



TOWN BOARD WORK SESSION

September 17, 2012 – 5:00 P.M.

Community Recreation Center – Aspen Room

250 N. 11th Street, Windsor, CO 80550

The Town of Windsor will make reasonable accommodations for access to Town services, programs, and activities and will make special communication arrangements for persons with disabilities. Please call (970) 674-2400 by noon on the Thursday prior to the meeting to make arrangements.

GOAL of this Work Session is to have the Town Board receive information on topics of Town business from the Town Manager, Town Attorney and Town staff in order to exchange ideas and opinions regarding these topics.

Members of the public in attendance who have a question related to an agenda item are requested to allow the Town Board to discuss the topic and then be recognized by the Mayor prior to asking their question.

This meeting will not be recorded or televised

AGENDA

1. Strategic Plan Wrap Up – K. Arnold
2. Water & Sewer Rates – D. Moyer
3. Future Meetings Agenda
4. Adjourn



MEMORANDUM

Date: September 17, 2012
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Lindsey Blomberg, Management Assistant
Re: Comments on Draft Strategic Plan

Background / Discussion:

The 2012 Draft Strategic Plan has been viewed by several advisory boards, attendees of the Town Hall Meeting, and online through Community Voice. All comments were collected and are attached. Summaries from each of the outreach attempts are below.

Town Hall Meeting

Top Priorities

1. *Promote a "One Windsor-One Community" philosophy*
2. Tie between *Promote opportunities for primary employment* and *Address new water system needs*
3. Tie between *Encourage successful community-supported events* and *Support the DDA*

The common themes from each group's notes were concerns with:

- Oil and Gas
- Rail impacts
- Debt/financial responsibility
- Safety at parks
- Trail connections and safety
- Special events- more marketing, charging fees, and tracking ROI

Community Voice (Website)

- Only 4 people commented on the draft strategic plan.
- All comments were positive
- One new idea was added that suggested providing more opportunities for teens/preteens to keep them off the streets.
- There were a couple comments from one person about communication with businesses regarding special event scheduling and "how businesses can add to the diverse and healthy lifestyle choices in leisure, cultural activities and recreation is needed."
- There were also two comments supporting the addition of an indoor pool to the rec center.

District 3 Comments

Attached

Advisory Boards

No significant advisory board comments have been received up to this point.

Recommendation:

Staff has reviewed the notes and developed items to be considered as additions to the Strategic Plan.

1. **Add fiscal responsibility to Mission Statement.** New Mission Statement would read:

The Town of Windsor strengthens community through the fiscally responsible and equitable delivery of services, support of hometown pride, and encourages resident involvement.

2. **Specifically address oil and gas management. Two options:**

- a. Goal #1: Build Community Spirit and Pride, Priority G- Lead through stewardship of natural resources. Add oil and gas as a fourth Plan of Action item.

Or:

- b. Goal #3: Diversify, Grow, and Strengthen the Local Retail and Industrial Economy. Add a new Priority (D) to address oil and gas.

Attachments:

1. Agenda
2. Town Hall Meeting Notes
3. Community Voice notes
4. District 3 Comments
5. Draft Strategic Plan (last revised 7.23.12)



Final Strategic Plan Retreat

September 17, 2012

Community Recreation Center- 5:00pm

Agenda

1. Dinner provided by Stuff Burger Bar
2. Agree to Retreat objectives/goals
3. Review of added public comments to Strategic Plan Since last revision
 - a. Town Hall Meeting notes
 - b. Community Voice
 - c. District 3 comments
4. Review new information or changed circumstances that may affect the Strategic Goals or timelines
5. Agree on final changes to the draft
6. Future timeline
 - a. Agree to steps for Strategic Plan adoption
7. Brief teambuilding exercise/celebration of accomplishments (if time allows)
8. Wrap-up

Written Comments received from Community Voice (Website)

Through 9.12.12

Windsor is a good environmental steward.

Ian Nelson

But how? I dont see any green construction, nor alternative fueling station, solar or wind power?

Aug 21, 2012 12:25 PM

Mary Ricker

This is my vision for the future Windsor. This is where I would like us to be.

Aug 22, 2012 6:21 PM

Windsor promotes quality development through managed growth.

Mary Ricker

This is an important objective for any successful town that cares about it's future.

Aug 22, 2012 6:22 PM

Windsor has a strong local economy with diverse business sectors that provide jobs and services for residents.

Mary Ricker

I feel this is also important for the future of our town, so that we don't turn into a bedroom community that is dependant on the success of other towns for our own success.

Aug 22, 2012 6:23 PM

Windsor's hometown feel fosters an energetic community spirit and pride that makes our town a special place in Northern Colorado.

Charmaine Carpenter

If this were to be classified as a "vision", it might be reworded to say: "Windsor seeks to maintain a hometown feel while fostering an energetic community pride and spirit, ultimately earning us a place in the minds and hearts of all who visit here as the most special darn tootin' fantastic little mountain town in Northern Colorado.

Aug 24, 2012 6:58 PM

You "vision" area is a little confusing to me

Charmaine Carpenter

Hi! I was wondering about your "vision" area. The statements you have don't really seem like visions. Correct me if I'm wrong, but I learned that visions are goals that you "envision" as happening in the near future. That is how private organizations use the term, as well. Your visions appear more like statements of what is already and perhaps might be better served by fitting them in somewhere as more informational statements on the character of our little mecca, serving to give the reader a foundational idea of who we are that will fit perfectly with the vision we forsee. The goals you propose seem more like what should be listed under "vision". If you are questioning what I propose, look up "vision statement" on the Internet to perhaps see some great examples and guidelines.

More activities for Teen/Preteens to keep them off the streets, drugs, etc.

Ian Nelson Aug 21, 2012

Teens have essentially one night per month to go out and enjoy themselves. At the rec centers Teen night. Why night host a teen night once a week? What is there to do in town for these kids? Keeping them involved will help shape their lives as well as create investments in the towns future. Idol kids with nothing to do can be an explosive combination.

Mary Ricker

I agree that teens need wholesome activities to keep them engaged and help set them on the right path.

Aug 22, 2012 6:34 PM

Provide for diverse and healthy lifestyle choices in leisure, cultural activities and recreation

Ian Nelson

More communication with businesses on how they can add to the diverse and healthy lifestyle choices in leisure, cultural activities and recreation is needed.

Aug 21, 2012 12:08 PM

Mary Ricker

I believe this is definitely an important focus for forward growth of Windsor. To further expand on the Communion Rec Center expansion idea: I believe the addition of an indoor community swimming pool and/or fitness center should be looked at for the Community Rec Center, as this adds recreational/fitness value for adults and it also gives teens another wholesome activity they can take part in, helping to reach two goals in the current draft of the Strategic Plan.

Aug 22, 2012 6:19 PM

Elvse Minjarez

The windsor recreation center is in desperate need of an indoor pool and fitness center. This town is growing but the recreation center is not. Many people are surprised that the recreation center does not offer either of these facilities. An indoor pool is beneficial because it can be used for people of all ages, from swim lessons for the little ones to water aerobics for seniors.

Aug 23, 2012 7:59 PM

Encourage successful community-supported events

Ian Nelson

Working more closely with business that want to add to the towns event schedule will be essential.

Aug 21, 2012 12:11 PM

Increase the safe and secure feelings of Windsor residents

Mary Ricker

Definitely an important objective.

Aug 22, 2012 6:35 PM

Lead through stewardship of natural resources

Mary Ricker

97 points

I agree with this idea. Natural resource conservation should be a given within our community. We are dependant on neighboring communities for our water supply. We should be good stewards for this reason alone.

Aug 22, 2012 6:30 PM

Provide and support ample opportunities for residents to be actively involved in the town governance process and in serving the community

Mary Ricker

The town volunteer program is essential to a "one community-one Windsor" and it helps foster pride in the community. A great idea all around.

Aug 22, 2012 6:32 PM

Implement business attraction tools and promote the business retention and expansion program

Ian Nelson

Removing road blocks and increasing essential communication while working with the business directly is essential to help any entrepreneur get started.

Aug 21, 2012 12:06 PM

Promote opportunities for primary employment

Mary Ricker

Very important goal if we wish to distinguish ourselves as a self-sustaining community that is not reliant of neighboring communities for our well being.

Aug 22, 2012 6:40 PM

Support multiple forms of transportation

Mary Ricker

It is hard to be carless in Windsor, which I think turns many people away from our community. The promotion & expansion of our trail system to other communities is an important step in closing that barrier.

Aug 22, 2012 6:48 PM

Address new water system needs

Mary Ricker

Water conservation, water storage, figuring out future water needs and finding ways to address those needs are all things we must do now, so that we are prepared for future expansion and don't end up not being able to meet the needs of the future Windsor in terms of water supply.

Aug 22, 2012 6:45 PM

Notes from Small Groups at 8/20 TH Meeting

Strategic Plan 2012-2014

Common themes from all groups:

- Oil and Gas
- Rail impacts
- Debt/financial concerns
- Safety at parks
- Trail connections & safety
- Events- more marketing, charge fees, track ROI

Top Priorities- Weighted based on all group votes

1. 1E
2. 3C & 4D
3. 1B & 2A
4. 3A, 4A, 1A
5. 1F

Group A- Joe Plummer and John Michaels

Attendees: John Moore, Bill Walderbach, Liz and Aaron Lore, Jerry Hindle

Top 3

1. I.E- Promote a “One Windsor- One Community” philosophy
2. 3.A- Implement business attraction tools and promote the business retention and expansion program
3. 3.C- Promote opportunities for primary employment

Other discussion notes:

- Want housing opportunities goal to be added back to the plan
- Development and building code reviews should not present obstacles to businesses
- Truck traffic thru downtown a problem
- NISP – develop funding strategies
- Water conservation should always be a high priority
- Pavement management system has its pros and cons, i.e., some thought maintenance needs more attention, some thought the status quo is good
- Since our growth management area is so large and undeveloped, Town should consider allowing cattle in town for folks to grow their own beef
- Wide variety of housing opportunities for all citizens should be put back into plan
- Town should look at how vacancies for board positions / recruitments can be better publicized
- Cultural activities serve to help connect all parts of Windsor and should continue to be emphasized
- Funding program should be developed to recognize Windsor’s veterans and persons serving in the military; and
- Continue the concentration on historic preservation

Group B- Terry Walker and Patti Garcia

Attendees: Janet and Ralph Backstrom, Curt Gramberg, David and Nikki Stansfield

Additions:

- Quiet zones to 4A
- Monitoring and aesthetics of drill sites

Top 3

1. 1.B- Encourage successful community-supported events
2. 1.E- Promote a “One Windsor- One Community” philosophy
3. 2.A- Support the DDA

Other discussion notes:

- Access points available on bike trail – ie you can take the Poudre Trail from one side of town to the other but it won’t get you to King Soopers
- Lighting options for trails in town
- Have separate lanes on bike trails for walking/riding
- More marketing of special events throughout northern CO (beyond Windsor) - Have info published earlier in the newspapers so people know about events sooner than the weekend it is being held
- Group discussed concerns with fracking towers, sand and debris, unfinished pits and stated that those items lessen their community spirit and pride
- A larger selection of nice restaurants in the downtown area to keep people eating/shopping in the DDA
- Promote Windsor through an LED sign at I25 or right at I25/SH392
- Mobility option – have a stop for the Super Shuttle in Windsor
- Impact fee for trains similar to road impact fees
- Crosswalks on 257 (near Kodak) – concerned the crosswalks are not lighted and dangerous

Group C- Ian McCargar and Lindsey Blomberg

Attendees: Kristie Duffy, Ken Weisel, Sherry Gramberg, Drenda Thoen

Additions: Oil and gas should be added as 3.D- should focus on safety/emergency plan

Top 3

1. 4.D- Address new water system needs
2. 4.A- Identify and address barriers to traffic flow
3. 3.D (if added)- Oil and Gas precautions

Likes: “One Windsor- One Community” “Small Town Feel”

Dislikes: Fiscal responsibilities- should be worried about debt, too much emphasis on bikes & trails

Other discussion notes:

- Kristie concerned about a projection she read that said something about Town population reaching 100,000. She wants to keep the small-town feel, and believes that kind of population will require managed growth. Staff pointed out that the Vision Statement refers to managed growth, and Goal 1 emphasized small-town values, cohesion. Not sure where Kristie got the 100,000 figure.
- Drenda spoke of keeping taxes and fees low, and cross-referenced Goal 4's emphasis on "taking care of what we have" (infrastructure).
- Sherry Gramberg brought up the need to address rail traffic. When staff pointed out Goal 4 A 2 - - working with rail agencies - - she seemed okay with that approach.
- Drenda pointed out that there was no express goal or plan for keeping water rates down. Staff pointed to Goal/Plan 4 D, and she seemed okay with that. Staff pointed out that there may be a demand for borrowed money to make the numbers work over the long run.
- Drenda urged that we differentiate between "needs" and "wants", with a revenue allocation formula to assure adequate savings without over-use of borrowed money.
- Drenda questioned the emphasis on "successful events", particularly those that are free to the public. She referred specifically to the All-Town Barbecue as being a "free" event. She also questioned the Town Board discretionary fund - - it has no per-applicant upper limit/maximum, and gives the impression that if you want government money, all you have to do is show up and ask.
- Drenda said Goal 4 was at the top of her priorities. She urged the TB to use fiscal restraint.
- Kristie pointed out that allowing oil and gas operations in and near neighborhoods conflicts with "healthy, family-friendly neighborhoods" under Goal 1 D. She said all the traffic and environmental concerns should give TB cause to consider an "emergency plan" for residents in case there's a catastrophe. She pointed out that there are O&G facilities at the gateways to Windsor ("Eyesores"). She urged that we address this by working with the County. There was a short general conversation about oil and gas rights, private property rights, and an acknowledgement that the industry is regulated at the state level. Kristie said someone told her she could put an oil well in her back yard because she owns the minerals.
- We talked about whether to put the O&G concepts in Goal 1 D, or under Goal 3 ("industrial economy"). The Mayor suggested it go under Goal 3. The Mayor pointed out that we are working with the industry to reach agreements about CUG conditions, specifically making otherwise-required reports and filings convenient to Windsor residents. All seemed to nod that this is a good idea. Someone asked if the O&G companies have revealed their "plans" for Windsor. Staff responded that we take their applications one at a time, and they either can't or won't give us the long-term.
- The Mayor indicated interest in Kristie's "emergency plan", made reference to the gas well explosion in Eaton a few years back.

- The group then talked about support of the DDA (Goal 2 A). Everyone was in favor, although there was some talk about slighting other corridors (West, South). Staff pointed out that there is a general emphasis under that Goal for economic development which should spill over to businesses outside of the DDA's boundaries. There were questions about how the DDA finances its operations. Staff responded with references to the IGA. There was some concern that supporting the DDA somehow pits downtown against other corridors.

Group D- Dennis Wagner and Mary Robins

Attendees: Mike and Alison Zapf, Paul and Sharon Steiner, Georgia Johnson, Pat Kvamme

Additions: Be cautious about long term debt

Top 3

1. 1.E- Promote a "One Windsor- One Community" philosophy
2. 2.A- Support the DDA
3. 1.F- Lead through stewardship of natural resources

Other discussion notes:

Goal 1

A. Concerns about lake activity and gangs.

-Not enough room downtown for bikes with car traffic.

B. Why does the town have to be doing all of this? It's nice but we have to pay for it.

C. Excited about the opportunity to volunteer.

D.

E. One Windsor philosophy does not work for me.

-I like the one Windsor concept.

F. Golf Carts...I know there has been lots of controversy. It has been one of the greatest things we have going. Environmentally it is a great things and it brings communities together.

-It works in some areas and it doesn't in others. They are dangerous to have on the road.

G. How much would be spent on alternative fuel vehicles? Is it really worth it. I have one and have found it to be the same. Is the ROI worth it?

Goal 2

- A. Downtown and the lake should not be the focal point. Very few businesses downtown that create tax revenue. DT does not bring people in to Windsor. The businesses aren't open in the evenings

when things are happening. Residents don't shop downtown. All revenue is created west of 7th street.

- DT is a work in progress. We have outstanding dining and unique.
- Grain elevator could be a better parking lot. Town should not be involved in financing anything on this.

Goal 3

- A. Concern about the train blockages. You are stuck in a triangle for 30 minutes. Can ambulances get through?
- B. Retail strategy – bring the west part of town into it. Holiday decorations are not reaching us, those of us that are not down town. Businesses that are bringing in the most revenue aren't being recognized.

Goal 4

- Truck traffic was a problem, but it has gotten better.
- We have a lot of dangerous crosswalks
- C. Street conditions are pretty good
- D. Put money aside for water treatment
 - Use gas and oil money for securing water

Big Issue –

Don't accumulate debt.

For example: we have lots of parks and it takes money to not only build them but to maintain them. If we add the pool and things at the rec center, it takes long term money to maintain it and we would have to add staff. We are subsidizing the rec center as it is. We don't want what's going on in Loveland, Greeley and Fort Collins to happen here or other towns that are going bankrupt. Be cautious. Don't create debt to do these things. No long term debt.

Group E&F- Stacy Johnson, Dean Moyer, Melissa Chew

Attendees: Darian Warden, Doug Patterson, Martha Maxwell, Les Cunningham, Joy Ferguson, Sharlet Lee

Dislikes: All of Town warrants emphasis, not just down town

Additions:

- East-West connections
- Main Street trucks (18-wheelers)

- Rail crossings (switching) and quiet zones

Top 3

1. 3.C- Promote opportunities for primary employment
2. 1.A- Increase the safe and secure feelings of Windsor residents
3. 4.D- Address new water system needs

Other discussion notes:

Goal 1:

- Funding & Support for Windsor Choir – Melissa is connecting Les with Amy Porter
- Like events that create diversity for the community, family events, not like Irish Festival

Goal 2:

- Support Golf tournaments in town. Promoting, not necessarily financially
- Worried about gang activity around the lake and downtown & empty buildings in downtown
- Train in downtown area annoying with horns, asked about Quiet Zones
- DDA should look at parking lots in the empty spaces that are now chalked (private property being used by agreement)

Goal 3:

- Really wanted Goal of Primary Employment to be moved to Goal 1 or 2, we explained to Doug that the goals were not necessarily order by priority. He raised this point several times however.

Goal 4:

- Want the focus of resources for traffic flow to be focused on majority of traffic use (automobiles)
- Pedestrians can't cross the road, people don't obey the crosswalks and stop for people
- Quiet Zones were brought up again

Other:

- Housing Authority:
 - Opposed to tax breaks and no property taxes being paid by these projects
 - Opposed to workforce housing, need more senior housing
- Agenda 21
 - United Nation's driven initiative, don't want that to get a hold in Windsor. Already aware of a new condo development in Windsor that requires everyone to use Waste Management as trash provider. NO choice given, just in the contract. Monopolization. Martha would like someone to report back to her on this.

Vision, Mission, and Goals
Draft- July 10, 2012
Citizen Meeting on August 20, 2012

Bulleted Items below are comments/thoughts/questions
from 9 concerned Windsor citizens.

OUR VISION

I. Windsor's hometown feel fosters an energetic community spirit and pride that makes our town a special place in Northern Colorado. Change from 2010: Windsor's hometown feel with vibrant community spirit and pride makes our town a special place in Northern Colorado.

- "Feel" doesn't seem like the right word. Maybe the word "atmosphere" would work better.

II. Windsor has a vibrant downtown and lake which is a community focal point and destination. Change from 2010: Windsor has a unique downtown and lake which is a community focal point and destination.

- Too much emphasis on downtown and the Lake. Expand to other elements of the community. Help shift the focus; downtown and the lake are not the focus for a lot of people. Remember that the Downtown sales tax no long goes to Town of Windsor. Greeley and Fort Collins have nice Downtowns but remember that these are college towns.

III. Windsor has a strong local economy with diverse business sectors that provide jobs and services for residents. Change from 2010: See vision statement IV.

- Possibly make this "vision" more tangible with wording like having the lowest tax rate in the area.

IV. Windsor promotes quality development through managed growth.

Change from 2010: Split into two vision statements instead of one.

- Most people move to Windsor to live the lifestyle of a small town life. But the town's government strives to grow the town against what residents want to happen. I say if you want to live in a big town, then live in Fort Collins or another larger surrounding town. Don't turn my nice small town into a big one for your benefit.
- What is meant by "managed growth"?
- Suggest changing to "Windsor promotes quality development through managed growth which respects individual property rights while maintaining a small town feel."

V. Windsor residents enjoy a friendly community with housing opportunities, choices for leisure, cultural activities, recreation and mobility for all. No change

- Housing opportunity should relate to the truly needy, i.e., senior housing and for the disabled. The WHA Study was 90% wrong. Residents on survey said they did not think workforce housing was a problem, yet the Town Staff, WHA, and some Board members forged ahead.

VI. Windsor is a good environmental steward. No Change

OUR MISSION: WHY TOWN GOVERNMENT EXISTS *No Change*
The Town of Windsor strengthens community through the responsible and equitable delivery of services, support of hometown pride, and encourages resident involvement.

- Regarding “Encourages resident involvement”, resident involvement should be the choice of individual citizens. The town of Windsor government is perceived by citizens as making decisions for the people without educating them on all issues or getting consensus from them. Windsor govt officials take more power than they should and make decisions many times without a vote from the citizens. They are supposed to listen to the people and act from what they hear, not do what they want or what they think is best for the community. It’s supposed to be “By the people for the people”. They spend money like we all have money trees in our back yards that produce all year round. Taxes are way too high from all angles and people can’t afford to live anymore. But the Windsor govt and school district still want more out of its citizens. Perception is that govt officials care about themselves and the way they think things should be. Also have very little interest or tolerance for what citizens wants. Our govt officials reputation is very poor and not far from being the enemy. Stop the growth; stop the spending of taxpayers’ money and asking for more and put the checkbook away.

GOALS

Goal 1: Build Community Spirit & Pride

A. Increase the safe and secure feelings of Windsor residents

Changed from: Strive for safe and secure feelings of Windsor residents

Plan of Action:

- Add: 4. Responsible approach to drilling of gas/oil wells to ensure water and air quality is safe.
 - Add: 5. Ensure that users of Windsor Lake are safe through consistent water testing publishing results and providing life guards.
 - Add: 6. Add a train quiet zone in downtown and residential areas for safety reasons. Often drivers do not look both ways for a train. The added safety of islands and cross-arms is needed.
1. Assess, determine and assure a quality ambulance service for the community
 - Do not want unionized personnel managing an ambulance service or any other government service.
 - Should be citizens choice not made by an ambulance service or a hospital. Which hospital I am taken to should be my choice.
 - Important that residents have “choice” in the hospital taken to.
 - The Windsor Severance Fire Rescue District has shown interest in having an ambulance. If present ambulance service is adequate and competitively priced, Windsor taxpayers should not be asked to duplicate the ambulance service plus sustain throughout the years.
 - Via a phone call to the Weld County Ambulance Service, found out that (1) patient or family decides what hospital to go to, (2) cost is determined by a base price plus mileage, and (3) presently the ambulance(s) are staged at Banner Health Clinic on Main Street.
 - What is the cost of present ambulance service and other competitors in the area?
 2. Promote safety and code compliance awareness in all Town Parks by having a presence to assure a pleasurable park experience for visitors.
 - We do not need a “presence” in the parks. How have we gotten by all these years without one? It’s not needed and we can’t afford it. We do not need a police state and presence in our parks. That would make me feel less secure.
 - What is a "presence"? Police, staff, a sign with all the rules/regulations, or what?
 - A variety of reasons for having parks, especially Boardwalk, patrolled. Have seen people in parks at night. Some were seen trying to break into the Museum buildings. Gang members/possible activities have been reported. Some parents not taking their children to Boardwalk anymore because of this.
 3. Develop a pedestrian and bike safety plan for downtown
 - Bikes should not be in downtown unless riders are walking beside them for the safety of all. No more money spent on bike paths in town. Again how have we gotten along all these years without one?
 - Would downtown parking spaces be affected? Bike path is parallel on Walnut St. Is that not sufficient? Would bike safety downtown entail some type of regulation? A walker or bike rider must use common sense.

B. Encourage successful community supported events with active participation of residents

Changed from: Encourage strong community events with active participation of residents

- Residents participation should be voluntary and on their own initiative.
- Regarding "events", elaborate on what the current Events Coordinator job duties are and the accomplishments to date.

Plan of Action:

1. Survey community to determine support for current special events

- Surveys should be used wisely and the taxpayer's money spent on them.
- Another "survey" is not needed.
- Encourage more businesses to participate instead of using tax money. For example, DDA businesses should sponsor more of the downtown/lake events.
- Any "survey" should be reviewed so that a pre-determined outcome is not prominent. Too many surveys are built to get the answer wanted. Perhaps the Town Board should check out the questions, ratings, etc. and who receives it.

2. Identify the components of a successful event

- Free events should be limited for financial reasons (tax payer dollars) and attendees should present ID proving they are a resident to partake. You have to show ID to use the leaf/branch drop. Why not do the same for free meals and events?
- A nominal charge for the "free" All-Town BBQ would help offset some the expense of the food and drink and tableware and condiments. Many don't mind paying something.
- Emphasize "for Windsor residents".
- Increasing participation from people outside of Windsor may mean more chance of altercations.
- Do not limit number or type of vendors. The more vendors, the more return on the investment in sales tax revenue.
- Serving of alcohol is not appropriate in family settings, especially at Boardwalk Park.
- Closing an entire Park for an event is not a good thing. An example is the Irish Drinking Event where Boardwalk was fenced off.

3. Categorize special events i.e. Signature, legacy, annual, town sponsored, etc. and determine the expectations for each category

- This already should be in the job description of the "Events Coordinator". Sounds like an Excel spreadsheet is needed.
- Include the Town's cost in real dollars and staff time estimation plus the benefits, attendance, etc.

C. Provide and support ample opportunities for residents to be actively involved in the town governance process and in serving the community

- Add: 4. Residents should be able to e-mail/communicate with their personal District Board Representative without the contents going to the entire Board and/or Town Staff
- Add: 5. Have mandatory training of Town Board & Staff and community members in the Constitution (US & Colorado) to which an oath was made. Training could be done locally. When making decisions, always ask this question "Is this Constitutional?" and "Is this a role of Government?" *"The Constitution was made to guard the people against the dangers of good intentions."* -- Daniel Webster
- Add: 6. Town Board & Staff and community members to review possible effects of issues driven by Agenda 21 and ICLEI (International Council for Local Environmental Issues) which both Loveland and Fort Collins are members of.
 - Many of Windsor's proposals seem to mirror Fort Collins attributes.

- Links: http://en.wikipedia.org/wiki/Agenda_21 and http://usactionnews.com/2011/03/iclei-primer-your-town-and-freedom-threatened-2/?utm_source=twitterfeed&utm_medium=twitter .
- Waste Management is an ICLEI company. Encourage Town to use local companies for trash and recycling. Bids should be done.
- I personally do not want ICLEI related items in Windsor, i.e., I don't want Windsor to be a mini-Fort Collins. Windsor is a Town of less than 20,000 people which should keep its own character with the small Town feel.

Plan of Action:

1. Implement, market and evaluate the Town Volunteer Program

- Volunteer is great if a volunteer oversees the program and not a paid employee.
- Volunteers are great, but should not take over paid employee duties nor cause a greater expenditure to oversee.
- Government should not be in competition with the private sector.
- More information is needed on what programs are needed.
- Would background checks be done on volunteers (old and young), especially those working around minors?
- Volunteers have been successfully utilized in Boardwalk Park laying sod and planting trees. Volunteers, in the past, built the trail around Windsor Lake with businesses donating the cement and citizens providing the muscle. Could this be utilized again?
- Playgrounds have become very expensive to build and maintain. Using volunteers to cut some costs would be beneficial to the Town taxpayers.

2. Investigate partnership with the Chamber of Commerce to create a Leadership Windsor program to collaborate with the regional Leadership program

- "Regional Leadership Program"- Keep us just Windsor. Don't need to pair up with other programs and regions. Again, keep it small town.
- While participating in the 2020 Vision, it was very beneficial to have various Town Managers explain what their departments do. Their presentations gave me great respect for their positions and responsibilities.
- Delete the collaborate with the regional Leadership program. No "regional" is needed. Keep Windsor whole as Windsor.

3. Raise citizen awareness in ways and means of governance process through electronic and social media to allow greater participation

- Raise citizen awareness in all issues, not just in the issues the govt chooses. (completeness)
- Review the possibility of changing the ability of citizens to comment on 1st Reading because at 2nd Reading the vote has already been done so citizen input cannot change the "vote".
- Consider allowing citizens to speak for at least 5 minutes, instead of limiting to 3 minutes. This would encourage public participation.
- Receiving citizen input during Work Sessions could enlighten the Board & Staff on various issues.
- For those viewing the Board meetings, it would be beneficial to have a way to send electronic comments during the public comment session or shortly thereafter.

D. Encourage healthy, family-friendly neighborhoods

Changed from: Promote healthy neighborhoods

- Not Role of Govt. Stay out!

Plan of Action:

1. Create a relationship with homeowners associations/neighborhoods and coordinate visits by Town Board and staff at meetings

- “Relationships within the community”- yes if they choose to participate (constitutional rights) in an informal manner as a community, not as a govt meeting.
 - Delete. Let HOA’s and neighborhoods be independent.
2. Enhance and increase participation in neighborhood clean-up services through collaboration with other service organizations
- Neighborhood clean-up services, what is that? Hopefully this does not entail proposing specific companies for recycling or garbage pickup. Or, is it a plan like Fort Collins or Xcel to give rebates for older appliances. I do not think our government needs to be in that business.
 - Delete. Most people just want to live their life without intrusion by the government.
 - Encouraging Windsor groups, businesses, volunteers, etc. to clean-up roadways, parks, etc. could be workable.
3. Review Comprehensive Land Use plan
- Add “with emphasis on and respect for private property rights.”

E. Promote a "One Windsor - One Community" philosophy

Plan of Action:

- Add: 4. Communicate with residents on everything, even the problems.
 - Add: 5. Review and implement a fair policy in regard to using taxpayer dollars to support various group endeavors IF it is wanted at all.
 - Not all taxpayers want to give their hard earned dollars to this charity or that charity through the government.
 - Are the financials of the charity checked? How much money are they contributing?
 - What criteria should be used to award taxpayer dollars? Amounts given vary quite a lot. Perhaps a ceiling should be established. Windsor-based groups should have priority.
1. Promote and support mobility options that physically connect the community
- Does mobility relate to transportation, especially via walking/running, bikes, roller blades, golf carts, etc.?
 - Bike paths should be a low priority.
 - I believe all of the streets, whether arterial or not, should have vehicle parking allowed except when snow removal is needed.
2. Raise awareness of community events throughout Windsor
- What is the benchmark for creating awareness of "events"? Presently have the LINK, newspaper advertising, inclusion in water/sewer bills, electronic signs so not sure what else can be done. Are the "events" for Windsorites or for all including those living beyond the boundaries of Windsor?
3. Encourage positive, collaborative relationships with other taxing districts
- Relationships should just be with our own, not those outside of Windsor.
 - Assuming the main "other" taxing districts are the schools (Larimer & Weld), Fire Department, DDA, WHA, and Library.
 - Collaborating outside of Windsor boundaries should be minimal. Keep Windsor whole, not a mix of Fort Collins, Loveland, Greeley, or Longmont.

F. Provide for diverse and healthy lifestyle choices in leisure, cultural activities and recreation

Plan of Action:

1. Identify cultural programming priorities of the community and establish direction for future programs and events

- Just provide activities leaving out culture and race, etc. Just activities for all to participate without singling out races or any profiling.
- People who come from out of town should have to pay a higher fee for our facilities like the recreation center.
- Benchmark the number of people who participate in the cultural programs. If the percentage of participation is very low, why spend more in that direction?
- Cultural displays, movies, etc. for the public should not be politically or issue motivated. If this cannot be done, equal time for both sides of the political spectrum or issue should be provided. As an example was the Teen Night Out Movie entitled Miracle (something) with questionable comments on the “Reagan Legacy” and “Bush’s Re-election”. How many displays have been on Roosevelt programs which some think led to more welfare or socialistic programs in America? Stay neutral.
- Along with promoting the “Community Garden Project” which is an urban farming or homesteading action, why not put a focus on raising chickens and/or other farm animals to show further how urban development can work. This agricultural angle is definitely a part of the history of Windsor.

2. Utilize public input to review CRC Expansion Feasibility and consider financing options

- We should pay CASH for what we need like Weld County has done. They are debt free and we should use the County as an example. Govt should be like citizens. If we can’t afford it, we don’t get it. We save until we can afford it. If we can’t afford it, we live without it! We have the amenities of a larger town and don’t need more. The parks and recreation dept has already outspent the needs and common sense of the community.
- If having cash on hand is not workable, at least save ahead a portion of the cost, i.e., 25% finance & 75% cash.
- Public input definitely should be gathered on future expansion of the CRC. Use caution in creating non-biased, preconceived conclusion questions. Comments should also be welcome.
- Add “and consider ongoing expenses and impact on private sector businesses.”
 - What would the effect of adding exercise equipment/weights be on present private business, such as Health Clubs? Government should not be in competition with private enterprise.
- As far as finance options for building an indoor pool, do something novel like pay cash. Set aside amounts in the Capital Reserve Account specifically for the building of an indoor pool.
- Some certainly would like warm water to swim/exercise in. That is not available at the High School pool.

G. Lead through stewardship of natural resources

Changed from: Lead through environmental stewardship

- The town does not seem to care about environmental issues that are right in our neighborhoods. An example is the oil and gas drilling that can be seen by all and even butts up next to water sources. What environmental studies and tests have been done for the safety of Windsor residents? Soil and water tests? It’s not just about money coming into the tax base. It has to be about safety also.

Plan of Action:

1. Investigate acquisition of alternative fuel vehicles for town services

- This would spend and use more taxpayer monies when we already have sufficient vehicles that run on gasoline. Gasoline vehicles are common sense. We do not have the money to spend on

new vehicles with alternative fuels when we have perfectly good vehicles (just like all of us drive) to use. If it's good enough for citizens, it should absolutely be good for town vehicles.

- Curious what the fleet of Town owned vehicles is, along with the usage and mileage and turnover. What is spent on fuel and upkeep on the present fleet? Benchmarks are needed to determine the degree of success of alternative fuel vehicles.
 - Is this necessary? Why do this?
 - Reviewing the present fleet of government vehicles, usage, and where they are parked after hours. This could be an item to help conserve government resources.
 - How many working employees may be in a vehicle? Should a public vehicle be used to go to "lunch" or other non-work related places?
 - Converting from gas to natural liquid gas and/or propane could be viable.
2. Continue to implement additional water conservation plan projects
- Perhaps a greater percentage of all park and office ground landscaping could be xeriscaping regardless whether potable or non-potable water is used.
- **Add: H. Lead through stewardship of financial resources with goal of paying cash for future "want, not needed" capital expenditures and establishing a rainy day fund.**

Goal 2: Promote Vibrant Downtown and Lake as a Destination and Focal Point

Changed from Promote Historic Downtown and Lake as Destination and Focal Point

A. Support the Downtown Development Authority (DDA)

Changed from: Promote and Market "Windsor Town Center"

- The town govt thinks we should spend all of our money. How have we gotten along this long just like it is...small town atmosphere? Why should Town assist only DDA businesses...govt stay out of businesses; let them do what they do best. Don't micromanage the town's businesses.
- My understanding is that the DDA has chosen to tax the properties within its bounds to fulfill their Plan. Be cautious in giving favor to downtown businesses over other businesses in other parts of Town.
- Realize that not all DDA's are successful.

Plan of Action:

1. Enhance town amenities within the DDA boundaries and surrounding areas
 - Clarify what amenities are within the DDA area. How would these be "enhanced"?
 - Amenities are a "want", not a need. Are amenities and related upkeep costs exceeding the Windsor tax base?
2. Determine Town responsibilities within the DDA strategic plan
 - The large trucks and thru town traffic is a big problem. You often cannot get out on to the street without almost having an accident.
 - The speed limit is exceeded in the DDA area of town and should be lower. This makes for safety issues for citizens, children, and pets.
 - Govt should respect all property rights of residents and businesses.
3. Promote economic development opportunities within the DDA boundary

B. Encourage Historic Preservation

Plan of Action:

1. Market the Main Mile brochure to encourage more participation
2. Encourage preservation and restoration of landmark - designated properties

Removed: Enhance Town assets in the Windsor Town Center area

- The Windsor government dollars and time spent on refurbishing and usage of the downtown elevator is an example of what not to do. Some "leaps of faith" are destined to waste taxpayer dollars.

Goal 3: Encourage a Wide Variety of Housing Opportunities

Removed for now: Staff recommends waiting to see Housing Authority Strategic Plan (8/6/12)

Removed: Encourage and promote a wide range of housing choices: single-family, townhomes, lofts, condos, multi-family units, senior and transitional living units

Removed: Strive for housing availability for all income levels

- Would rather have private developers do this than a quasi-governmental entity like the WHA. The effect on school finances when a property is removed from the tax basis can be very detrimental. Also, the WHA is in direct, unfair competition with private parties who have rentals of homes, apartments, etc.
- Oversight of the WHA is needed, i.e., is the WHA Strategic Plan being executed. The web site still is not up to date with any current minutes. Does the Town Board have any idea how the revenue is being spent? There are supposed to be term limits of the appointed WHA Board. Are these being meant?
- Using a flawed Study to determine the need for work-force housing should be a clue as to the legitimacy of this organization.
- Check out how Century III is working. Residents have asked for an addition to the Club House but it is not being done. For the all-resident meetings, two meetings are scheduled because the Club House is too small for all of them to attend at one time.
- Who will oversee that Windsor residents are given more weight to live in the work force subsidized housing?
- The WHA objectives in their Strategic Plan are in direct competition with private entities.

Goal 4: Diversify, Grow and Strengthen the Local Retail and Industrial Economy

A. Implement business attraction tools and promote the business retention and expansion program

Changed from: Develop creative new business attraction tools and establish business retention and expansion program

- Would this be in conjunction with the Chamber and/or the present Business Development Manager? A benchmark of the status to date should be included.

Plan of Action:

1. Start an outreach and networking program for Windsor entrepreneurs
 - Do your homework first and get information on a new business and how it will affect the town in a positive way, not negative (like the marijuana issues).
 - Consider the environmental issues like oil and gas issues and how it affects the community. It's not all about the money they can bring to the community.
 - This is a function of the Chamber of Commerce.
 - Use Windsor businesses as much as possible for Town purchases and bids. If Windsor businesses cannot supply the item, the next choice would be Northern Colorado businesses.
2. Implement business visitation program with Town Board and Management staff
 - Govt needs limited input and intervention into our local businesses. Let them say what they need help with to succeed. It's not the gov't job to micro manage local businesses.
 - No thanks! Too much like a tax man or assessor visit. Just let businesses continue to do what they do. Visit at Chamber events or just call to see how they are doing or if they have any concerns.
3. Create an overall economic development strategic plan
 - Need oversight of Town Staff approval or non-approval decisions on business requests to do business in Windsor. Should Staff have the ultimate authority to make the decisions? Examples are the recent radioactive company, the marijuana businesses, porn shops, etc.

B. Implement a retail strategy for all Windsor commercial corridors

Changed from: Develop a competitive retail strategy for I-25 interchange properties and all Windsor commercial corridors

Plan of Action:

1. Present physical location options to local retailers as opportunities arise
 - Identify all corridors, i.e., Windsor West Corridor, Windsor East Corridor, I-25 Windsor West Corridor, etc.
2. Focus Downtown Windsor as one big shopping center location/destination
 - Downtown is not set up to be a "shopping center" like FC, and we do not want to be a twin. We want downtown to be small, not big like FC. The traffic and parking are not adequate nor the safety. We want to be Windsor, not a step child of FC.
 - Downtown Windsor seems to be getting the majority of attention, yet does not provide the sales tax dollars of other areas. Too much emphasis on Downtown.
 - Downtown Windsor is NOT a big shopping center location. Safeway and King Soopers provide most of the tax dollars. Promote their locations!
3. Partner with the private sector on the recruitment and retention of retail businesses

C. Continue to promote opportunities for primary employment in Windsor

Changed from: Develop a multi-faceted, unique and effective marketing strategy for the Windsor business community

Plan of Action:

1. Participation and involvement in State and Regional organizations which pursue primary employment opportunities
 - What organizations are these?
2. Participate in the redevelopment of the Kodak property
 - If this property was never annexed, it should be.
 - Other areas in proximity should be investigated for annexation to abate the problems with Weld County, Greeley or other Towns/municipalities having control of lands abutting Windsor boundaries.
3. Promote Windsor as a pro-business environment and continue to streamline and improve the development review process
 - Windsor's pro-business environment should not equate to more and more regulations.
 - Too many waivers is also not conducive to treating all companies fairly.

Goal 5: Promote, Manage and Facilitate an Effective Infrastructure System within the Town and the Northern Colorado Region

Changed from Promote, Manage, and Facilitate an Effective Transportation System within the Town and the Northern Colorado Region

Removed: Complete construction on the I-25/392 Interchange

- Goal 5 should be prioritized to Goal 1. These are the most important for the majority of Windsor residents.
- The Plan of Action priority order I suggest: A Water, B Storm Water, C Street, D Barriers to Traffic Flow, and E Mobility Support.
- Add F. Identify and incorporate ways to effectively provide electrical services.
 - Regarding street lights, Could the Town be the contact for non-working street lights. Now each individual has to call Excel or PVREA to report outages. The power companies are the Town's vendors.
 - Investigate if solar power would be more cost effective in various situations requiring electricity.
- Add G Assess need for Maintenance Facility.

A. Identify and address barriers to traffic flow

Changed from: Improve traffic flow within and around Windsor

- Traffic flow is a major issue for Windsor with its location. It becomes more and more unsafe to citizens. There is too much "Thru" traffic instead of local traffic. This includes the trains and trucks with all of their issues.
- There is a problem when Main Street (Highway 392) is the ONLY East-West street in old Windsor that goes through Town. The High School and Middle School walk crossing is an example of where many vehicle drivers are not familiar with what to do at the blinking lights.

Plan of Action:

1. Prioritize new road projects from the Circulation and Transportation Plan
 - The bridge down the hill east of I-25 should be re-done for the safety of vehicles and any bikers that may use Highway 392.
 - Include evaluating where traffic lights and 4-way stop signs should be placed for safety reasons. I would suggest a traffic light at Main Street and 6th Street (Post Office). Also a 4-way stop could be used at Walnut and 15th Street. Several close calls in those areas.
2. Work with rail agencies to minimize negative impact from increased train traffic
 - Train traffic and noise, especially in the Downtown area where vehicle traffic is stalled and normal conversations cannot be held due to whistles, definitely should be addressed.
 - The impact of increased train traffic should have been done prior to new businesses coming in. The business could have helped recoup some costs associated with improving crossings. Example, Broe development businesses might have been taxed to help recoup costs.

B. Support different types of mobility

Changed from: Support different types of transportation

Plan of Action:

- Add: 3. Work with truck agencies to minimize negative impact from increased truck traffic.
1. Increase usage of trails and regional links as per trails master plan
 - Windsor is a community of approximately 20,000. I see here a vision to be like Fort Collins, a community of over 143,000 per the 2010 census. I hope that Windsor will not be creating more

government layers to influence citizens to ride their bikes and/or walk. Don't treat adults like children.

2. Enhance Windsor as a pedestrian and bicycle friendly community identifying locations where sidewalks and bike routes are needed

- We already have enough bike trails. We just need to maintain them. All of the community does not and will not use the trails or bikes and that's their right.
- Majority of citizens know how to ride along the various streets, many using sidewalks for safety sake. If more streets have bike lanes with the white stripe, that will mean more maintenance. Is it absolutely necessary? Will vehicle parking be infringed when a bike lane is added to a street?
- Delete. This is not needed.

3. Evaluate Senior Ride Program for effectiveness

- Those who house seniors should be providing transportation, i.e., WHA run entities, etc.
- Is this for senior trips to restaurants, leisure trips, etc.? The cost to provide the transportation should be covered by the fees.
- Are the Town vans/buses being used for all citizens (seniors, youth, adaptive, etc.) with all costs covered?

C. Identify strategies for maintenance of existing streets

Changed from: Maintain Windsor's streets to safe standards through adequate maintenance

Plan of Action:

1. Develop specific level of service using the Pavement Management Program
 - Who determines the response to requests for fixing broken up streets? How is it determined?
2. Explore new funding mechanism (fees, rates, capital fund % from sales tax)
 - The large commercial trucks destroy our roads and the taxpayers should not have more taxes for something they do not cause. We should have more taxes on these trucks or find a way to keep them out of the community.
3. Deliver long range plan for maintenance and replacement of streets

D. Address new water system needs

Completely new

- It would be beneficial for Windsor not to have one of the highest water rates in the State.

Plan of Action:

1. Assemble feasibility study partners for regional water treatment plant; undertake and complete feasibility study
2. Pursue water storage options and water rights acquisition as outlined in the Potable and Non-potable Water Master Plan
3. Develop strategies for design and funding of water storage tank
4. Develop funding strategies for continued participation in the Northern Integrated Supply Project (NISP)

E. Address short and long term storm water needs

Completely new

Plan of Action:

1. Prioritize storm water master plan
2. Identify funding options
3. Allocate town funding

TOWN OF WINDSOR STRATEGIC PLAN



2012 Update

Town of Windsor
301 Walnut Street
970.674.2400

www.windsorgov.com



DRAFT

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DRAFT

VISION

- I. Windsor's hometown feel fosters an energetic community spirit and pride that makes our town a special place in Northern Colorado.*
- II. Windsor has a vibrant downtown and lake which is a community focal point and destination.*
- III. Windsor has a strong local economy with diverse business sectors that provide jobs and services for residents.*
- IV. Windsor promotes quality development through managed growth.*
- V. Windsor residents enjoy a friendly community with housing opportunities, choices for leisure, cultural activities, recreation and mobility for all.*
- VI. Windsor is a good environmental steward.*

MISSION STATEMENT

The Town of Windsor strengthens community through the responsible and equitable delivery of services, support of hometown pride, and encourages resident involvement.

GOAL 1: BUILD COMMUNITY SPIRIT AND PRIDE

A. INCREASE THE SAFE AND SECURE FEELINGS OF WINDSOR RESIDENTS

- PLAN OF ACTION:

1. Assess, determine and assure a quality ambulance service for the community
2. Promote safety and code compliance awareness in all parks by having a presence to assure a pleasurable park experience for visitor
3. Develop a pedestrian and bike safety plan for downtown

B. ENCOURAGE SUCCESSFUL COMMUNITY-SUPPORTED EVENTS

- PLAN OF ACTION:

1. Survey community to determine support for current special events
2. Identify the components of a successful event
3. Categorize special events and determine the expectations for each category

C. PROVIDE AND SUPPORT AMPLE OPPORTUNITIES FOR RESIDENTS TO BE ACTIVELY INVOLVED IN THE TOWN GOVERNANCE PROCESS AND IN SERVING THE COMMUNITY

- PLAN OF ACTION:

1. Implement, market and evaluate the Town Volunteer Program
2. Investigate partnership with the Chamber of Commerce to create a Leadership Windsor program to collaborate with the regional Leadership program
3. Raise citizen awareness in ways and means of governance process through electronic and social media to allow greater participation

D. ENCOURAGE HEALTHY, FAMILY-FRIENDLY NEIGHBORHOODS

- PLAN OF ACTION:

1. Create a relationship with homeowners associations/neighborhoods and coordinate visits by Town Board and staff at meetings
2. Enhance and increase participation in neighborhood cleanup services through collaboration with other service organizations

3. Conduct review of existing planning documents and make recommendations to improve neighborhood vitality

E. PROMOTE A "ONE WINDSOR - ONE COMMUNITY" PHILOSOPHY

- **PLAN OF ACTION:**

1. Promote and support multi-modal options that safely connect the community
2. Raise awareness of community events throughout Windsor
3. Encourage positive, collaborative relationships with other taxing districts

F. PROVIDE FOR DIVERSE AND HEALTHY LIFESTYLE CHOICES IN LEISURE, CULTURAL ACTIVITIES AND RECREATION

- **PLAN OF ACTION:**

1. Identify cultural programming priorities of the community and establish direction for future programs and events
2. Utilize public input to review CRC Expansion Feasibility and consider financing options

G. LEAD THROUGH STEWARDSHIP OF NATURAL RESOURCES

- **PLAN OF ACTION:**

1. Investigate acquisition of alternative fuel vehicles for town services
2. Implement additional Water Conservation Plan projects
3. Pursue opportunities for energy conservation within Town facilities

GOAL 2: PROMOTE VIBRANT DOWNTOWN AND LAKE AS A DESTINATION AND FOCAL POINT

A. SUPPORT THE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

- PLAN OF ACTION:

1. Enhance town amenities within the DDA boundaries and surrounding areas
2. Determine Town responsibilities within the DDA strategic plan
3. Promote economic development opportunities within the DDA boundary

B. ENCOURAGE HISTORIC PRESERVATION

- PLAN OF ACTION:

1. Market the Main Mile brochure to encourage more participation
2. Encourage preservation and restoration of landmark- designated properties

GOAL 3: DIVERSIFY, GROW, AND STRENGTHEN THE LOCAL RETAIL AND INDUSTRIAL ECONOMY

A. IMPLEMENT BUSINESS ATTRACTION TOOLS AND PROMOTE THE BUSINESS RETENTION AND EXPANSION PROGRAM

- PLAN OF ACTION:

1. Start an outreach and networking program for Windsor entrepreneurs
2. Implement business visitation program with Town Board and Management staff
3. Create an overall economic development strategic plan

B. IMPLEMENT A RETAIL STRATEGY FOR ALL COMMERCIAL CORRIDORS

- PLAN OF ACTION:

1. Present physical location options to retailers as opportunities arise
2. Focus on downtown as a shopping location/destination
3. Partner with the private sector on the recruitment and retention of retail businesses

C. PROMOTE OPPORTUNITIES FOR PRIMARY EMPLOYMENT

- **PLAN OF ACTION:**

1. Participate and partner with State and Regional organizations to pursue primary employment opportunities
2. Participate in the redevelopment of the Kodak property
3. Promote a pro-business community
4. Improve business development and permit processes

GOAL 4: PROMOTE, MANAGE, AND FACILITATE AN EFFECTIVE INFRASTRUCTURE SYSTEM WITHIN THE TOWN AND THE NORTHERN COLORADO REGION

A. IDENTIFY AND ADDRESS BARRIERS TO TRAFFIC FLOW

- **PLAN OF ACTION:**

1. Prioritize new road projects from the Circulation and Transportation Plan
2. Work with rail agencies to minimize negative impact from increased train traffic

B. SUPPORT MULTIPLE FORMS OF TRANSPORTATION

- **PLAN OF ACTION:**

1. Increase usage of trails and regional links in accordance with Trails Master Plan
2. Enhance the Town as a pedestrian- and bicycle-friendly community identifying locations where sidewalks and bike routes are needed
3. Evaluate Senior Ride Program for effectiveness

C. IDENTIFY STRATEGIES FOR MAINTENANCE OF STREETS

- **PLAN OF ACTION:**

1. Develop a specific level of service using the Pavement Management Program
2. Explore new funding mechanisms
3. Deliver long range plan for maintenance and reconstruction of streets

D. ADDRESS NEW WATER SYSTEM NEEDS

- **PLAN OF ACTION:**

1. Assemble feasibility study partners for regional water treatment plant; undertake and complete feasibility study
2. Pursue water storage options and water rights acquisition as outlined in the Potable and Non-potable Water Master Plans
3. Develop strategies for funding an additional water storage tank
4. Develop funding strategies for continued participation in the Northern Integrated Supply Project (NISP)

E. ADDRESS SHORT AND LONG TERM STORM WATER NEEDS

- **PLAN OF ACTION:**

1. Prioritize projects from Storm Water Master Plan
2. Identify and allocate funding for storm water projects

DRAFT



MEMORANDUM

DATE:	September 17, 2012
TO:	Town Board Members
FROM:	Dean Moyer, Director of Finance
RE:	Three Tier Water Rate Proposal

Background

At your work session on water rates on June 18, we discussed various scenarios to adjust our monthly water rates in the wake of price increases from our suppliers. We generally agreed on passing along a small price increase but also had a request to look into another rate structure addressing the following:

- **Interest in seeing a three tier system**– Attached is a system developed by Dennis and me based on average usage records from 2004-2011. We focused only on residential users without a dual water system. The tiers are based on CBT water allocation dedicated to the Town when the homes are built. The first tier up to 16,000 gallons per month reflects historical average CBT allocations for 1 share. The second tier from 16,001-22,500 reflects the gap between historical average and 100% allocation as was the case this year. The third tier is the usage over the 100% allocation, meaning the customer that uses more water than has been dedicated on their behalf. The rates go up in each tier accordingly.
- **Use of Oil & Gas Hydrant meter water** – A cost analysis showing the three tier structure and no use of oil & gas hydrant meter water is enclosed on slide 10.
- **When to apply rate changes** – Mostly in favor of waiting until later in the year to apply any rate changes.

The Water and Sewer Board saw this proposal at their meeting in August and approved the three tier structure. They also expressed interest in using the oil and gas money to offset any rate increase.

Recommendation

Adopt the three tier system effective January 1, 2013. Each year do this same exercise with the rates and keep the effective change date at January 1 each year thereafter. We will always be behind a year, but will be using known numbers instead of projecting what the summer might bring. Use the oil and gas money for another water project, possibly the regional water treatment plant study.

Three Tier Water Rate Analysis

Town Board Work Session

September 17, 2012

Current Rates

Customer Category	Monthly Base Fee	1 st Tier Usage Charge (per 1,000 gallons)	Premium Threshold (gallons per month)	Premium Usage Charge (per 1,000 gallons)
¾" Single Family Residential	\$14.81	\$3.30	15,700	\$4.93
¾" Residential with Operative Dual System	\$14.81	\$3.30	9,700	\$4.93
1" Residential with Operative Dual System	\$23.93	\$3.30	9,700	\$4.93
1.5" Residential with Operative Dual System	\$49.00	\$3.30	9,700	\$4.93
¾" Multi-family Residential	\$9.57	\$3.30	15,700	\$4.93
¾" Commercial-Industrial-School	\$14.81	\$3.30	157,000	\$4.93
1" Commercial-Industrial-School	\$23.93	\$3.30	157,000	\$4.93
1.5" Commercial-Industrial-School	\$49.00	\$3.30	157,000	\$4.93
2" Commercial	\$77.49	\$3.30	493,000	\$4.93
2" Industrial	\$77.49	\$3.30	783,000	\$4.93
2" School	\$77.49	\$3.30	157,000	\$4.93
3" School	\$145.87	\$3.30	306,700	\$4.93
4" Industrial	\$243.25	\$3.30	2,461,000	\$4.93

Background

- The Town requires each SFR to dedicate one share of CBT water.
- SFR with $\frac{3}{4}$ inch tap and without a dual water system are the Town's biggest water users.
- One CBT share at 100% allotment provides 270,456 delivered gallons per year after 17% shrinkage.
- Historical average CBT allotment is 70%.

CBT Allotment

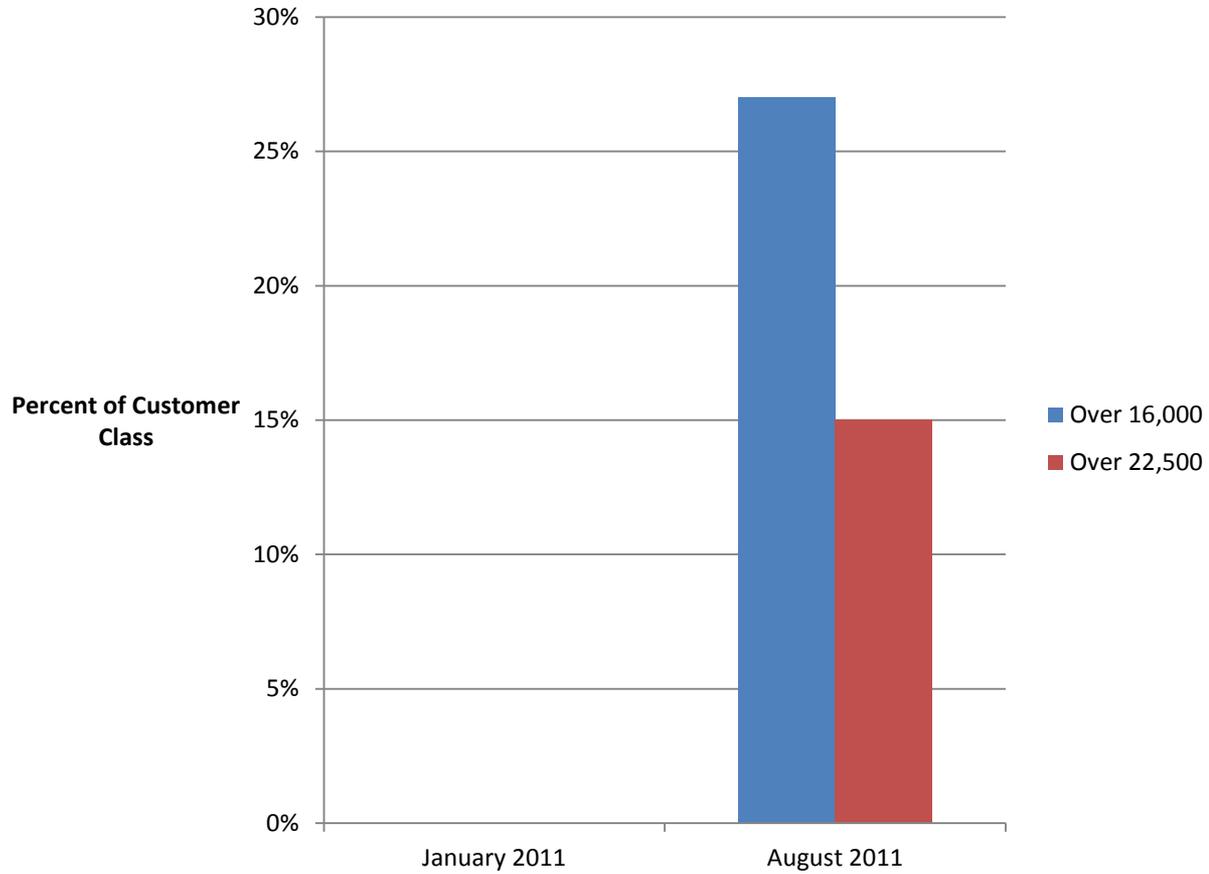
Rate Threshold Calculation 3/4 inch Residential Taps

Annual CBT Allotment (Acre Foot/share)	Gallons	Shrink -17%	Annual Total	Monthly Threshold Gallons	Round Off
100%	325,851	-55,395	270,456	22,538	22,500
90%	293,266	-49,855	243,411	20,284	20,000
80%	260,681	-44,316	216,365	18,030	18,000
70%	228,096	-38,776	189,319	15,777	16,000
60%	195,511	-33,237	162,274	13,523	14,000
50%	162,926	-27,697	135,228	11,269	11,000
40%	130,340	-22,158	108,183	9,015	9,000
30%	97,755	-16,618	81,137	6,761	7000
20%	65,170	-11,079	54,091	4,508	5000
10%	32,585	-5,539	27,046	2,254	2000

Findings

- Roughly 3100 SFR accounts with $\frac{3}{4}$ inch tap and no dual water system. (roughly 5,000 total accounts)
- 6 customers in this class used more than 16,000 gallons per month in January 2011.
- 833 customers in this class used more than 16,000 gallons per month in August 2011.
- Of the 833 customers, 476 used more than 22,500 gallons.

SFR 3/4" Tap w/out Dual System



For Consideration

- Consider adding a third tier for usage above 22,500 gallons/per month for SFR ¾ inch taps w/no dual system.
- Step up cost for third tier in line with current tier steps as below. First & second tier charges at current rate.(49% step up between tiers.)

Customer Category	Monthly Base Fee	1 st Tier Usage Charge (per 1,000 gallons)	2nd Tier Usage Charge (per 1,000 gallons)	Premium Usage Charge (per 1,000 gallons)	1st Tier Usage Gallons (gallons per month)	2nd Tier Usage Gallons (gallons per month)	Premium Usage Gallons (gallons per month)
¾" Single Family Residential	\$14.81	\$3.30	\$4.93	\$7.35	0-16,000	16,001-22,500	>22,500

Effect of Third Tier

- If we apply this third tier structure to 2011 usage data, additional revenue produced using existing rates:

• June 2011 =	\$17,211
• July 2011 =	\$54,523
• August 2011 =	<u>\$55,619</u>
• Total =	\$127,353

What about our cost increase from suppliers?

- In June, Town Board expressed interest in:
 - Passing along 3.5% increase
 - Not using any oil & gas money to offset increases
 - Adding a third tier.

Customer Category	Monthly Base Fee	1 st Tier Usage Charge (per 1,000 gallons)	2nd Tier Usage Charge (per 1,000 gallons)	Premium Usage Charge (per 1,000 gallons)	1st Tier Usage Gallons (gallons per month)	2nd Tier Usage Gallons (gallons per month)	Premium Usage Gallons (gallons per month)
¾" Single Family Residential	\$14.81	\$3.42	\$5.10	\$7.60	0-16,000	16,001-22,500	>22,500

Option 3

Three Tier rate, partial (3.5%) cost increase passed along

2012 Water Fund Revenue

Water sales - adjusted rates +3.5% Addition of Third Tier	\$3,326,659
Oil & Gas hydrant water sales?	0
Total Revenue	\$3,326,659

2012 Water Fund O & M Costs

O & M (from 2012 Budget less water purchase costs)	(\$965,495)
Water Purchase(current rates)	(\$1,761,870)
Water Fund Depreciation (from annual audit)	(\$536,169)
Total Costs	(\$3,263,534)
Surplus/Deficit	\$63,125

Regional Comparison

Three Tier System

- Evans
 - \$14.50 Base Charge
 - 1,000-16,000 = \$3.20/1000
 - 16,001-22,000 = \$5.07/1000
 - Over 22,000 = \$8.17/1000
- Ft. Collins
 - \$14.42 Base Charge
 - 0-7,000 = \$2.23/1000
 - 7,001-13,000 = \$2.56/1000
 - Over 13,000 = \$2.95/1000

No Tier System

- Loveland
 - \$4.87 base charge
 - Usage = \$1.83/1,000
- Greeley
 - \$10.00 base charge
 - Usage = \$3.56/1000



FUTURE TOWN BOARD MEETINGS

Work Sessions & Regular Meetings will be held in the Board Chambers unless otherwise noted.

September 24, 2012 5:30 p.m.	Town Board Work Session Compensation plan/salary discussion – K. Arnold
September 24, 2012 7:00 p.m.	Town Board Meeting
October 1, 2012 6:00 p.m.	Town Board Work Session Boardwalk Park review – M. Chew & J. Michaels Davis seepage pipe overview and recommendation I-25/SH392 agreements and fee implementation discussion
October 8, 2012 5:30 p.m.	Board/Manager/Attorney Monthly Meeting Discussion of golf cars on public streets – J. Michaels & I. McCargar
October 8, 2012 7:00 p.m.	Town Board Meeting
October 15, 2012 6:00 p.m.	Town Board Work Session Community Recreation Center ad hoc committee report – D. Moyer & T. Fotsch
October 22, 2012 6:00 p.m.	Town Board Work Session Budget Wrap Up - Tentative
October 22, 2012 7:00 p.m.	Town Board Meeting
October 29, 2012	Fifth Monday
November 5, 2012 6:00 p.m.	Town Board Work Session Dormant Land Use Projects Update – J. Plummer Liquor licensing - fee review & collection of occupation tax – P. Garcia
Tuesday, November 13, 2012 Windsor High School – Fireside Room 5:30 p.m.	Joint meeting with Fire, School and Library Districts
Tuesday, November 13, 2012 6:30 p.m.	Kern Board Meeting
Tuesday, November 13, 2012 7:00 p.m.	Town Board Meeting
November 19, 2012 6:00 p.m.	Town Board Work Session
November 26, 2012 6:00 p.m.	Town Board Work Session
November 26, 2012 7:00 p.m.	Town Board Meeting

Additional Events

October 4, 2012 4:00 p.m. Loveland, CO	CML Fall District Meeting (RSVP's required) – Attending: Jeremy Rose, Ivan Adams, Don Thompson
October 6, 2012 CRC	Budget work session

Future Work Session Topics

None at this time.