Appendix A Review of Existing Plans and Codes

NELSON
NYGAARD

MEMORANDUM

To: Ken MacNab, Interim Town Manager

From: Terri O'Connor, Nelson\Nygaard Consulting Associates

Date: January 24, 2018

Subject: Downtown Windsor Parking Strategy - Planning Context

OVERVIEW

This memorandum provides a summary of existing parking regulations, key planning documents, previous projects, and policies that will inform the project team as it works with stakeholders to analyze existing conditions and develop recommendations. This memorandum is not intended to be a comprehensive assessment of each item, but rather to highlight the most relevant parking-related findings and provisions in Downtown Windsor. Specifically, it includes four sections:

1. Planning Context: Recent Plans and Studies
2. Regulatory Context: Downtown Parking Regulations
3. Local Agencies and Organizations
4. Demographics and Travel Behavior

The following sections provide key findings about each of the above topics; more detailed information about each section can be found in the Appendix. The primary audience for this memorandum is project team staff to ensure that the team has a shared understanding of previous and ongoing planning efforts, existing management practices, key demographic data and trends, and the existing regulatory framework.

PLANNING CONTEXT: REVIEW OF RECENT PLANS AND STUDIES

Windsor's last parking study was conducted in 2009. The parking study put forth recommendations related to parking management, code/requirement updates, and TDM. Since then, the Town has continued to build upon their policies to support their overall vision and address these issues. The toolbox that the town is considering has expanded, particularly in the realm of specific Transportation Demand Management (TDM) strategies.

The Town of Windsor adopted the Windsor Station Area / Downtown Specific Plan in 2013, which, as described in more detail in the following section, is the reigning document for parking requirements. Since the adoption of the Specific Plan, the Town has undertaken a number of studies that further develop and complement the parking and transportation (TDM) goals. These studies demonstrate that the Town of Windsor has been and continues to be progressive as it relates to parking policy.

A number of common themes related to parking have consistently appeared in the Town's planning documents overtime, including limited connectivity within Windsor and to the surrounding areas, a lack of convenient parking during events on the Town Green, and overall

perception of limited parking supply in the downtown. A review of these documents also highlights that the Town has been strategically planning for the impacts of the SMART rail, which is expected to begin service to the downtown by late 2021 or early 2022. Specifically, the Town has been strategizing about how to accommodate and actively manage commuter parking and the potential for TDM policies as they relate to mode shift.

Parking is addressed not only in parking-specific documents or sections of reports, but also throughout other planning documents focused on issues such as design, economic development, bicycle and pedestrian planning, and transportation planning in general. The incorporation of parking into more comprehensive planning efforts demonstrates how the Town of Windsor is using parking and transportation in general as tools to support multimodal access, connectivity, and dense mixed-use development in the downtown.

This memorandum reviews the following recent planning efforts (ordered by relevance to this study):

- Downtown Parking Planning Study (2009)
- Windsor Station Area / Downtown Specific Plan (2013)
- Town of Windsor 2040 General Plan (2018)
- Connecting Central Windsor (2018)
- Windsor Civic Center Visioning Plan (2017)
- Old Red Going Green (2008)
- Complete Street Design Guidelines (2013)
- Windsor Bicycle and Pedestrian Master Plan (2017)
- Class I Bicycle and Pedestrian Trails Study (DRAFT, 2018)

Each of these studies discusses issues related to parking in Downtown Windsor and puts forth recommendations for how to manage parking in the downtown going forward. The matrix on the following pages summarizes these key issues and recommendations by each planning document. The parking and TDM recommendations include of range of high-level to specific ideas depending on the focus of the study.

	Downtown Parking Planning Study (2009)	Windsor Station Area / Downtown Specific Plan (2013)	Complete Street Design Guidelines (2013)	Civic Center Visioning Plan (2017)	Windsor Bicycle and Pedestrian Plan (2017)	Town of Windsor General Plan 2040 (2018)	Connecting Central Windsor (2018)	Old Red Going Green (2008)	Class I Bicycle and Pedestrian Trails Study (2018)
MAJOR ISSUES RELATED TO PARKING									
Poor connectivity within Windsor and to surrounding areas		X		X	X	X	X	X	X
Lack of convenient parking during events on the Town Green	X	X		X		X			
Perceived limited parking supply in the downtown	X	X						X	
Challenge of how to accommodate commuter parking in anticipation of SMART rail		X				X		X	
PARKING AND TRANSPORTATION DEMAND MANAGEMENT RECOMMENDATIONS									
Establish time controls for parking spaces in the downtown (maximum 2 hours, with some 15 minute spaces)	X	X		X					
Implement targeted enforcement (using handheld ticking units or license plate recognition systems)				X					

	Downtown Parking Planning Study (2009)	Windsor Station Area / Downtown Specific Plan (2013)	Complete Street Design Guidelines (2013)	Civic Center Visioning Plan (2017)	Windsor Bicycle and Pedestrian Plan (2017)	Town of Windsor General Plan 2040 (2018)	Connecting Central Windsor (2018)	Old Red Going Green (2008)	Class I Bicycle and Pedestrian Trails Study (2018)
Develop a multimodal mobility strategy to reduce drive alone trips and reduce the demand for parking in the downtown	X	X	X	X	X	X	X	X	X
Foster a walkable downtown by enhancing the public realm, establishing and supporting pedestrian and cyclist networks, and designing the streets for multiple users	X	X	X	X	X	X	X	X	X
Encourage and expand shared-use parking in the downtown	X	X		X		X			
On event days, encourage and incentivize the use of modes other than personal vehicles	X	X				X			
Implement programs to increase carpooling	X	X							
Reduce peak-hour travel		X							

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Implement a residential permit parking program if spillover there is spillover from downtown commuter parking		X							
Consider a priced parking system and the use of parking revenues for beautification of the parking district		X							
Develop signage and wayfinding to direct residents and visitors to parking areas				X			X		
Reduce off-street parking						X			

REGULATORY CONTEXT: DOWNTOWN PARKING REGULATIONS

The 2013 Windsor Station Area / Downtown Specific Plan is the governing policy document for the downtown; thus, the parking requirements established in the Specific Plan supersede those put forth in the Town Zoning Code. The following sections provide a summary of the parking requirements by land use as put forth in the Specific Plan and also discuss relevant policies from the Zoning Ordinance, including parking reductions and requirements for mixed use development.

Parking Requirements

The Specific Plan establishes special parking requirements for residential and non-residential uses for certain zoning districts within the downtown (Figure 1). For instance, in the Town Center, there is no specific on-site parking requirement for residential uses; this is in contrast to the Town's Zoning Ordinance that requires two spaces for residential uses. In instances where the exemptions outlined in the Specific Plan do not apply, requirements are provided by land use in Chapter 27.30 in the Town of Windsor's Zoning Ordinance. The main land use categories are: manufacturing/industrial, recreation/public assembly, residential, retail, and services. Despite this organization, the code remains overly complex especially for mixed use projects in commercial mixed used zoning districts.[1]

Any development greater than 2,000 square feet shall provide the number of off-street parking spaces as specified in Chapter 27.30 of the Town of Windsor Zoning Ordinance. Since much of the growth in the downtown is likely to be small infill development, the parking requirements in the Zoning Code are unlikely to apply.

[1] Town Center (TC), Boulevard Commercial (BC) and Regional Mixed Use (RC) districts.

Figure 1 Parking Requirements by Land Use

TABLE 3-5: PARKING REQUIREMENTS BY LAND USE

Town Center		
	Minimum Off-Street Parking Requirement **First 2,000 square feet of all uses are exempt from all parking requirements.**	
	Automobile with Shared Parking[1]	**Bicycle[2]**
Non-residential Uses	To be determined by analysis using MTC Smart Growth Parking Model or another methodology acceptable to the Town. In no case shall the parking provided be less than half of the number of spaces required by the Town of Windsor Zoning Ordinance for each individual use calculated separately.	One per 5 auto spaces, located conveniently to serve customers, visitors, and employees of the project. A portion of the bicycle parking shall be located within 25 feet of the primary building entrance.
Residential	0.25 spaces per unit required for visitor parking. No separate minimum resident parking standard. Where a Conditional Use Permit is required for the use, the Planning Commission will establish the ultimate parking requirement during the Conditional Use Permit application process. Generally, maximum resident parking shall not exceed two spaces per unit.	Two per 4 residential units, unless separate secured garage space is provided for each unit. The bicycle spaces shall be secure, covered, and located conveniently for residents and visitors.
Other Uses	Refer to Zoning Code	
Compact Residential (CR) and Medium Density Residential (MDR)		
Unit Type	**Automobile Parking[1]**	**Bicycle[2]**
Studios or One-Bedroom Units	1.0 covered space per unit, plus 0.5 spaces per unit required for visitor parking.	Two per 4 residential units, unless separate secured garage space is provided for each unit. The bicycle spaces shall be secure, covered, and located conveniently for residents and visitors.
Units with Two Bedrooms or More	1.5 covered spaces per two-bedroom unit, plus 0.5 spaces per unit required for visitor parking Each additional bedroom (over two) add 0.5 spaces per unit.	

1. *Motorcycle parking can substitute for up to 10 percent of parking requirement.*
2. *No use is required to provide a total of more than 50 bicycle spaces.*

Source: Windsor Station Area / Downtown Specific Plan, 2013

Parking Requirement Reductions

Shared parking is allowed for two or more complementary uses in the TC (Town Center Commercial), BC (Boulevard Commercial), and RC (Regional Mixed Use) zoning districts, provided that the most remote space is located within 300 feet of the use it is intended to serve. However, shared parking must be approved by the Planning Director. There are also alternative (simplified) shared parking standards that apply in the TC, BC, and RC districts provided in Table 3.8 of the Zoning Ordinance (see Appendix).

In Lieu Fee for TC Zoning District

A developer may contribute a fee in lieu of required parking for a project in a TC zoning district toward a parking district improvement fund. The amount of the fee and the boundary of the parking district shall be established by Council resolution, but there is currently no town guidance or policy regarding fee setting.

Trip Reduction Requirements

The Town of Windsor has a trip reduction ordinance that applies to large employers in the town. It requires annual reporting and coordination between the employer's Transportation Coordinator and the Town's "Transportation Administrator". While this program does not include all employers and is not specific to the downtown, the program, and associated data may be a valuable starting point for downtown focused TDM program. However, since there are only a few employers with more than 100 employees in the downtown, this ordinance has limited application in the study area.

Unbundled Parking

According to the Specific Plan, resident parking may be sold or rented separate from the residential unit (commonly known as 'unbundled parking') so long as all spaces are reserved for residential tenants on the same site.

Loading Requirements

The Zoning Ordinance provides requirements for off-street loading spaces for nonresidential uses. These requirements are presented in the Appendix.

LOCAL AGENCIES AND ORGANIZATIONS

Parking is not actively managed in Downtown Windsor at this time. There are very few groups actively involved or impacted by downtown parking, they include:

- **Town departments:** Public Works (Streets), Parks and Recreation (PRD) and police for event management and code enforcement; and
- **Stakeholder groups:** The Chamber of Commerce, the Old Downtown Windsor Merchants Association and Town Green Village Association represent most business owners, employees/employers and residents in the downtown.

Transportation agencies are not currently impacted or involved with parking or major transit service to the downtown, but will have a greater role with opening of SMART train service to the downtown in 2021/2022.

DEMOGRAPHICS AND TRAVEL BEHAVIOR

This section summarizes demographic and travel trends for the Town of Windsor. The data is from the 2017 U.S. Census American Community Survey (ACS)[2] and the 2010 Sonoma County Transportation Authority (SCTA) travel demand model. The 2010 model results are used to describe downtown mode share and commute flows because the fine-grained geography of the model allows for downtown-specific results that the Census does not provide. For purposes of comparison, Windsor statistics and trends are compared to those of Rohnert Park. Rohnert Park was selected as a comparison city because it is nearby and exhibits similar characteristics in terms of size, population distribution, and function in relation to Santa Rosa as the urban center of the county.

[2] ACS data was compared to the City of Rohnert Park to provide context as a community of similar size within Sonoma County.

The Appendix includes figures that illustrate the trends discussed below.

Vehicle Ownership

- 2% of households in the Town of Windsor do not have access to a vehicle; this is consistent with Sonoma County and the City of Rohnert Park.
- Households in the Town of Windsor are more likely to own more than one vehicle than the county or nearby cities.
  - 7% of Windsor households own one vehicle;
  - 45% own two vehicles; and
  - 47% own more than three.
- Vehicle ownership rates are likely higher in Windsor than Rohnert Park and Sonoma County overall due to higher median household incomes.

Downtown Mode Share

- Single-occupancy vehicle (SOV) rate in the downtown (49%) is slightly higher than that in the town at large where SOV trips account for about 44% of all trips that start and/or end within the downtown. The SOV rate may be higher in the downtown because there are fewer family households in that area than in the community at large.
- Shared rides account for over 40% of all trips in the downtown.
- Walking/biking account for 7% of all trips in the downtown.
- Relatively very few people use transit in Windsor, with under 1% of all trips occurring on this mode.

Commuter Flows

- 11% of Downtown Windsor residents worked in the Town of Windsor in 2010.
- 89% of residents worked outside of Windsor, with the majority of commuters traveling to Santa Rosa and unincorporated areas in Sonoma County.[3]
- 13% of Downtown Windsor employees live in the Town of Windsor.
- 87% of workers lived outside of Windsor, with the majority of commuters traveling from Santa Rosa and unincorporated areas in Sonoma County.

According to the SCTA travel model, the number of trips in the study area is expected to more than double by the year 2040 while the mode share is expected to remain nearly the same as it was in 2010. However, it seems unlikely that the mode split will hold steady per this model estimate with the advent of SMART service in 2021/22. Additionally, SCTA's 2010 model does not consider the recent growth of transportation network companies (TNC's) and micro-mobility options.

[3] Expected to remain consistent through 2040 based on ABAG forecast and Windsor general plan buildout estimates.

SUPPLEMENTAL DOCUMENT REVIEW

The following sections supplement the information presented in the proceeding sections about the planning context, regulatory context, local agencies, and downtown demographics and travel trends in downtown Windsor.

Review of Recent Plans and Studies

This section discusses each of the relevant planning documents in detail. It provides an overview of each document and highlights the specific takeaways and recommendations related to parking in the downtown. This discussion elaborates upon the issues and recommendations that are summarized in the matrix presented in the *Planning Context: Review of Recent Plans and Studies* section.

Downtown Parking Planning Study (2009)

A study of parking in Downtown Windsor was completed by Walker Parking Consultants in 2009. The study examined the downtown parking supply to determine if it was adequate for existing conditions and anticipated development in downtown and to assess if the downtown needed a new parking structure. The study also reviewed traffic flow, assessing delivery truck movements, the morning commute period, and event days. The study area was bordered by Windsor Creek and major roads near the downtown. It encompassed our study area and some additional land to the south.

The study found that the parking supply in the downtown area was adequate for existing conditions. To evaluate the existing parking supply, the study team conducted inventory and occupancy counts on three days that represented typical weekday days. The survey included both public and private parking facilities to provide an overall understanding of the existing parking conditions. As shown in Figure 2, these data collection efforts observed a minimum surplus of more than 700 spaces with private parking facilities included. Looking just at public parking spaces, the survey still revealed adequate supply with a minimum surplus of 300 public parking spaces. It should be noted that the study found a localized shortage of parking near the Town Green on event days.

Figure 2 Existing Conditions (Public and Private)

	Weekday	Weekend	Event
Supply			
Off-Street	1,664	1,664	1,664
On-Street	616	616	616
Total	*2,280*	*2,280*	*2,280*
Peak Demand			
Off-Street	745	661	959
On-Street	238	192	346
Total	*983*	*853*	*1,305*
Summary			
Physical Surplus/(Deficit)	***1,297***	***1,427***	***975***
Effective Supply Surplus/(Deficit)	***1,069***	***1,199***	***747***

Source: Adapted from Walker Parking Consultants, 2009

The study also found that the parking supply in the downtown area was adequate for future build-out conditions. Figure 3 presents the projected future parking supply and demand given anticipated development. The study estimated that the effective supply would be 263 parking spaces on a weekday during an average month. The study also projected adequate supply during the month of December, the Town of Windsor's peak retail period.

Figure 3 Future Supply and Demand Projections

	Weekday	Weekend
Anticipated Supply		
Off-Street	2,382	2,382
On-Street	616	616
Total	*2,998*	*2,998*
Projected December Peak Demand		
Peak Demand	2,675	2,546
Physical Surplus/(Deficit)	*323*	*452*
Effective Supply Surplus/(Deficit)	*23*	*152*
Projected Average Month Peak Demand		
Peak Demand	2,435	2,216
Physical Surplus/(Deficit)	*563*	*782*
Effective Supply Surplus/(Deficit)	*263*	*482*

Source: Adapted from Walker Parking Consultants, 2009

The report concluded with the following parking recommendations to maintain adequate supply.

- Continue to encourage shared parking in the TC zoning district.
- Review and update ratios in Zoning Ordinance as needed.
- Implement TDM measures to reduce the employee commute drive ratio of 85 percent. Recommended TDM measures included:
  - Increase public transportation ridership;
  - Convert a portion of the reserved park & ride spaces in the commuter lot to shared-use and all-day spaces after the morning commute period;
  - Increase bicycling commute trips;
  - Implement programs to increase carpooling.
- Meter or time limit parking spaces to ensure spaces available for visitors in the downtown. The recommended time limits were two hours with some 15-minute spaces.
- Do not build a new parking structure.
- The study identified a potential site for a new parking in a parcel south of Windsor River Road, located between Windsor Road and the railroad tracks, if additional parking becomes necessary due to growing commuter needs and additional increased development.

The study also examined traffic flow based on discussions and field observations in Downtown Windsor and found that it is reasonably smooth with no excessive delays. Regardless, the study proposed a few traffic mitigation measures to ensure continued smooth traffic flow:

- Designate parking spaces for commercial delivery, and adopt a policy or create a procedure that would give local businesses an opportunity to apply for a commercial loading zone.
- Designate a preferred truck route.
- Continue shuttle service on event days and designate a passenger drop-off zone.
- Encourage carpooling on event days.

Windsor Station Area / Downtown Specific Plan (2013)

The Town of Windsor adopted its Station Area / Downtown Specific Plan in January 2012 and amended the plan one year later in January 2013. The plan puts forth a vision for Windsor's downtown area to become a transit-oriented community with an enhanced public realm. The Specific Plan is the governing policy for the downtown; thus, the parking and TDM policies put forth in this plan are the reigning policies in our study area today. These requirements are discussed in detailed in the Downtown Parking Regulations section.

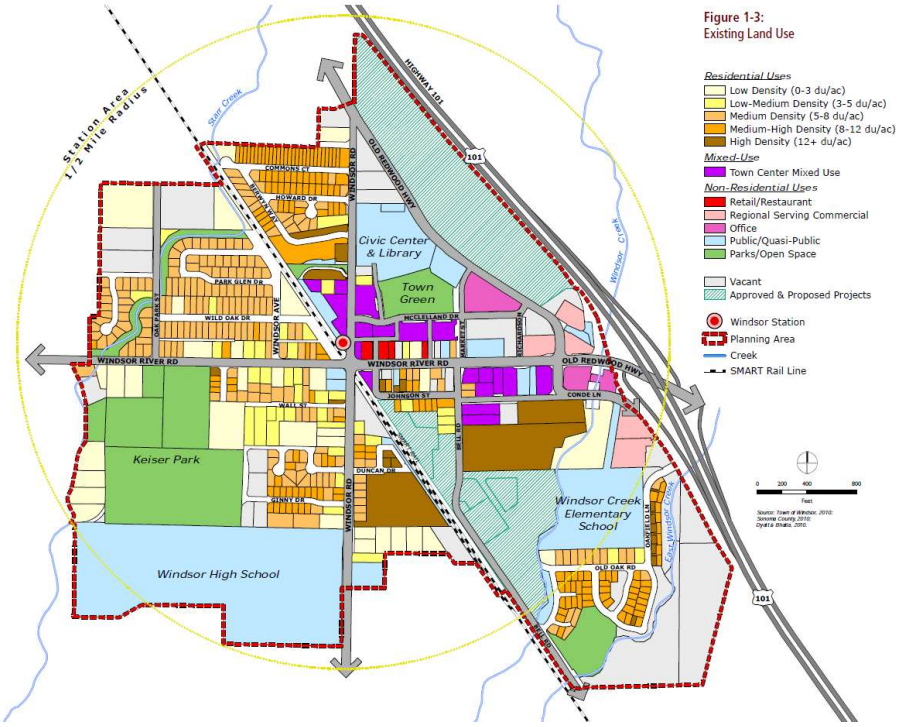
The study area for the Specific Plan was about a half-mile radius around the station. Our study area is in the middle of the Specific Plan downtown area, comprised of the blocks near the Town Green. Since Specific Plan includes a much larger area than our study area, this document only discusses the sections relevant to the land uses in our study area.

The Specific Plan was conducted in anticipation of the Sonoma Marin Area Rail Transit (SMART) rail service, expected to open in late 2021 or early 2022. The Town has already constructed the station that will be served by the SMART rail near the intersection of Windsor Road and Windsor River Road adjacent to downtown; the station is currently served by local bus service. The plan set out to establish a land use plan and policy framework; improve motorized, non-motorized, and transit connectivity; develop urban design standards and implementation strategies that promote

walkable and livable communities; prepare a comprehensive environmental document for subsequent environmental review; and work collaboratively with the community.

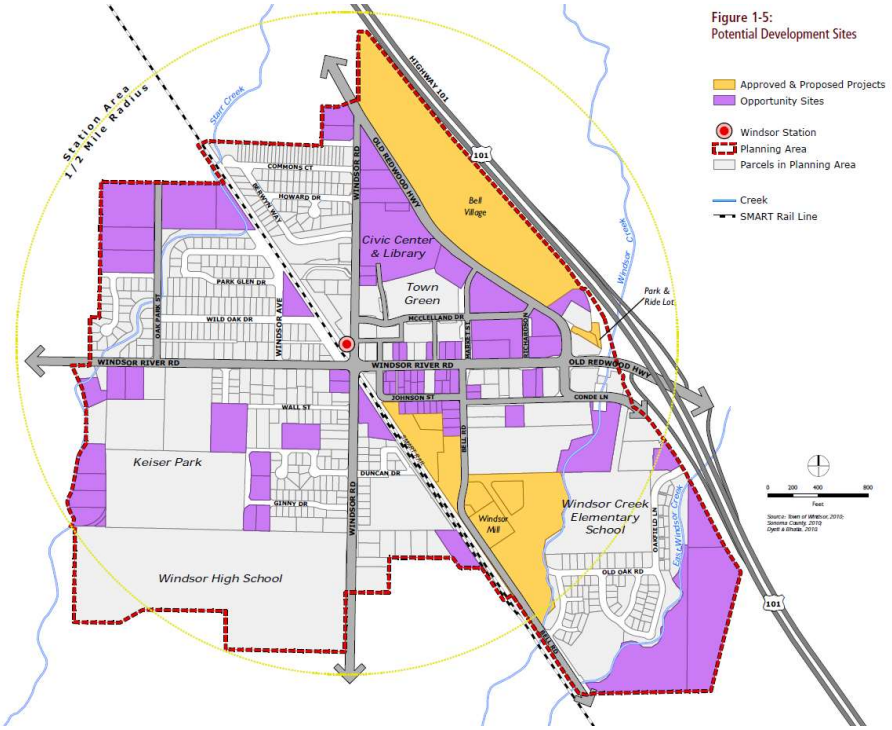
The plan provides a series of graphics that provide context about existing conditions and recommendations for the downtown area. Figure 4 shows that station area is comprised of a diverse mix of land uses, with the majority of retail, restaurants, and office uses located in the Downtown core. Figure 5 highlights that the area includes a few approved and proposed developments and a number of opportunity sites – sites identified that may have potential for land use or intensity change over the long-term. Figure 6 shows the Town's Green-Loop strategy for expansion of the downtown. Figure 7 displays the proposed improvements for the public realm with an emphasis on walkability and pedestrian orientation.

Figure 4 Existing Land Use



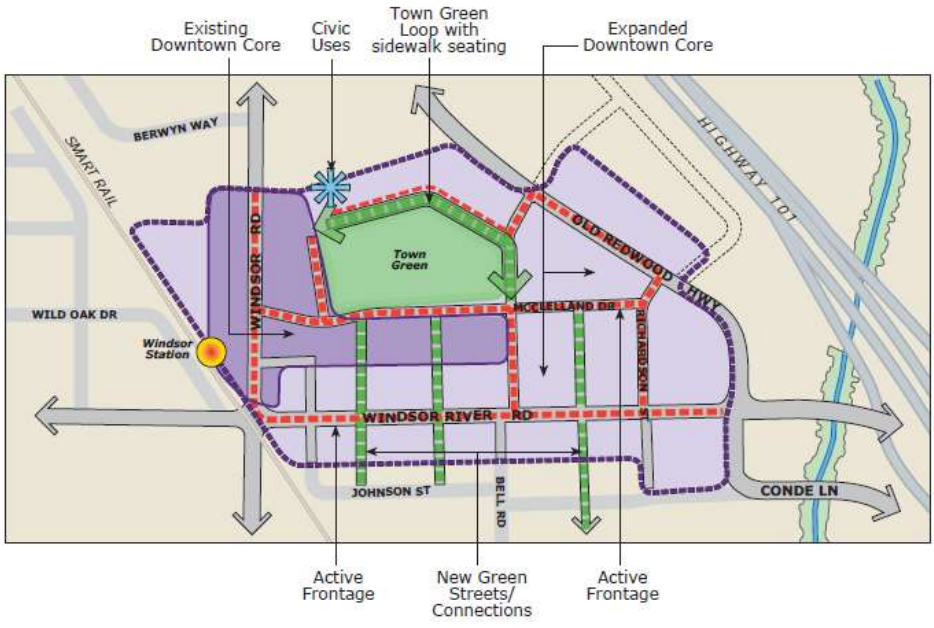
Source: Windsor Station Area / Downtown Specific Plan, 2013

Figure 5 Potential Development Sites



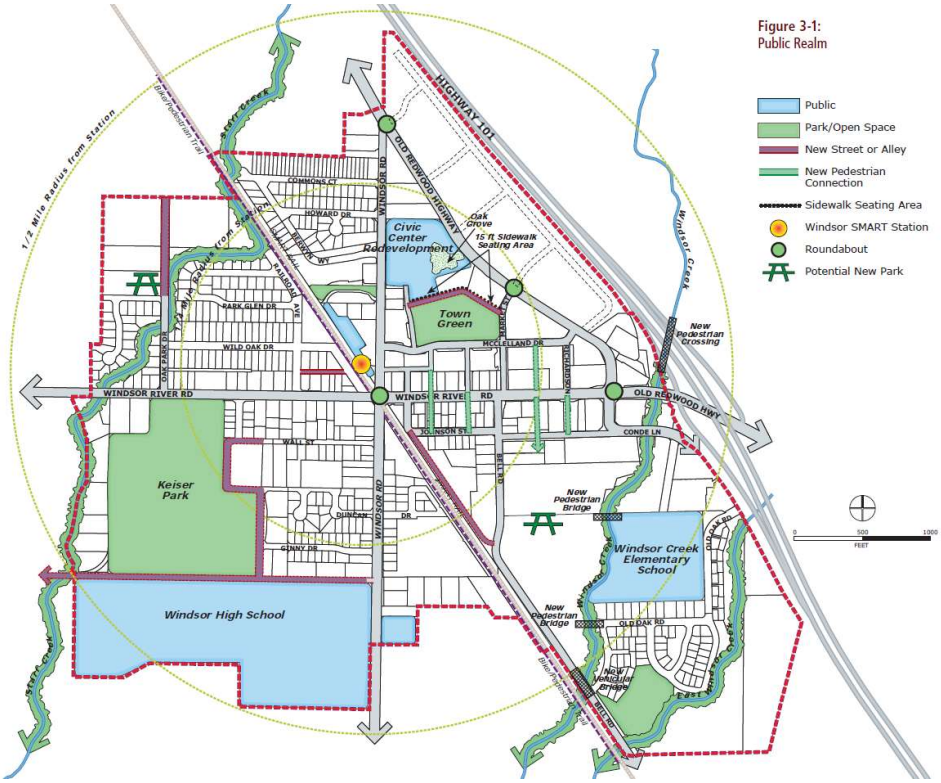
Source: Windsor Station Area / Downtown Specific Plan, 2013

Figure 6 Expanded Downtown Core Town Green Loop Strategy



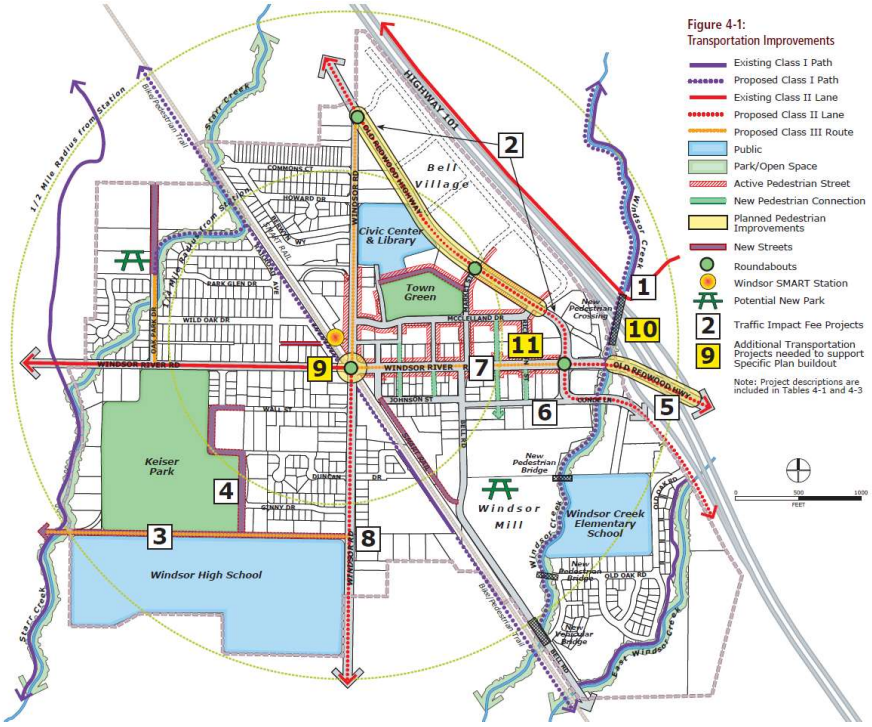
Source: Windsor Station Area / Downtown Specific Plan, 2013

Figure 7 Public Realm



The Specific Plan also includes a chapter on circulation and access that discusses standards and recommendations for the Town of Windsor's multimodal transportation system related to transit, pedestrians, bicyclists, and parking. Figure 8 displays a summary of the transportation improvements put forth in the plan.

Figure 8 Transportation Improvements



Source: Windsor Station Area / Downtown Specific Plan, 2013

Within the circulation and access chapter, the plan includes a section on parking and TDM. The plan describes Downtown Windsor as a pedestrian friendly, mixed-use, high intensity area that encourages trips to occur on foot. This environment, combined with the ability for people to park once to visit multiple destinations, reduces the need for parking. However, the plan recognizes that providing adequate parking is still important for retail success and commuter access to the station. It describes the perceived shortage of parking in the Downtown, and lack of convenient parking during events on the Town Green.

To address the parking challenges in the Downtown, the plan emphasizes the need for an integrated parking strategy that minimizes the need for constructing excessive parking while also providing adequate parking for the community, employees, and visitors. The plan also stresses the need for shared parking and a flexible approach, with a focus on TDM strategies to encourage the use of transit, bicycling, and walking, which could reduce parking demand.

Specifically, the plan seeks to accomplish two goals: 1) Balance parking need and provision with the desire to promote transit, walking, and bicycling for public and private parking; and 2) Reduce transportation demand by promoting alternative modes of transportation and ridesharing. To achieve these goals the plan recommends the below policies.

Strategies to Balance Parking and Use of Alternative Modes (as it relates to public and on-street parking)

- Provide public parking areas that provide additional access to Windsor Station, including for park and ride, and the SMART corridor bicycle and pedestrian trail.

- Maintain on-street parking where it exists, and include on-street parking in the design of new streets, to enhance access to stores and services and to establish a buffer between pedestrians and traffic.
- Implement strategies to reduce parking demand during large events, including:
  - the use of Windsor High School possibly in tandem with a shuttle
  - publicize and incentivize the use of transit to and from events
- Implement two-hour parking limits in the Downtown core, and some 15-minute spaces to accommodate loading and short visits.
- Consider a priced parking system; consider the use of parking revenues for beautification of the parking district.
- Allow all users to use the 100-space commuter parking lot at Windsor Station, except during the morning commute period.
- Implement a residential permit parking program if spillover from the commuter parking occurs.

Strategies to Balance Parking and Use of Alternative Modes (as it relates to private and off-street parking)

- Expand the current Downtown Shared Parking Policy to incorporate all properties within the Planning Area boundary.
- Design mixed-use developments to enable parking to be shared efficiently between various uses. Ensure that all shared parking lots are available for use by the public.
- Allow credit for on-street parking spaces directly adjacent to a property for visitors or retail uses, where appropriate.
- Allow 'unbundled parking' within residential development projects.
- Encourage structured, underground, or tuck-under parking in new development.
- Do not require additional parking spaces for residential units that convert to office as part of the Office Overlay.

Strategies to Reduce Transportation Demand

- Encourage and support carpooling and vanpooling by providing preferential parking at employment sites and within park and ride lots for carpools and vanpools.
- Require TDM strategies as part of the approval process for development in the Planning Area. TDM strategies should promote alternative modes of transportation; promote car sharing; reduce peak-hour travel; and promote bicycling to work.

Town of Windsor 2040 General Plan (2018)

The Town of Windsor adopted its 2040 General Plan in April 2018. The 2040 General Plan is the town's second general plan since its incorporation in 1992. The plan lays out the town's vision for the future and establishes goals, policies, and implementation programs to achieve its vision. The future vision includes six overarching goals:

- Provide a safe and walkable environment for residents and visitors;
- Foster diversity, collaboration, and civic engagement;
- Promote healthy and active lifestyles for all ages;
- Demonstrate leadership and innovation in sustainable practices, development, and public infrastructure;
- Support a vibrant local and regional economy;
- Value mobility and accessibility via walking, biking, and high quality public transit.

The General Plan includes seven state-mandated elements, three of which discuss policies relevant to parking and TDM: 1) transportation and mobility, 2) land use and community design, and 3) economic development. The transportation and mobility element describes the town's goals around parking and other transportation issues, including a multimodal circulation system, complete streets, interconnected streets, a walkable and bikeable community, public transit, aviation, goods movement, funding mechanisms, and regional coordination. This element provides the most relevant policies to parking and TDM.

The plan establishes the following goal for parking: *"Provide a comprehensive parking system Townwide that serves the needs of residents and businesses, while supporting alternative modes of transportation."* Accordingly, the plan outlines ten policies to achieve this goal.

1. **Provide adequate townwide parking** while continuing to promote alternative modes of transportation. (M-6.1)
2. **Enhance parking lot design** through location, design, landscaping, and lighting considerations. (M-6.2)
3. **Reduce heat island effect in parking lots** using measures such as trees and vegetation, solar arrays to create shade, and light-colored surfacing materials. (M-6.3)
4. **Encourage parking off-sets** for developers and employers to offer programs (e.g. transit passes and other transit enhancements) to reduce parking demand and consider reduced parking requirements in instances when such programs are offered. (M-6.4)
5. **Reduce off-street parking** to facilitate traffic flow and accommodate bicycle lanes if insufficient width exists otherwise and all other appropriate street modifications are determined to be infeasible. A study would be needed to assess this action. (M-6.5)
6. **Consider eliminating or reducing minimum parking standards** for private vehicles in transit-oriented developments, mixed-use developments, affordable housing developments, and developments in high density areas. A study would be needed to assess this action. (M-6.6)
7. **Consider creative and flexible solutions to manage the Downtown parking supply and demand.** Such solutions could include a review of current parking requirements for private development projects in the area, increasing the supply of on- and off-street public parking facilities, and implementation of time-based parking controls. (M-6.7)
8. **Support parking for alternative fuel vehicles** such as electric vehicles, carpools, and hybrids. (M-6.8)
9. **Ensure school sites provide adequate parking** to avoid off-site parking. (M-6.9)
10. **Consider impacts of driverless vehicles on parking demand.** (M-6.10)

The General Plan includes implementation programs for a few of the aforementioned parking policies:

- Develop and implement a Downtown Parking Strategy. (ongoing)
- Review and update parking standards to reduce parking and encourage shared parking and alternative modes while maintaining adequate supply. (ongoing)
- Increase on-site school parking where necessary and feasibility. (ongoing)

As previously mentioned, the General Plan land use and economic development elements also include policies related to parking.

- **Maintain adequate parking supply** in the Downtown/Station Area to meet the demands of visitors and riders of the SMART rail. Implement policies that adapt to innovations and technologies which may lessen the need for traditional parking models. (LU-10.6)
- **Develop and implement multiple parking strategies** to increase the parking supply and manage parking demand downtown. (ED-2.7)

Connecting Central Windsor (2018)

The Connecting Central Windsor study examined bicycle and pedestrian access in Central Windsor, with a focus on the lack of connectivity between the east and west sides of town due to U.S. 101. This study, conducted by Steven Grover & Associates in 2018, analyzed the existing constraints and challenges around the connectivity, or lack thereof, in Central Windsor and developed and assessed alternative solutions. The study area was centered on the intersection of Old Redwood Highway and U.S. 101 and includes Windsor's downtown area.

Connecting Central Windsor examined alternatives for improving connectivity that fell under three umbrellas: 1) placemaking and pathmaking, 2) Old Redwood Highway Corridor improvements, and 3) a new crossing of U.S. 101 at Central Windsor. The analysis considered both user experience and engineering feasibility perspectives. The user experience criteria included safety for all travel modes, comfort, wayfinding, access options for pedestrians and cyclists. The engineering feasibility criteria examined cost, constructability, agency review processes, compatibility with future development plans, flooding potential, and traffic impacts. Ultimately, their analysis put forth the following recommendations:

- Develop a new pedestrian and bicycle overcrossing of U.S. 101; do not develop an undercrossing.
- Develop pedestrian and cyclist connectivity and cohesiveness in Central Windsor and study additional ways to improve safety and efficiency of active transportation.
- Improve existing Highway 101 underpass conditions.

Windsor Civic Center Visioning Plan (2017)

The Windsor Civic Center Visioning Plan developed a vision for the Town Green's role as a growing civic center. The plan emphasizes that parking nearby the Town Green needs to be addressed within a comprehensive multimodal mobility strategy for the town. The visioning document references the Walker Parking Consultants 2009 study, emphasizing that the existing parking supply is more than adequate to accommodate parking demand generated by the Town Green (on non-event days). The plan builds upon this previous study and incorporates feedback from interviews with community leaders and key stakeholders to develop a set of recommendations for parking near the Town Green.

The vision's site plan directly impacts parking in the civic center. First, the plan recommends relocating the Town Hall and replacing the existing Town Hall buildings with shared surface parking to allow shared use between offices during business hours and retail to the south during evenings and weekends. The plan suggests that this lot incorporate best practices in managing and treating surface runoff and encourages the use of permeable paving materials for parking stalls. The plan also recommends a 1-level basement parking structure to fulfill residential and some retail parking needs under a mixed-use block, and a parking ratio that conforms to the Institute of Transportation Engineers (ITE) guidelines for shared parking in mixed use districts.

All residential uses would be self-parked in the same block, and non-residential uses would share on-street and off-street parking in the Civic Center area.

The visioning plan also emphasizes the value of parking management strategies in alleviating congestion, influencing mode choice, and ensuring that customer parking is available close to destinations while encouraging employees to use off-street parking facilities. Accordingly, the plan recommends the following low-cost parking management strategies:

- **Parking time limits** to encourage customer turnover and prevent spillover sites that attract people who want to park for a longer period of time. The study recommends that the Town evaluate time limits that allow for a maximum of one to three hours for on-street spaces and four hours for off-street spaces, with some 15 minute spaces to accommodate loading and quick trips on busy blocks.
- **Targeted enforcement** using handheld ticketing units or license plate recognition systems. The visioning plan suggests that the Town consider targeted part-time enforcement during peak hours (e.g. noon to 4 pm on weekdays or during events) with varying days of the week. The plan also recommends that the Town consider ambassador parking enforcement who would enforce parking regulations while also providing information and guidance in an approachable manner.
- **Signage and wayfinding** to direct residents and visitors to parking areas and reduce circling for parking. The plan suggests that signage can help direct drivers to underutilized off-street facilities and maximizing the availability of on-street parking.

The plan recommends that longer-term parking management strategies, such as pricing and transportation demand management programs, should be analyzed further and considered in future parking studies.

Old Red Going Green (2008)

In 2008, a Sustainable Design Assessment Team (SDAT) worked with the citizens of Windsor to address key issues facing the community. The team focused its assessment on the town center near where the Old Redwood Highway ("Old Red") transects Highway 101, a complex intersection that creates barriers within the town. The group examined cross-cutting issues, including land use planning, housing affordability, energy, transportation, and economic development opportunities. The report summarizes their assessment and recommendations related to each of these issues.

Parking is identified as an issue in the economic development and transportation sections of the report. From a business opportunity perspective, the group identified "perceived limited parking inventory" as a weakness and the "potential to become nothing more than a parking lot for commuters once rail service is established" as a threat to the town center. The report emphasizes that the town should focus its efforts on managing downtown parking rather than expanding inventory. It recommends that Windsor take the following next steps in regards to parking management:

- Identify and prioritize different kinds of parking as a way of providing incentives for more sustainable transportation behavior.
- Actively manage downtown parking spaces and ensure that valuable on-street space is allocated efficiently in anticipation of the SMART rail.

- Consider parking for bicycles, scooters, disabled persons, zero emission vehicles, short-term retail parking, load zones, transit bus layover, carpool, long-term commuter parking, and on-street vs. off-street.
- "Remember, there are no great downtowns with a parking 'problem'."

Complete Street Design Guidelines (2013)

Complete Street Design Guidelines for the Town of Windsor were developed by W-Trans in 2013. The Complete Street Design Guidelines incorporate concepts for all users, including pedestrians, bicyclists, transit riders, and drivers of passenger cars, busses, and trucks, into street design. These guidelines are intended to provide unified set of design principles to implement the Town's General Plan policies related to the design and function of its streets.

The guidelines highlight that street parking is considered an important community commodity and suggest that most streets should be designed to provide on-street parking, dependent upon nearby land uses and the proximity of other parking facilities. Parking lanes add to the width of a street and can generate unintended consequences such as unsafe, higher travel speeds. Accordingly, the guidelines also recommend that designers consider where parking lanes are not necessary, where they are located, and how wide they need to be. They also acknowledge the conflict that can occur between motorists and bicyclists near parking facilities. Thus, the guidelines suggest that design features should be provided near high turn-over parking spaces to increase awareness and interactions between these two users of the street.

The guidelines include a set of street classifications that incorporates detailed lane width descriptions. Each street classification includes a unique combination of lanes, including lanes for parking, bicycle, traffic flow, and/or a center turn lane. Figure 9 outlines the recommended widths for parking lanes in each type of street.

Figure 9 Summary of Street Design Elements

Summary of Street Design Elements

Lane Function Component	Crosstown Street Type				Local Street Type						
	Boulevard			Rural Lane	Connector	Commercial Street	Industrial Street	Residential Street	Narrow Residential Street	Private Driveway	Alley
	5 Lane	3 Lane	2 Lane								
	ADT 10,000-35,000	ADT 7,000-15,000		ADT 5,000-15,000	ADT 4,000-8,000	ADT 2,000-7,000	ADT < 2,000	ADT < 2,000	ADT < 200	≤ 4 lots	Secondary Access
Pedestrian Areas [A] *(2 of each where used)* [B]											
Landscape Zone (includes curb) [C]	6	6	6		5	5 (tree well)	5	5			
Sidewalk (excludes landscape)	6-8	6-8	6-8	6 (path)	6	8 or 11 [D]	6	6	6 [B,E]		
Sub-total pedestrian area width	*12-14*	*12-14*	*12-14*		*11*	*13-16* [D]	*11*	*11*	*6*	*0*	*0*
Medians and Center Lane *(only 1 applies)*											
Turn Lane or Median with Limited Landscaping	10	10		10							
Median with Trees	16	16		16							
Vehicle Travel Lanes *(2 of each where used)*											
Inside Lane	10										
Outside Lane [F]	11	11	11	11	10	11	11	10	12	10 [G]	10
Bike Lane/Area	6	6	6	6 [H]	Shared	Shared	Shared	Shared	Shared		
Parking Lanes											
No Parking	0 [I]			0					0	0	0
Parallel One Side		8				8					
Parallel Both Sides		16	16		16	16	16	14			
Buffer Zone		4 [J]	4 [J]			4 [J]				5 [K]	5 [L]
Angled Parking One Side [M]			19			19					
Angled Parking Both Sides [M]		38	38			38					
Total Width (to back of walk)	**88 92 94 98**	**Varies**	**Varies**	**Varies**	**58**	**64 70 79 100**	**60**	**56**	**30**	**25**	**20**

Notes: Blank table cells indicate that the configuration is not under consideration for this street type. Values are in feet unless otherwise noted
[A] Adjacent to pedestrian areas, additional building setbacks may be required based upon zoning and adjacent land use
[B] Only one is used on Narrow Residential Street types and possibly Rural Lanes depending on location
[C] Landscape zones may be planter strips or tree wells. Tree wells are essential adjacent to commercial and multi-family land uses, and a combination of the two, and optional elswehere
[D] Where building is located at back of sidewalk
[E] Excludes curb width
[F] Outside lane widths must be increased by one foot where bike lanes or parking lanes are not provided, for gutter pans (maximum 12 feet)
[G] If drainage design requires curb and gutter, increase lane width to 12 feet
[H] Bike lane provided on urban side and possibly on rural side if wide shoulder is present
[I] Unless provided in parking bays
[J] For angled parking
[K] For landscaping
[L] Minimum width to structures
[M] Provided only on low speed streets

Source: Complete Street Design Guidelines, W-Trans (2013)

The document highlights a set of specific parking recommendations for crosstown streets:

- Parking is not typically provided on five-lane boulevards so as to maximize vehicle traffic capacity.
- Parallel parking lanes should be eight feet wide on two- or three-lane boulevards.
- A four-foot buffer zone should be provided behind angled parking spaces to reduce conflict between motorists and bicyclists.
- Angled parking designs can be installed on low speed two- and three-lane boulevards, and on local commercial streets where streets are wide yet travel volumes do not necessitate additional travel lanes.

The report also outlines a set of specific parking recommendations for local streets:

- Eight-foot parallel parking lanes are appropriate on connector streets and commercial and industrial local streets.
- Seven-foot wide parking lanes are appropriate on residential neighborhood streets.
- No street parking is necessary on alleys, private driveways, or narrow residential neighborhood streets with expected low parking demand or available off-street parking.

The guidelines also emphasize that pedestrian safety is a priority and employs associated designed strategies. The following design principles demonstrate the prioritization of pedestrians:

- Use parking – as well as planter strips and tree-well/all-weather surfaces – as a buffer zone in between pedestrians and moving vehicles.
- Prioritize sidewalks over on-street parking in constrained right-of-ways in order to accommodate two sidewalks on all Windsor streets, except for Rural Lanes and Narrow Residential Streets.
- Extend the sidewalk into the parking lane ('curb extensions') to increase the visibility of pedestrians to drivers and to decrease crossing distance and time for pedestrians.
- Use shared lane markings ('sharrows') to provide a space for bicyclists and reduce weaving in and out of adjacent parking lanes.

Windsor Bicycle and Pedestrian Master Plan (2014)

The Sonoma County Transportation Authority (SCTA) prepared this plan to update the Town of Windsor's 2008 Bicycle and Pedestrian Master Plan. The updated plan puts forth a comprehensive vision for a bicycle and pedestrian system in Windsor and recommends a set of projects, programs, a policies to achieve its vision. The plan's recommendations aim to achieve the following objectives:

- **Countywide Bicycle and Pedestrian Network:** Establish a comprehensive countywide bicycle and pedestrian transportation system.
- **Design:** Utilize accepted design standards and complete streets principles for the development of bicycle and pedestrian facilities.
- **Multimodal Integration:** Develop and enhance opportunities for bicyclists and pedestrians to easily access other modes of transportation.
- **Comprehensive Support Facilities:** Encourage the development of comprehensive support facilities for walking and bicycling.
- **Education and Promotion:** Develop programs and public outreach materials to promote bicycle and pedestrian safety and the benefits of bicycling and walking.
- **Safety and Security:** Create countywide pedestrian and bicycle networks that area, and area perceived to be, safe and secure.
- **Land Use:** Encourage smart growth land use strategies by planning, designing and constructing bicycle and pedestrian facilities in new development.
- **Planning:** Continue to support bicycle and pedestrian efforts with data measurement, analysis, and ongoing planning.
- **Maintenance:** Maintain and/or improve the quality, operation, and condition of bicycle and pedestrian infrastructure.
- **Funding:** Maximize the amount of funding for bicycle and pedestrian projects and programs throughout Sonoma County, with an emphasis on implementation of this plan.

The inherent connection between bicycle and pedestrian networks and parking is explicitly referenced in the land use objective of the plan. Specifically, the plan suggests that the Town of Windsor consider allowing tandem parking for residential development in areas where on-street parking may conflict with development of Class II bikeways. While the study proposed over 22 miles of bikeways that received a preliminary feasibility evaluation, the plan did not determine specific project impacts on parking.

Class I Bicycle and Pedestrian Trails Study, Draft (2018)

The Town of Windsor is in the process of developing a Class I Trails Study and released a draft on October 12, 2018. The study assesses the existing and proposed trails in the Town of Windsor and ultimately recommends improvements to existing trails and new trails to improve connectivity within Windsor and to the surrounding areas. The study builds on the 2014 Bicycle and Pedestrian Master Plan, discussed previously in this memorandum. The draft plan developed a set of screening and raking criteria to establish priorities for implementation; outlined implementation steps; and provided design guidelines, accessibility standards, and details about trail infrastructure. The plan mentions parking in its description of Class IV separated bikeways, suggesting that on-street parking could be used to separate vehicle and bicycle traffic.

Downtown Parking Regulations

Figure 10 and Figure 11 provide detailed information regarding shared-use parking and loading requirements, as described in the *Regulatory Context: Downtown Parking Regulations* section.

Figure 10 Alternative Shared-Use Parking Standards for TC, BC, and RC Zoning Districts

Use	Minimum Parking Ratios
New construction of office or hotel uses on sites greater than 20,000 sq. ft.	Excluded from use of shared-use parking standards.
Residential uses not part of a mixed use project.	Excluded from use of shared-use parking standards.
Retail Commercial on any size site	3 spaces for each 1,000 sq. ft. of floor area
Office uses on sites less than 20,000 sq ft	
Banks, savings and loans, other financial institutions	2.5 spaces for each 1,000 sq. ft. of floor area
Medical or dental offices	2.5 spaces for each 1,000 sq. ft. of floor area
Professional and other offices	2.5 spaces for each 1,000 sq. ft. of floor area
Public assembly on any site	
Movie or performance	1 space for each 7 seats, plus 5 for employees
Museum	3 spaces for each 1,000 sq. ft. of floor area
Restaurants	
Restaurant, deli, coffee house, juice bar under 1,000 sq. ft. of usable area	No parking required.
Restaurant over 1,000 sq. ft. of usable area	6 spaces for each 1,000 sq. ft. of floor area
Outdoor dining areas associated with a restaurant	No parking required.

Source: Town of Windsor Zoning Ordinance, Chapter 27.30, Table 3-8

Figure 11 Required Loading Spaces

Type	Loading Spaces Required
Commercial uses	1 space for each 10,000 sq. ft. of floor area.
Manufacturing, research and development, institutional, and service uses	1 space for each 10,000 sq. ft. of floor area.
Office uses and public uses	1 space for each 25,000 sq. ft. of floor area.

Source: Town of Windsor Zoning Ordinance, Chapter 27.30, Table 3-11

Local Agencies and Organizations

There are multiple agencies and organizations that deal with parking in Downtown Windsor. This section describes relevant stakeholders, including the Town of Windsor, the local business associations, and transportation agencies.

Town of Windsor

The Town of Windsor is responsible for parking, and that responsibility rests largely in the public works department (streets and engineering), parks and recreation and police department. Other departments in the town that have an interest is community development with respect to its impact on future development in the town. Other employees of the Town include the Town Library and the Windsor Unified School District. The town sets aside parking spaces for employees at these locations.

Local Business Associations

Three local business associations in the Town of Windsor have a stake in parking in Downtown Windsor: the Town Green Village Association, the Chamber of Commerce, and the Old Downtown Windsor Merchants Association.

Town Green Village Association

The Town Green Village Association is a downtown homeowners association. This group is relatively active in downtown-related activities.

Chamber of Commerce

The Windsor Chamber of Commerce is a voluntary organization that was augmented in August 1965. Windsor's Chamber represents about 300 businesses in Windsor, including service clubs, healthcare professionals, non-profits, faith-based organizations, retailers, and manufacturers. The Chamber's missions is to strengthen the local economy by promoting the community, providing networking opportunities, and representing the interests of business.

Old Downtown Windsor Merchants Association

The Old Downtown Windsor Merchants Association formed in 2009. From 2004-2009, the downtown businesses collectively pooled money via the Town's Business Improvement District (BID); however, in 2009 the City Council disbanded the tax district and formed the non-profit Old Downtown Windsor Merchants Association. The association raises funds through local events, such as summer concerts.

Large Employers

Large employers, such as Staubli and Oliver's Market also are intimately involved in downtown parking issues.

Transportation Agencies

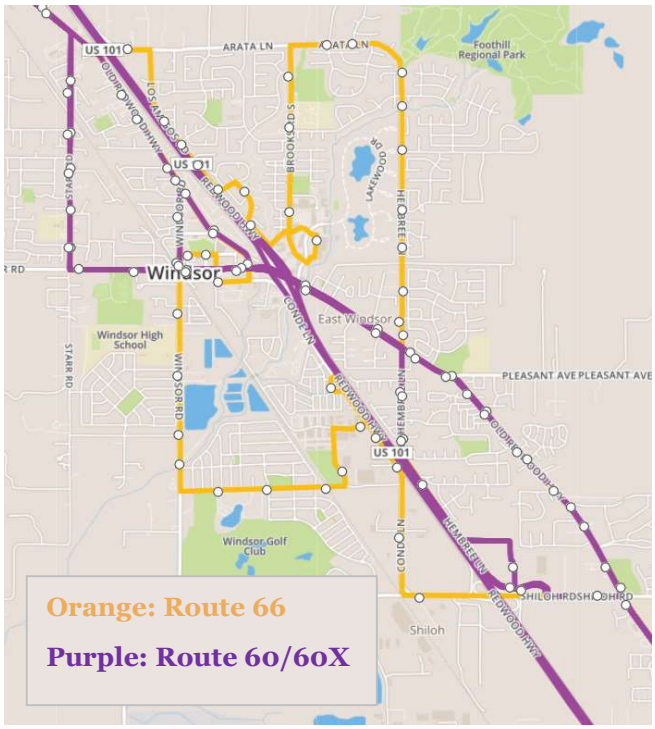
Agencies of varying scales oversee the transportation network within Windsor. Two transit agencies provide bus service with and to/from the town (Sonoma County Transit and Mendocino Transit Authority), one rail agency will provide commuter rail service upon completion of rail line improvements (Sonoma Marin Area Rail Transit), a regional body coordinates countywide

planning and prioritizes transportation funding (Sonoma County Transportation Authority), and the state Department of Transportation (CalTrans) manages the freeways that pass through the town.

Sonoma County Transit

Sonoma County Transportation Authority (SCT) is the primary operator of transit service in the Windsor area. SCT provides one local route, Route 66, a loop service that connects major destinations throughout the town. SCT also provides two inter-city routes, Route 60/60X and 56 that offer regional north-south service to communities along the Highway 101 corridor, including Santa Rosa and Cloverdale. In Santa Rosa, riders can transfer to Golden Gate Transit bus routes that connect to cities further south in Sonoma, Marin, and San Francisco counties. Figure 12 displays the local and intercity SCT bus routes in Windsor.

Figure 12 Sonoma County Transit Bus Service in Windsor



Source: Sonoma County Transit Interactive Web Map: http://sctransit.com/wp-content/map/

Note: Route 56 is not shown on the above map because its service is almost entirely duplicative of the Route 60/60X service; thus, the route is hidden under the Route 60/60X line.

Mendocino Transit Authority

Mendocino Transit Authority (MTA) provides interregional service with one route, Route 65 (CC Rider) that connects Windsor with the Northern Mendocino Coast and Santa Rosa to the south.

Sonoma-Marin Area Rail Transit

The Sonoma-Marin Area Rail Transit (SMART) train is expected to extend commuter rail service to Windsor by late 2021 of early 2022. The SMART rail system currently runs from San Rafael to the Sonoma County Airport, which is located just south of downtown Windsor. Service on this first section of the SMART rail began in the summer of 2017. The station for the SMART rail service opened in 2007 in anticipation of the SMART rail service and currently serves local and regional bus routes.

Figure 13 Mendocino Transit Authority Map



Source: Mendocino Transit

Sonoma County Transportation Authority

The Sonoma County Transportation Authority (SCTA) is a coordinating agency for local elected officials from Sonoma County's nine cities. The SCTA manages countywide planning and funding and provides a platform for officials to engage with countywide, regional, state, and federal transportation issues. The SCTA was created in 1990 and in 2004 expanded its responsibilities to include management of the Measure M sales tax program, which includes roadway, transit, bicycle, and pedestrian projects.

Caltrans

Caltrans is the State of California's Department of Transportation. Caltrans manages the state's highway system, provides inter-city rail services, and permits airports and heliports. The agency's missions is to "provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability."

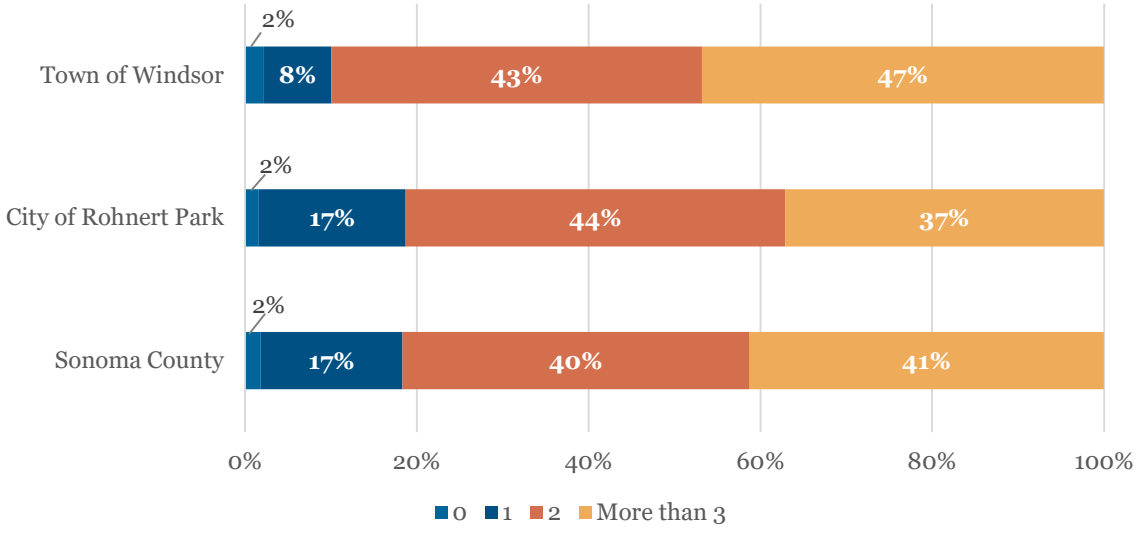
Downtown Demographics and Travel Behavior

This section describes vehicle ownership, mode share, and commute flows in Windsor. The mode share and commute flow figures are based on outputs from the most recent SCTA travel model in 2010. As described in the *Downtown Demographics and Travel Behavior* section, the SCTA travel model is used because the travel model analysis zones closely align to the study area boundary. Similar metrics and more recent data could be obtained from the Census; however, the geographic scale of this data would not align with the study area since the census boundaries in Windsor encompass a much larger area than the downtown. As noted earlier, trends in Windsor are compared to those in Rohnert Park. Rohnert Park was selected as a comparison city because it is nearby and exhibits similar characteristics in terms of size, population distribution, and function in relation to Santa Rosa as the urban center of the county.

Vehicle Ownership

Approximately 2% of households in the Town of Windsor do not have access to a vehicle, which is consistent with the rate of vehicle ownership in the rest of Sonoma County and the nearby City of Rohnert Park. However, households in the Town of Windsor are more likely than the average Rohnert Park or Sonoma County resident to own more than one vehicle. Just 7% of Windsor households own one vehicle, while 45% own two vehicles and 47% own more than three. Vehicle ownership rates are likely higher in Windsor than Rohnert Park and Sonoma County overall due to higher median household incomes. No data is readily available for vehicle ownership for the downtown study area specifically.

Figure 14 Vehicle Ownership in the Town of Windsor, City of Rohnert Park, and Sonoma County, 2017



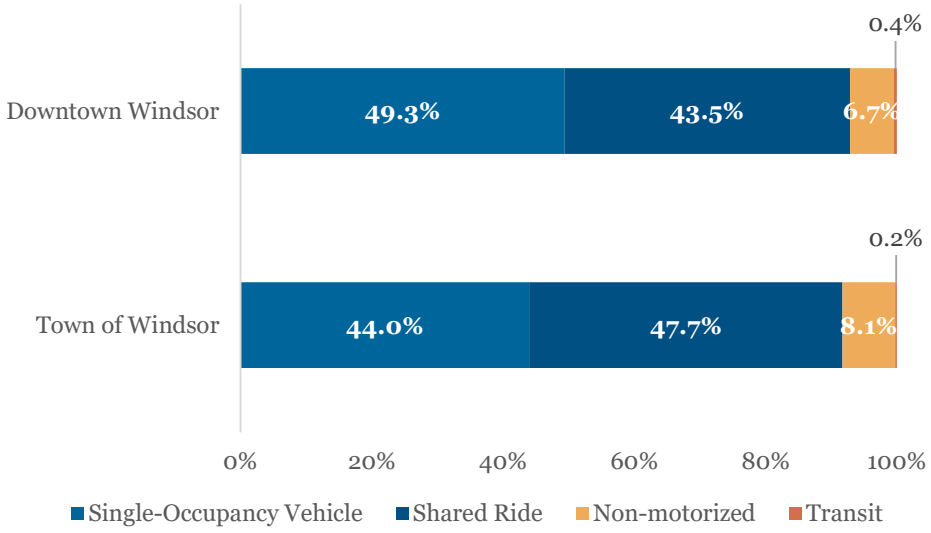
Source: American Community Survey (ACS), 2017 5-year estimates

Downtown Mode Share

Single-occupancy vehicle (SOV) trips account for nearly half of trips that start and/or end within the downtown Windsor study area. The SOV rate in the downtown is slightly higher than that in the town at large where SOV trips account for about 44% of all trips. Trips that occur in a vehicle

– SOV or shared ride – account for just over 90% of all trips in both the downtown and the town at large. The majority of the remaining trips occur using non-motorized modes. Relatively very few people use transit in Windsor, with under 1% of all trips occurring on this mode.

Figure 15 Mode Share of All Trips in Downtown Windsor and the Town of Windsor, 2010



Source: SCTA Travel Model

Note: All trips include all person trips that start and/or end in the zone.

According to the Sonoma County Transportation Authority (SCTA) travel model, the number of trips in the study area is expected to more than double by the year 2040 while the mode share is expected to remain nearly the same as it was in 2010. However, it seems unlikely that the mode split will hold steady with the advent of SMART service in 2022. The need to strategically assess and manage parking in the downtown area will become even more important as the town experiences this increase in trips of all modes and particularly vehicle trips.

Commuter Flows

According to the SCTA travel model, approximately 11 percent of Downtown Windsor residents worked in the Town of Windsor in 2010. The remaining 89 percent of residents worked outside of Windsor, with the majority of commuters traveling to Santa Rosa and unincorporated areas in Sonoma County. Figure 16 shows the work location of all downtown residents. Commute flows are anticipated to remain somewhat similar through 2040 under both the Association of Bay Area Governments' market-based forecast and the Town of Windsor's General Plan build out estimates.

Figure 16 Work Location of Downtown Residents

Work Location	2010	2040 (ABAG)	General Plan Build Out
Santa Rosa	39.1%	36.5%	36.6%
Unincorporated Areas	15.8%	17.4%	17.8%
Windsor	11.0%	13.5%	12.3%
Rohnert Park	7.9%	7.3%	7.4%
Petaluma	6.8%	6.7%	7.1%
Outside Sonoma County	6.8%	4.8%	5.1%
Healdsburg	6.3%	7.0%	6.7%
Sebastopol	2.4%	2.2%	2.2%
Cloverdale	1.9%	2.6%	2.5%
Cotati	1.3%	1.2%	1.2%
Sonoma	0.8%	0.7%	1.0%

Source: SCTA Travel Model

The SCTA travel model estimates that 13.2 percent of Downtown Windsor employees live in the Town of Windsor. The remaining 87 percent of workers lived outside of Windsor, with the major of commuters traveling from Santa Rosa and unincorporated areas in Sonoma County.

Figure 17 details the home location of all downtown workers.

Figure 17 Home Location of Downtown Employees

Home Location	2010	2040 (ABAG)	General Plan Build Out
Santa Rosa	35.4%	35.8%	35.3%
Unincorporated Areas	22.2%	20.9%	21.1%
Windsor	13.2%	12.5%	13.8%
Outside Sonoma County	6.5%	9.3%	8.5%
Rohnert Park	6.3%	6.0%	6.0%
Healdsburg	5.3%	4.7%	4.4%
Petaluma	4.3%	4.2%	4.2%
Cloverdale	3.1%	3.2%	3.0%
Sebastopol	1.6%	1.4%	1.4%
Cotati	1.2%	1.2%	1.2%
Sonoma	0.8%	0.8%	1.2%

Source: SCTA Travel Model