at the cost of family-friendliness. Windsor can't be everything. It's a big decision.

Economic Development

The economic development and tourism discussion ranged from retail mix to jobs to tourist attractions. Participants started by discussing Windsor's historic role in the region of providing services and retail needs to smaller, northern communities. The Town has

good services and big-box retail for the community and surrounding areas. There is a dichotomy of small businesses and a more corporate mix. However, there is also some opposition to big-box stores. There is fear that Windsor could turn into a community with several big-box stores along Highway 101. Previous survey work for the 1996 General Plan indicated most people did not want big-box stores in Windsor. One participant noted that smart growth is a major contributor to economic development; it's more successful, more economically sound.

Another participant noted that the Town's tax base needs to be part of the discussion. Reliance on sales tax pits one city against another. Some cities don't care about how a big generator looks or the effect it will have on the community. Windsor should focus on ensuring the Town residents stay here to spend their money.

One participant raised the issue of jobs as a critical issue, characterizing Windsor as a "bedroom community." Young adults leave Windsor in search of employment and do not return. How could the Town create jobs for residents? Another participant noted that jobs aren't a big issue in Windsor because of the Airport Business Center south of Town. The Airport Business Center is an asset that the Town can build upon. It already generates money for Windsor because people from the Airport Business Center come to Windsor for services. Others asked how Windsor could draw more visitors using the Sonoma County Airport into Windsor, and suggested better signage on Airport Boulevard/Skyline Boulevard to direct people to access Highway 101 via Shiloh Road.

Finally, participants raised the issue of needing leadership to improve the success of local businesses. They suggested that structure is needed to help build leadership/direction, and suggested the General Plan be a tool to build leadership. One participant suggested that the Chamber of Commerce and Visitors Center work with the Town on a major project (e.g., pass a bond measure to build the pedestrian bridge over the freeway) to excite residents, provide benefits to businesses, support Town goals, and give the community an amenity. The Chamber needs to get behind big projects and big ideas.

Tourism

For tourism, participants raised questions about who the Town wants to attract: Day-trippers coming for goods and services? Overnighters seeking wine and cultural events? Families? Locals? International tourists? Other important questions include: How can the Town attract the right mix of tourists and visitors? How should the Town define who it wants to attract?

Participants questioned whether Windsor needs more mid-range hotels (e.g., Marriott, Hilton) to cater to businesses and overflow guests from nearby cities (e.g., Healdsburg). They noted that studies indicate there is demand for this type of hotel.

One participant noted that art and culture drives tourism. It requires effort, but the outcome is worth it. Art constantly rejuvenates itself, changes, and draws people in. Culture is one of the biggest factors in creating self-contained, sustainable communities. Dining, wine, and events are all part of culture. Another participant suggested using the Olufs property as a community asset that includes Sonoma County agriculture,

educational and cultural draws. Another suggested that the Town needs to protect historic structures and make them assets. Finally, it was suggested that the Town should use vacant sites as gardens and parks. They could be major attractions and draw new visitors to the Town.

Town Green

For Downtown and the Town Green, participants asked how the Town Green could be enhanced to be a better resident and visitor draw. There was consensus among participants that the Town needs to complete development around the Town Green (i.e., fill in the remaining sides). There is a lot of underused land surrounding the Town Green. All of it could be replaced with mixed-use development. Participants noted that people need to have a reason to cross the Town Green. Participants noted that the Town could keep the library and gym, but make them part of a mixed-use development. The Town and Downtown businesses need to attract more businesses and development Downtown.

It was acknowledged that the proposed Oliver's Market will be a magnet and regional draw for Downtown and Windsor. However, people may bypass the Town Green and only patronize Oliver's Market. The Town and Downtown businesses need to think about how to capitalize on the draw and use it to their advantage. Some people felt that once a Downtown hotel is developed, it will transform the businesses and create a vibrant district.

Participants also noted that there isn't anyone monitoring and strategizing what businesses are needed Downtown. This has led to a mix of uses that don't complement each other and make it challenging to have a successful Downtown. There isn't a single owner to control or recruit businesses to achieve a successful mix. There is an association (former Business Improvement District), but it struggles to get businesses to coordinate hours, marketing, etc. Because the Town doesn't directly influence the types of uses that may be desired in the downtown, one participant suggested that the Town should take a more proactive role in regulating what types of businesses locate downtown.

Youth, Education, and Library

Youth and Children

The topic of Windsor's youth and children focused primarily on the need to engage the town's Latino population. While there was general consensus that Windsor and other organizations already provide great youth programs and events, the group acknowledged that there is a lack of participation by Latinos. Issues related to why Latinos are not participating in local programs ranged from a lack of funding for bilingual programs, to communication and language barriers, to social and cultural differences, to financial and transportation challenges. One participant noted that the School District lost funding for its bilingual programs. Another noted that many Latino residents aren't able to afford the programs/classes that are offered by the Town.

It was agreed that the Town and District need solutions for engaging and advertising to the Latino community. Town staff noted that there are scholarships available now for Parks and Recreation programs for qualifying families (up to \$200 per family) and that

the Spring Recreation Guide will have the titles or listed programs translated in Spanish. The Town expects to provide the Guide entirely in Spanish in the future. Staff from the School District offered to provide their auto-dial tool to publicize information about programs and events.

One participant cited Santa Rosa as a good example of a city providing specific funding, staff, and programs to target their Latino population. Another noted that the Town and District need to have more effective translation services. It was suggested that the Town conduct focus groups with Latino residents to find out what programs would be of interest.

Another issue raised by participants was a lack of safe places for Windsor's youth to gather. The youth center closed, and Federal funding for the Boys and Girls Club has been cut. Currently, kids are gathering on the Town Green and on the High School campus. While this hasn't created a major issue so far, several participants noted that it would be good to have a safe location and environment for youth. A survey of youth found that they just want a facility with couches, TVs, and computers; just a place to hang-out. One participant cited other high schools that are opening their cafeteria to provide a place for youth to hang out after school. They offer nutrition and other types of programs and some teachers volunteer to tutor students. It was suggested that the Town conduct a survey of youth to figure out what they want.

Finally, participants discussed the need for childcare and early childhood development programs. It was noted that only 16 percent of countywide childcare needs are being met. Children aren't getting the care they need in order to do well in school. It's an economic development issue. Town staff noted that its early childhood programs and facilities are impacted and operate with a waiting list. There also isn't a feeder program for Spanish immersion beyond what is offered a Cali Calmecac Language Academy. There is a huge demand, but lack of a facility. Town staff noted that there is a need for other programs that the Town would like to offer, but facilities are not available to host these programs.

There was consensus that Windsor needs to expand its facilities and/or offer hours that expand programs for youth and early childhood development. Other suggestions included tracking outcomes in order to identify needs and providing programs and incentives for youth to attract them to areas and locations. Another suggestion was to take activities to residents at parks and other locations (e.g., mobile activities). This was cited as a good way to offer programs in low-income neighborhoods, with established times/locations.

It was suggested that the Town act as a community connector to help coordinate all the different groups and organizations that are providing programs and to publicize all programs and resources in one place (e.g., a web-based clearinghouse).

Education and Schools

Related to transportation to and from schools, several participants identified the need to complete sidewalks in and around Town to provide safe routes for kids to walk to school. Highway 101 bisects the Town, and there are only three streets that cross the Highway.

The Town needs better, safer solutions. It was also noted that the Town needs to make walkways more attractive in order to encourage people to use them.

School District staff noted that it has had to cut back on in-town bus service in order to continue busing students beyond the town limits. The District would like to work with the Town to find other solutions for the lack of adequate bus service (e.g., using shuttles).

For new or expanded schools, School District staff noted that it expects to build one or two schools in the next five years and that it is critical that new schools have good vehicular, pedestrian and bicycle access. The School District used Windsor Creek Elementary as an example of a school with poor access. It is also old and in need of major renovations. The District is reviewing possibilities to use the school facility for administrative and other uses once a new school facility is constructed. The School District and Town are also looking at converting a park adjacent to Brooks Elementary in order to provide additional space.

Another participant noted that the location of a new school needs to be addressed in the General Plan, and that the location of a school and its associated infrastructure needs to fit in the Town's Smart Growth vision. The School District noted that there aren't any locations within the town boundaries that can accommodate a new school; they need a minimum of 12 acres for a new school to meet State-mandated requirements. A new school will have to be located adjacent to the Town boundary.

Other suggestions for schools included adding community gardens to schools to provide family-oriented nutrition education and providing joint use of facilities (e.g., libraries for after school programs).

Library

Community needs identified by participants for library services included more adult literacy programming and materials in both English and Spanish. Library staff noted that there are a lot of Latino families and youth using the library. A survey by the Library found that 40 percent of their users want more Spanish language materials and resources. While the School District offered adult education in the past, it was cut due to funding. One focus group member thought it would be nice to get these programs back at the Library or the schools. There is also demand for English and Spanish tutoring. The Library is currently working on a volunteer-based tutoring program that would be offered a few days a week. Other issues raised by participants included expanding library hours.

Regarding the location of the library, several participants suggested the need to expand the library Downtown or near the Town Green. The Town's vision has been to have a library on the Town Green and as part of a mixed use development. The existing library is too small, but the Town hasn't been able to identify and purchase an adequate site for a new library. One person suggested that the library be located at Windsor Creek Elementary School after the school is moved. Others noted that having the library located centrally in Town is important. Finally, it was suggested that joint use facilities at schools could provide additional library resources; however such facilities aren't without challenges, such as scheduling and user conflicts (e.g., youth with homeless or adults).

Library staff noted that they are starting a strategic planning process in the next month (October 2014). The Library is beginning to solicit input from the community about their expectations and vision for the library. This will be helpful in determining the size and type of library to provide in Windsor. The library has operated like a community center and a place where people and kids socialize. If the library had other amenities, more people may come. The Windsor library is the only library in the County where children materials use is higher than adults, about 55 to 45 percent. Finally, other suggestions for the library included adding book exchange kiosks in parks and using parks as digital libraries by installing WIFI access.

Attachment A: Focus Group Participants

Ross Albertson	Shirley Johnson-Foell
Don Albini	Linda Kelly
Karen Alves	Sheri Kemper
Cindy Bagley	Steve Jorgensen
Laurie Brogden	Brett Lear
Michael Brook	Donna Legge
Angelina Cacioppo	Steve Lehmann
Stan Chapman	Olivia Lemen
Julian Cohen	Mary Mariani
Geoff Coleman	Junior Meza
Mitch Conner	Tom Micheletti
Bill Coolidge	Mark Millan
Beth Dadko	Frank I. Moore
Brett Daniel	Mike Neely
Missy Danneberg	Randall Neff
Brett David	Kelly O'Brien
Jon Davis	Joella Olsen
Kathy DeWeese	Rebekah Rocha
Sandy Dobbins	Lorene Romero
Dominic Foppoli	Rich Ruybalid
Rue Furch	Sam Salmon
Marie Giammona	Daniel Sanchez
Patrick Givone	Cheryl Scholar
Matt Gustafson	Jean Setzer
Warren Hedgpeth	Janice Sexton
Laurie Hiatt	Stan Shannon
Ray Holley	Paul Schwartz
Tamah Hulett	Chris Spallino
Dan Hull	Ned Thomas

Wayne Van Wagner

Michelle Vassallo

Jimmy Watson

Doug Williams

Lynn Woznicki

Evan E. Zelig

Attachment B: Focus Group Topics/Questions

Transportation, Circulation, and Mobility

- Congestion points and School –related congestion
- Connectivity and barriers
- East/West Highway 101 Crossings
- SMART Train Extension
- Bike paths and lanes
- Complete streets
- Downtown parking
- Airport
- Other

Growth Control, Special Planning Areas, and Annexation

- Market trends – what’s happening in Windsor?
- Growth Management Ordinance and the Merit System
- Development review process
- Special Planning Areas
- Housing mix and affordability
- Annexation
- Urban Growth Boundary
- Other

Parks and Recreation, Public Safety, Health, and Quality of Life

- Parks and Recreation
- Public Safety
- Community Health
- Quality of Life
- Other

Economic Development, Tourism, Town Green, and Community Image

- Market trends – what’s happening in Windsor?
- Tourism
 - Hotels
 - Wine-related
 - Community events
 - Proximity and connection to County Airport
- Town Green
 - Hotel
 - Events
 - Civic center
 - Downtown development
 - SMART Train Extension

- Economic Development
 - Shiloh Road
 - Airport
 - Retail Centers
 - City-Chamber of Commerce & Visitors Center coordination
 - Economic Development Task Force
 - Job growth
- Community Image
 - Windsor's identity
 - Community promotion and marketing of the Town
- Other

Youth, Education, and Libraries

- Youth
 - Activities
 - Recreation programs and facilities
 - Other
- Education and Schools
 - Transportation and Congestion
 - New School Location
 - Joint-use Facilities
 - Partnerships and Collaboration
- Libraries
- Other