



TOWN BOARD WORK SESSION MEETING

Joint meeting with Planning Commission & Board of Adjustment

May 23, 2016 – 6:00-6:50 P.M.

Town Board Chambers, 301 Walnut 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 are asked to be recognized by the Mayor before participating in any discussions of the Town Board.

AGENDA

1. Review of quasi-judicial actions
2. Comprehensive Plan next steps
3. Future meetings agenda



MEMORANDUM

Date: May 23, 2016
To: Mayor, Town Board, Planning Commission and Board of Adjustment
Via: Work session materials, May 23, 2016
From: Ian D. McCargar, Town Attorney
Re: Review of quasi-judicial action
Item #: 1

Background / Discussion:

On May 23, 2016, we will be discussing the legal aspects of quasi-judicial action by boards and commissions. With the arrival of three new Town Board members and some new faces on both the Planning Commission and BOA, staff felt it was time to talk about how we can best deliver due process to applicants in quasi-judicial matters. During my presentation, we will cover:

- ✓ The distinction between legislative and quasi-judicial action;
- ✓ The procedural requirements for due process;
- ✓ Public hearing protocols;
- ✓ Deliberation and decision; and
- ✓ Judicial review

I will have a slide presentation ready for viewing in the Town Board Chambers, and look forward to our time together. I have included some “Do’s and Don’ts” for your review in advance, and will provide further detail when we gather on May 23.

Relationship to Strategic Plan: Provide opportunities for residents to be involved and informed in Town governance and in community service

QUASI-JUDICIAL PUBLIC HEARING DO's AND DON'T's

May 23, 2016

DO:

- ✓ Focus your attention on the identified criteria for the decision
- ✓ Ask your questions in a way that does not betray your opinions
- ✓ Exhaust all of your questions during the public hearing
- ✓ Frame your questions clearly and concisely
- ✓ Evaluate each witness for reliability, credibility
- ✓ If you're not sure about the reliability of testimony or a document, ask about the source, bias, motive, source of knowledge
- ✓ Let the witnesses supply the facts (even if you have to prompt the witness to speak) - - board member comments are not evidence

DON'T:

- ✓ Stray from the criteria when asking questions
- ✓ Betray your opinions during the public hearing
- ✓ Wait until after the public hearing is closed to ask your questions
- ✓ Ask questions that include your opinion - - *"I'm not in favor of this, but let me ask you..."*
- ✓ Assume that multiple witnesses make something more likely true than not
- ✓ Vouch for a witness or an applicant during the public hearing - - *"I know Witness Jim, and he's an honest guy"*
- ✓ Testify to facts - - *"I know for a fact that the driveway is too narrow..."*

QUASI-JUDICIAL 101

May 23, 2016

IAN D. McCARGAR, TOWN ATTORNEY



QUASI-JUDICIAL vs. LEGISLATIVE

IT'S LEGISLATIVE IF IT'S:

- ▶ Broadly-applicable policy - - Code amendments, IGA approvals, law of general applicability
- ▶ Regulatory policy - - conduct in parks and public places, vehicles & traffic, business and commercial regulations
- ▶ Establishment of criteria and standards for future application in particular cases- - criteria for CUG's, procedures for future decisions

QUASI-JUDICIAL vs. LEGISLATIVE

IT'S QUASI-JUDICIAL IF:

- ▶ Law requires adequate notice to the affected community (landowner, neighbors, *et. al.*); and
- ▶ Law requires a public hearing, pursuant to notice, at which time interested parties must be given an opportunity to be heard and to present relevant evidence; and
- ▶ Law requires that the body make a determination by applying the facts deduced from the public hearing to certain criteria established by law

Quasi-judicial = “Like a judge”

QUASI-JUDICIAL - - PROCEDURAL DUE PROCESS

Basic Procedural Requirements:

- ▶ Notice
- ▶ Opportunity to be heard
- ▶ Impartial decision-maker
- ▶ Decision based solely on the record (no “*ex parte*” communication)

QUASI-JUDICIAL - - PUBLIC HEARINGS

SEQUENCE:

- ▶ First, the “evidentiary phase” during which the board receives all evidence upon which the decision will be based
- ▶ Second, the “deliberative phase”, during which the board discusses the evidence presented, whether the evidence is persuasive or not
- ▶ Lastly, the “verdict”, the point at which the board takes a vote on the questions presented, announces its decision)

QUASI-JUDICIAL - - PUBLIC HEARINGS

EVIDENTIARY PHASE:

- ▶ Staff, applicant and public have an opportunity to present relevant evidence
- ▶ Board members ask questions, seek clarification of the criteria and the relevant facts
- ▶ Maintain impartiality - - ask questions in a neutral, non-judgmental way
- ▶ Close the public hearing only after confirming everyone has presented relevant facts, and officials have exhausted all questions - - *“Is there anything further before I entertain a motion to close the public hearing?”*

RE-OPENING THE PUBLIC HEARING IS AN OPTION BEST EXERCISED INFREQUENTLY

QUASI-JUDICIAL - - PUBLIC HEARINGS

RELEVANCE:

- ▶ That which tends to *prove or disprove* something that is material to the outcome
- ▶ “Material” = defined by the applicable criteria
- ▶ Chair may **exclude** irrelevant evidence - - assures the decision is based on the criteria, not something outside the criteria

“COMPETENCE”:

- ▶ Competent evidence = reliable evidence - - usually based on personal knowledge or personal familiarity with the facts being presented
- ▶ Chair may **exclude** hearsay; quotes from documents not presented; presenting documents that cannot be authenticated

QUASI-JUDICIAL - - DELIBERATION

BOARD DISCRETION:

- Weigh the evidence - - give the evidence the persuasive power it deserves, based on its source, its internal and external consistency, its logic
- Focus on the criteria - - was the record sufficient as to all criteria?
- The number of witnesses alone does not add to or diminish the evidentiary weight it should receive
- Consider the source's means of knowledge, the source's motive and biases
- Disregard irrelevant evidence, disregard incompetent evidence

QUASI-JUDICIAL - - DECISION

ARRIVE AT A “VERDICT”:

- Chair, call the question in a form that has a “Yes” vote being taken in favor of the application, and “No” vote opposed.
- Chair, announce the results of the vote for the record.
- Chair, authorize staff to finalize the decision in writing as needed

QUASI-JUDICIAL - - JUDICIAL REVIEW

COURTS:

“If the board’s decision is based upon even a **scintilla of competent evidence** presented during the public hearing conducted in accordance with procedural due process, the board’s decision will not be disturbed on judicial review.”

RESULT:

Observe procedural due process - - notice, fair opportunity to be heard, impartial decision-maker, decision based only on the record from the public hearing.

Even if the evidence is conflicting or even if it weighs against the decision made, as long as **there is some speck of competent evidence in the record** to support the decision, the courts will not second-guess the board’s decision.



Example list of Land Use and Planning Applications by Action Type

Quasi-judicial action:

- Master Plans
- Rezoning (*encl.: flowchart*)
- Major Subdivision (*encl.: flowchart*)
- Standard Site Plan (*encl.: flowchart*)
- Variances and Appeals (Board of Adjustment)
- Building Height Modifications
- Corridor Plan Modifications
- Conditional Use Grant

Legislative action:

- Annexation (*encl.: flowchart*)
- Zoning Code Amendments
- Approval of intergovernmental agreements, amendments

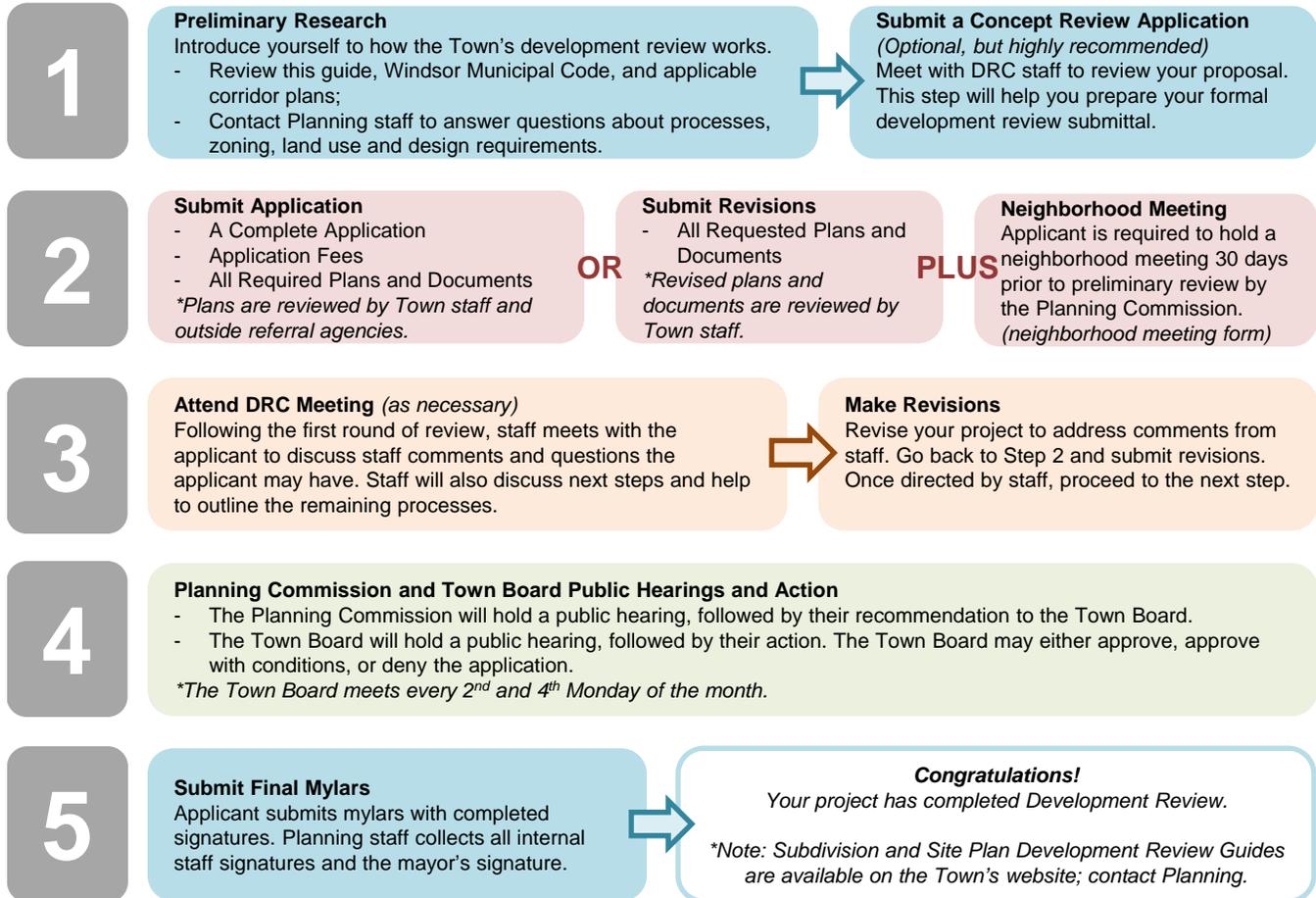
Administrative/ non-action:

- Qualified Commercial & Industrial Site Plan (*encl.: flowchart*)
- Subdivision Development Agreements



DEVELOPMENT REVIEW GUIDE

Rezoning Applications



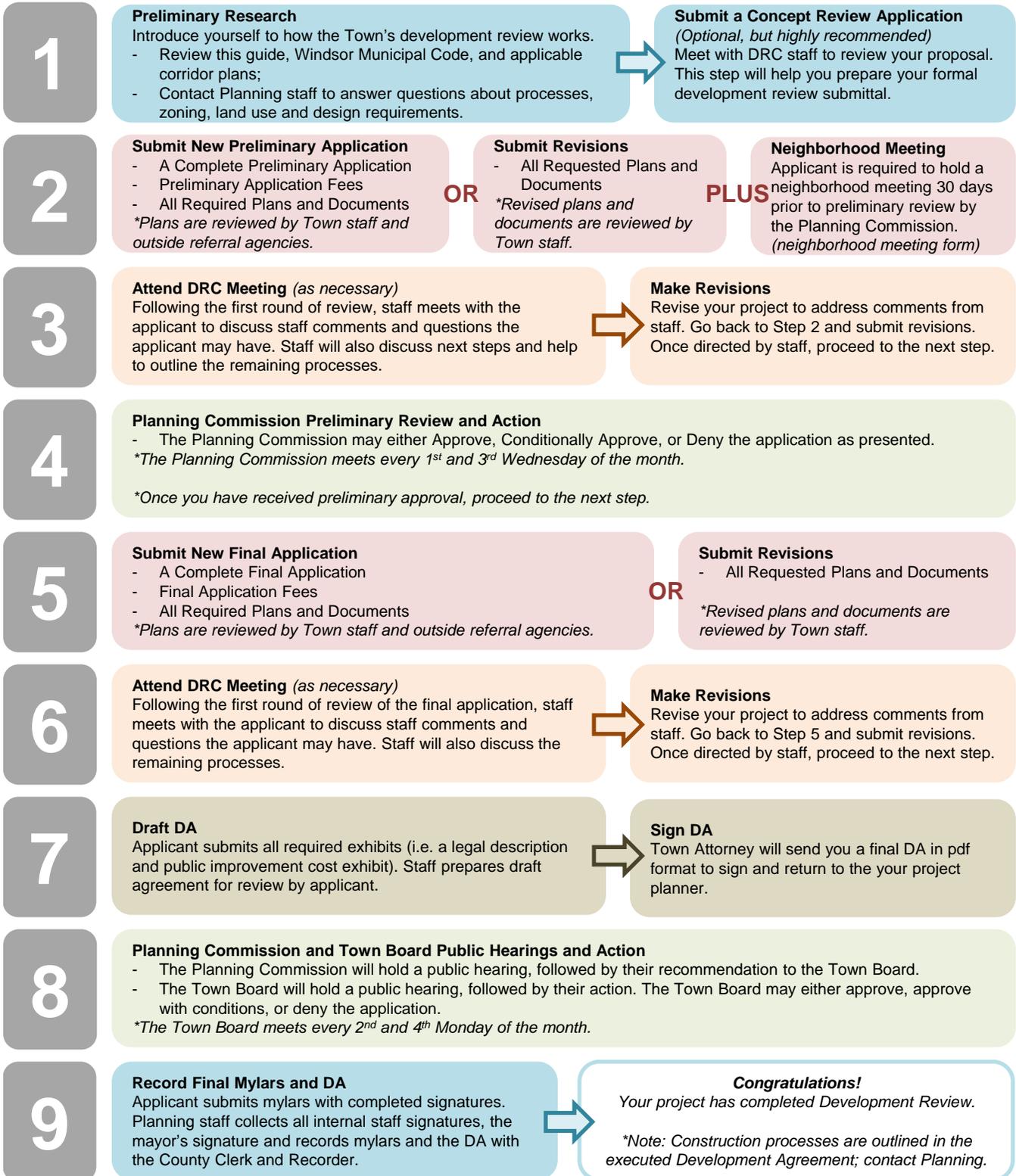
ACRONYMS:

DRC – Development Review Committee (staff from Planning, Engineering, Parks, Fire, Building and Economic Development)
DA – Development Agreement



DEVELOPMENT REVIEW GUIDE

Major Subdivision Applications



ACRONYMS:

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DA – Development Agreement



DEVELOPMENT REVIEW GUIDE

Standard Site Plan Applications

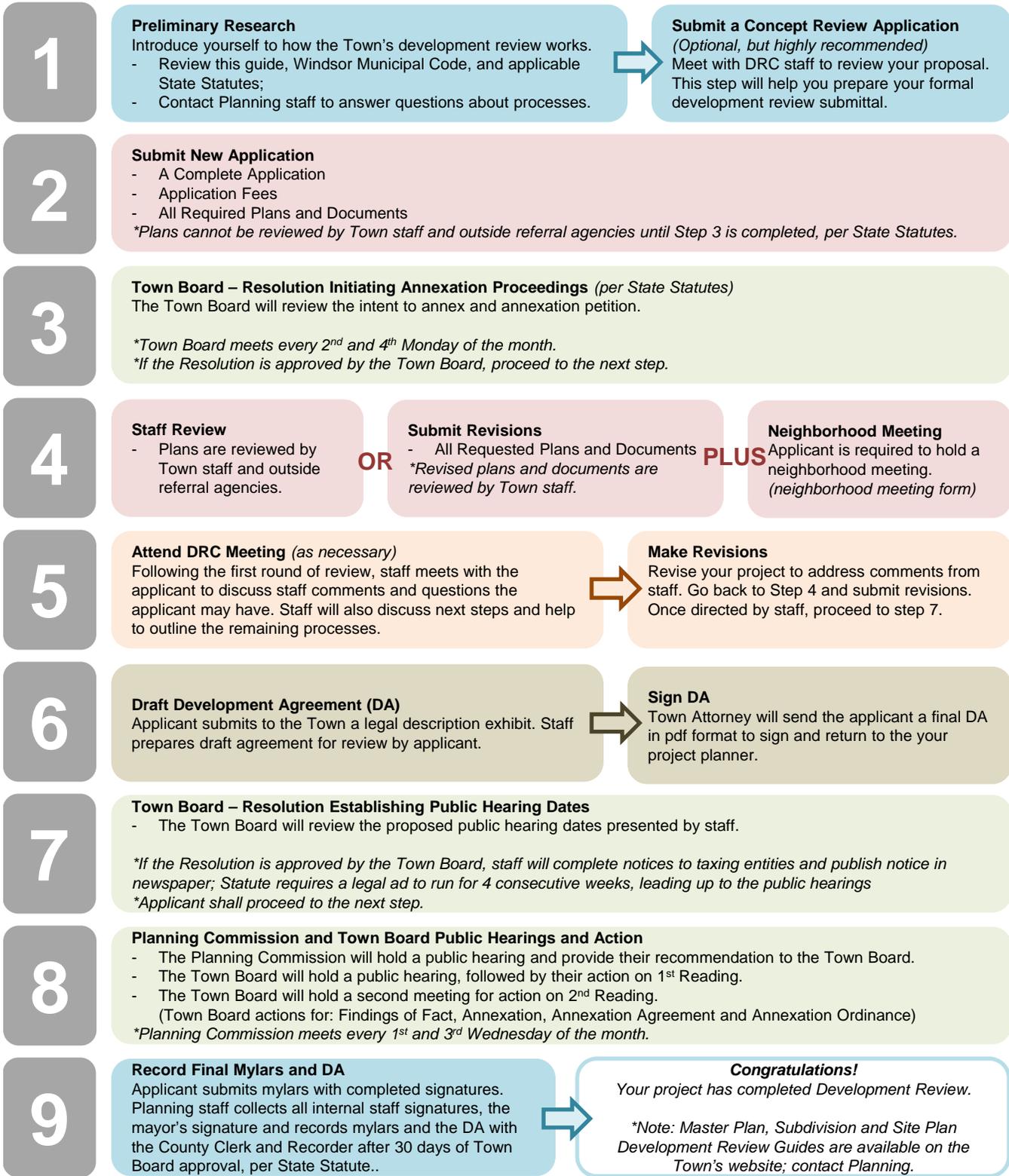


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DA – Development Agreement



DEVELOPMENT REVIEW GUIDE

Annexation Applications

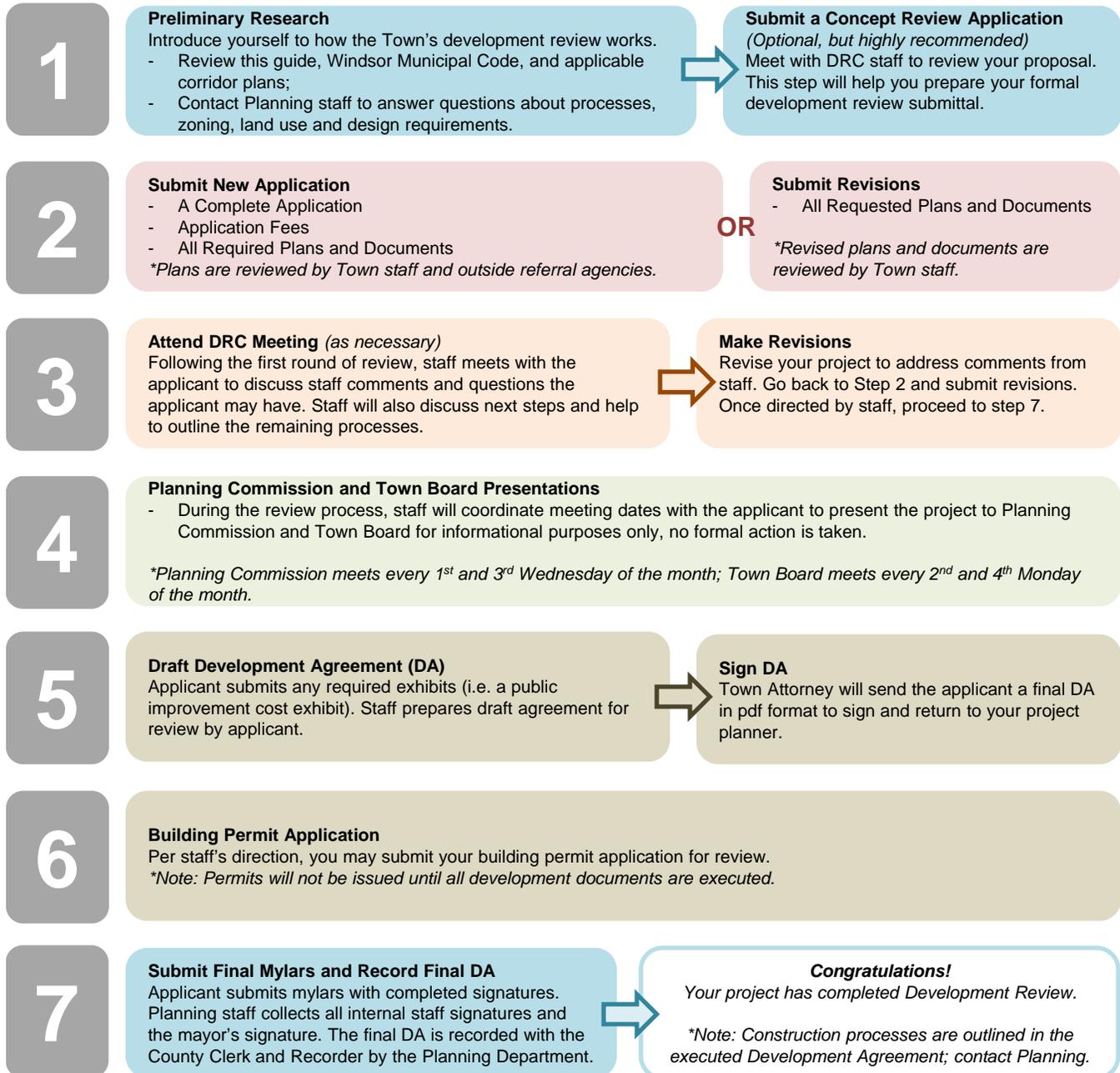


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DA – Development Agreement



DEVELOPMENT REVIEW GUIDE

Qualified Commercial/Industrial Site Plan Applications



ACRONYMS:
DRC – Development Review Committee (staff from Planning, Engineering, Parks, Fire, Building and Economic Development)
DA – Development Agreement



MEMORANDUM

Date: May 23, 2016
To: Mayor, Town Board and Planning Commission
Via: Kelly Arnold, Town Manager
Scott Ballstadt, AICP, Director of Planning
From: Josh Olhava, AICP, Senior Planner
Subject: Comprehensive Plan next steps
Item #: B.2

Background:

The 2016 Comprehensive Plan was adopted by the Planning Commission this past March, following a recommendation of approval by the Town Board. The Comprehensive Plan's goals, objectives, policy recommendations and implementation strategies serve as a 10+ year foundation for decision making and a reference for Town officials, residents, and stakeholders as they consider development proposals, capital improvements, infrastructure investments, policy changes, or other actions. The Plan is broken out into 10 Chapters on areas such as Land Use, Growth & Development, Transportation & Mobility, Infrastructure, and Environmental Features.

The enclosed Comprehensive Plan Dashboard Reference includes a summary of the goals and policy recommendations found in Chapter 5A through Chapter 9 of the Plan, as well as the Land Use Plan map. These policy recommendations serve as 'tools' to achieve the goals and objectives of the Plan. The Implementation chapter was designed to help prioritize the various goals and objectives of the Plan; and to provide a foundation for the ongoing use or 'next steps' of the Comprehensive Plan to guide planning and investment. Please find enclosed an excerpt from the Implementation chapter regarding 'next steps' and the Implementation Action Matrix. Below is a breakdown of the 'next steps':

1. Use the Plan Daily

- Planning staff utilize the plan on a daily basis when reviewing development proposals and providing recommendations to Planning Commission and Town Board that align with the goals and objectives of the Plan. The Plan should continue to be used by Town staff, the Planning Commission and the Town Board.

2. Update the Plan on a Regular Basis

3. Align the Capital Improvement Plan

- The Comprehensive Plan is a tool, providing recommendations for public improvements that should be reviewed when preparing the CIP or updates to the existing CIP. Projects such as the Town's roundabout project and extension of New Liberty Road are consistent with recommendations outlined in the Comprehensive Plan such as congestion management, connectivity and multi-modal safety. This type of interrelation between the Comprehensive Plan and CIP should continue.

4. Maintain Open Communication

- The Town will continue to work on communication mediums such as the Community Development Report

5. Promote Cooperation

6. Review & Update Development Controls

- The Town Board included in the 2016 budget funding for consulting services to assist with an update to the zoning and subdivision codes beginning this year and continuing into 2017. Updates will include, for example: user friendly formatting, incorporating a hybrid zoning code system that adds form-based elements, overhauling the sign code, and adding a mixed use zone.
- Staff continues to evaluate and improve the development review process. Most recently, staff has worked to shorten review timeframes and proposed code amendments to improve the development review process.

7. Develop & Update Specific Plans for Priority Development Areas & Service Areas

- The Town has developed certain area specific plans such as the Downtown Parking Study and Corridor Activity Center – enhanced design criteria. Staff will continue to work on similar studies and plans as directed by the Planning Commission and Town Board.

8. Identify Funding Sources

9. Utilize the Planning Commission for Review

Enclosures: Comprehensive Plan Dashboard Reference
Excerpt from Chapter 10: Implementation – ‘next steps’ and Implementation Action Matrix



Comprehensive Plan Dashboard Reference

Vision

Windsor is a complete community that reflects the best aspects of a traditional "hometown" with a strategic balance and mix of residential, commercial, and industrial land uses, served by high-quality public services, educational and

faith-based institutions, and parks and open spaces. The Town of Windsor, however, is distinct from other municipalities in Northern Colorado for adopting growth policies that have concentrated development at key nodes while preserving its agricultural heritage.

Purpose

The Windsor Comprehensive Plan serves as the foundation for decision making and a reference for Town officials, residents, and stakeholders as they consider development proposals, capital improvements, infrastructure investments, policy changes, and other actions in the decades to come. For the vision of Windsor to be realized, the Town must be proactive, serving in a leadership capacity to spearhead, implement, and coordinate recommendations within the Plan. This will require the support, participation, cooperation, and

collaboration of local leaders, other public agencies, various neighborhood groups and organizations, the local business community, property owners, developers, and residents.

12 Community Workshops
Community Participants 400+



Land Use Plan Chapter 5a

Mixed Use Livability

The Town of Windsor has established a vision and development goals that emphasize multi-modal transportation, active living, and mixed-use development executed in a manner that preserves the community's small town character. There are three critical elements to consider in achieving this vision:

Compatibility

An important part of implementing Windsor's development vision is managing land use adjacency through an approach that promotes compatibility and supports "horizontal mixed-use" design. This approach promotes the inter-relationship between adjacent land uses rather than just relying on buffering, screening, and separating different land uses from each other. The latter approach typically creates saturated land use "silos" or "pods" connected only via arterial roadways with limited or no connections on local streets for people on bikes or walking, or people making short automobile trips.

Form

Form governs the design and orientation of future development and the public infrastructure that serves those sites. Form-based standards and an application of a density transect approach will need to be customized to Windsor specifically. This will include providing urban design criteria not just for multi-story, mixed-use infill projects Downtown, but also for retail centers and single-family neighborhoods throughout the community.

Connectivity

Although virtually every property is connected in Windsor through the use of the automobile, the comprehensive planning process has endorsed investing in multi-modal options, primarily walking and bicycling as critical alternatives. This community desire aligns well with elevating the importance of urban design and integrated land uses as the Town considers zoning code revisions. Multi-modal connectivity between neighborhoods and

parts of Town is fundamental to promoting many of Windsor's development goals.



Growth Framework Chapter 5b

Goal: Maintain the character of the community while accommodating future growth that is fiscally and environmentally responsible.

Growth Strategy

The Growth Strategy prioritizes development close to the core of Town where services and utilities are more readily available at lower costs through four growth areas:

Primary Growth Area

This area includes vacant infill properties, redevelopment opportunities, and underutilized agricultural parcels adjacent to urbanized areas. Future development should be prioritized within the Primary Growth Area to utilize existing infrastructure and services.

Committed Growth Area

This area includes parcels that are within existing Town boundaries; however, they are often disconnected from existing urbanized areas by large tracts of undeveloped land.

Secondary Growth Area

This area encompasses land that lies outside the Primary Growth Area.

Tertiary Growth Area

This area includes all land that lies outside of the GMA, but within the 3-mile Planning Area.

Incentives & Strategies

Possible incentives and strategies to encourage development within the primary growth area include:

- › Density bonuses
- › Reduced impact fees
- › Concurrency ordinance
- › Transfer of development rights
- › Tax abatement



Residential Framework Chapter 5c

Goal: Support diverse housing and residential neighborhoods to meet the needs of varying family sizes, lifestyles, and income levels.

Neighborhood Connectivity

A high degree of connectivity should be encouraged between residential areas to limit congestion, promote healthy lifestyles, and foster greater community identity.

Low Impact Design

Use low impact design (LID) in areas where significant natural features exist. LID is an approach that preserves contiguous areas of open space and natural areas by clustering parcels on select areas of the site while overall housing density remains the same.

Infill Development

The Town could consider establishing overlay zoning districts, which could be form-based, to help promote and guide the type of infill construction and development the community seeks to achieve.

Affordable Housing

In order to provide housing that caters to a range of incomes and households, the Town should consider a number of measures, including revising the Economic Incentives Resolution, increasing the density bonus, reducing minimum lot areas, and promoting construction of accessory dwelling units.

Housing Diversity

The Town should encourage the development of townhomes, multifamily, and mixed-use product options that will appeal to young families, downsizing retirees, senior citizens, and others that do not desire large single-family homes.



Commercial & Industrial Framework Chapter 5d

Goal: Maintain the character of the community while accommodating future growth that is fiscally and environmentally responsible.

I-25 Interchange Vision

A mixed-use center or node within Windsor that will function, in effect, as a contemporary "uptown" styled district and serve as an activity center for the Northern Colorado region. The vision for the district is to minimize the presence of automotive-related and auto-oriented highway uses.

Harmony Road Corridor Vision

A series of commercial nodes at major intersections that provide neighborhood retail and service businesses for local residents that blend with surrounding neighborhoods. Provide informal communi-

ty centers, like coffee shops, restaurants, grocery stores, and preschools, that define daily neighborhood life.

Fairgrounds Entertainment District

Develop with uses that cater to and enhance this district as a major Northern Colorado entertainment, dining, and hospitality cluster, which can act as an extension of the Centerra development to the south.

Downtown

Develop as a vibrant, central commercial area, increasing the number of local retail shops and dining establishments. This vision is supported by market analyses; however, Downtown Windsor requires key improvements and incentives to help spur development and redevelopment.

Great Western Industrial Park

The Park is one of the major centers of employment and manufacturing activity in Northern Colorado and the Front Range and it represents one of Windsor's best opportunities for additional job creation, property value, and new investment over the next 10 to 15 years.

Other Areas

Please refer to the Comprehensive Plan for further discussion.



Transportation & Mobility Chapter 6

Goal: Develop a multi-modal transportation system that accommodates new and existing development, provides safe and efficient access for all ages and abilities, and promotes public health and quality of life.

SH 392 Congestion

In order to reduce congestion through Downtown, a number of improvements to other roadways should take place, including expanding CR 74 to four lanes and developing CR 70 as a minor arterial.

Complete Streets

Complete Streets are roadways that are designed to accommodate all users, beyond the primary consideration of vehicle movement. Typically such roads contain a sidewalk, buffer/terrace, bicycle infrastructure, and lane(s) for other vehicles, including transit.

Sidewalk & Trail Network

Future trail improvements/expansions are

guided by the Windsor Trails Master Plan. Connecting key gaps in the pedestrian network should be prioritized.

Public Transportation

Windsor should continue to participate in regional transit planning efforts. The Land Use Plan outlines increased density and employment in Downtown as well as the Corridor Activity Center, which may reach densities to support future transit service.



Community Facilities & Infrastructure Chapter 7

Goal: Maintain and enhance Windsor as a safe and healthy community that is served by quality facilities and infrastructure that support a high quality of life.

Education

The Town should work with local school districts to ensure current fees and land use calculations provide adequate resources for local school growth.

Library

As the Library considers potential sites for a new, expanded facility, it should work closely with the Town to select a site within Downtown that serves to anchor the community and promote economic development while offering access to information and promoting literacy.

Aging-in-Place

The population in Windsor is aging and has a slightly larger share of older adults than the region. According to the 2015 Windsor Demographic and Housing Opportunities Study, residents over 65 years old will triple by 2014 from 2010 levels. The Town should consider various community services, transportation, and housing strategies to promote an age-supportive community.

Water

Water is a major issue facing the community and a broad foundation of stakeholders would like Windsor to pursue its own water utility in order for the Town to have more control in pricing and supply.

Sewer

The majority of the future developments will be serviced by Windsor sewer. As such, the Town should incentivize growth within the Primary Growth Area to discourage leapfrog development that

require the extension of service to distant locations.



Open Space, Recreation & Environmental Features

Chapter 8

Goal: Support a comprehensive park and recreation system that provides active and passive recreational opportunities while preserving Windsor's natural assets.

Parks Expansion & Maintenance

Continue using a variety of mechanisms for the acquisition, construction, and expansion the park system while considering modifications to these mechanisms as the Town is built out.

Water Resources

The Town should continue to support efforts such as the Northern Integrated Supply Project to implement alternative storage facilities and solutions to issues regarding regional water supply.

Open Space, Bluffs, & Wooded Areas

The Town should prioritize key sites for conservation, the focus of which should be environmentally-sensitive areas and scenic bluffs.



Image, Identity & Community Character

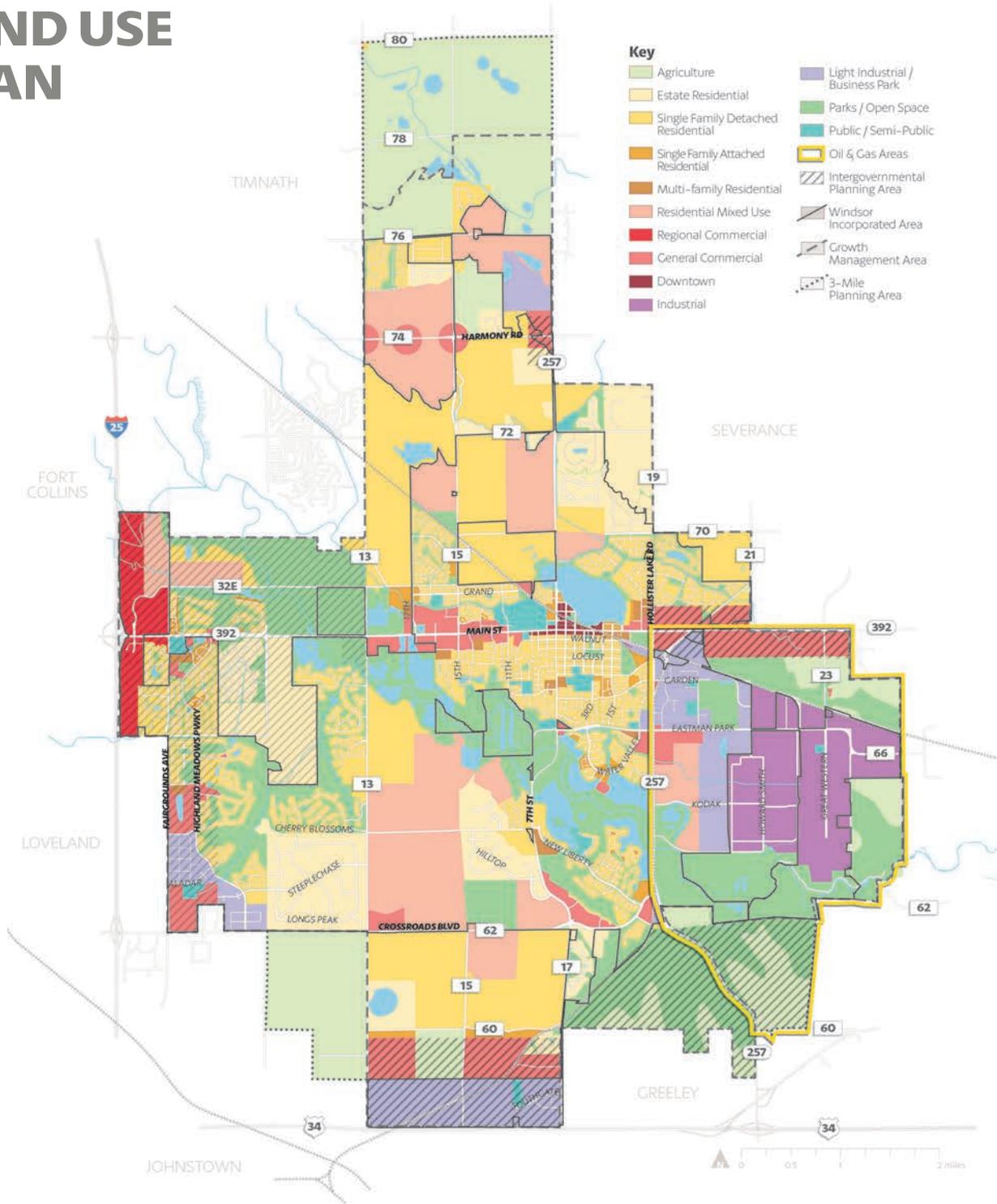
Chapter 9

Goal: Establish the Town of Windsor as the most desirable, vibrant community of its type in Northern Colorado and expand its reputation as one of the best overall communities in Colorado, serving as a model for the Mountain West.

Key Concepts

- › Continue to develop prominent gateways
- › Implement strategic wayfinding signs
- › Continue to use standards to ensure high-quality building design and consider new tools like form-based codes
- › Consider revising street standards to include more landscaping
- › Consider use of public art, "place making," public spaces & events, and tourism to further Windsor's vision

LAND USE PLAN



Land Use Designations

Land use designations guide the location, character, and use of future development. The result is a land use pattern that provides a range and mix of housing options, commercial centers, and employment areas that contribute to a diverse and vibrant economy and high quality of life. The Land Use Plan and its supporting goals and objectives

should serve as the foundation for land use and policy decision-making and act as a guide to ensure Windsor achieves its community vision.

New Land Use Tools

Mixed Use Zoning

Towns can use a combination of vertical and horizontal mixed use to achieve pedestrian-scaled neighborhoods that

allow residents to walk from their place of residence to shops, restaurants, schools, and other community amenities.

Transect Zones

Transects serve to categorize a range of habitats from dense urban core to natural areas. They organize land use based on the physical form of the natural environment with each zone reflecting specific density and design characteristics.

Chapter 10

IMPLEMENTATION

The Windsor Comprehensive Plan serves as the foundation for decision making and a reference for Town officials, residents, and stakeholders as they consider development proposals, capital improvements, infrastructure investments, policy changes, and other actions in the decades to come. For the vision of Windsor to be realized, the Town must be proactive, serving in a leadership capacity to spearhead, implement, and coordinate recommendations within the Plan. This will require the support, participation, cooperation, and collaboration of local leaders, other public agencies, various neighborhood groups and organizations, the local business community, property owners, developers, and residents.

This chapter presents an implementation framework and action matrix that the Town can use to initiate and undertake key recommendations included in the Comprehensive Plan. The actions and strategies identified in this section establish the “next steps” to be taken in continuing the process of community planning and investment.

For the vision of Windsor to be realized, the Town must be proactive, serving in a leadership capacity to spearhead, implement, and coordinate recommendations within the Plan.

1. Use the Plan Daily

As the official policy guide for land use and development, the Town of Windsor Comprehensive Plan should be used and referenced on a daily basis to inform everyday decision making. Once adopted, both hard copies and digital formats should be made available and accessible to Town officials, staff, and the public. It should be referenced by Town staff, boards, and commissions to evaluate all proposals and projects. Finally, the Planning Department should meet with all department heads for a debriefing of the Plan, highlighting the significance of its contents and its application.

2. Update the Plan on a Regular Basis

Cities are dynamic environments and are constantly changing and evolving. As such, the Comprehensive Plan should be reviewed on an annual basis to reflect the changing needs of the community. Yearly updates should coincide with the preparation of the Capital Improvement Plan (CIP) to ensure recommendations or changes relating to capital improvements or other programs can be considered as part of the commitments for the upcoming fiscal year. In addition to annual updates, the Town of Windsor should initiate a comprehensive review of the Plan every three to five years.

3. Align the Capital Improvement Plan

While the Town of Windsor has a current five year Capital Improvement Plan (CIP) for 2014–2018, the Town should review and update it as needed to reflect Plan recommendations. In reviewing the Capital Improvement Plan, the Town should first prepare a list of all public improvements within the next five years that are recommended in the Comprehensive Plan. All projects should then be reviewed and prioritized and cost estimates prepared along with potential funding sources. Financial resources within the Town of Windsor, as in all municipalities, will always be limited and public dollars must be spent wisely.

As iterated in the Comprehensive Plan, the Town should coordinate with other service providers as it updates its CIP. Service providers, whether public or private sector, frequently use a CIP to map out growth and investment in facilities and infrastructure. The CIP update process should be used to implement recommendations within the Comprehensive Plan as well as ensure that investment is occurring in a logical manner and synergies can be created between public, quasi-public, and private improvements.

4. Maintain Open Communication

The Windsor planning process utilized robust public engagement, which should continue well into the implementation of the Comprehensive Plan. Consistent dialogue with residents, business owners, and local stakeholders is essential for the successful implementation of the Plan. To promote open communication and dialogue, the Town should first make copies of the Comprehensive Plan available at Town Hall as well as online. It should also be available to provide assistance in explaining the role of the Plan, its policies, and its relationship to public and private development. The community should continue to be kept informed of all planning developments through the Town's website, a newsletter, and communication through civic and community leaders.

5. Promote Cooperation

For the Comprehensive Plan to be successful, there must be strong leadership from the Town of Windsor and firm partnerships between other public agencies, community groups and organizations, the local business community, and the private sector. The Town should assume a leadership role to cooperate and coordinate with the Colorado Department of Transportation, Weld County, Larimer County, the Clearview Library District, education providers, public safety providers, and utility providers, among others. In addition, the Town should actively work with and encourage builders, developers, and the business community to undertake improvements that conform to the Comprehensive Plan and improve the quality and character of Windsor. Some of the recommendations in the Comprehensive Plan that will likely require coordination and cooperation include:

1. Right-of-way and intersection improvements on corridors under the jurisdiction of Colorado DOT, Larimer County, and Weld County;
2. Coordination with water and sanitation districts to promote infrastructure investment and extensions in areas within the primary growth boundary;
3. Monitoring transit service needs for future service in the community;
4. Coordination with local school districts and others to strengthen local public services; and
5. Continuing to strengthen Windsor's brand to market and attract new residents, businesses, and tourists.

6. Review & Update Development Controls

The Comprehensive Plan sets forth policies regarding the location and uses of land within Windsor's Planning Area and establishes guidelines for the quality, character, and intensity of new development in the years ahead. As such, the Town's zoning, subdivision regulations, property maintenance, and other related development codes and ordinances, should be reviewed and updated to ensure that all regulations are consistent with and complementary to the Comprehensive Plan. In particular, Chapter 16 – Zoning, of the Municipal Code of the Town of Windsor, Colorado, should be updated, amended, and/or rewritten to provide the legal ground to implement many of the Comprehensive Plan recommendations. Changes to the zoning chapter may include, but are not limited to, the following:

1. Add an agricultural zone to allow existing operations to remain conforming following annexation;
2. Amend the zoning ordinance to include a housing type diversity requirement;
3. Permit infill development of older neighborhoods to include single family attached homes that mimic the existing character of the neighborhoods;
4. Explore adoption of a transfer of development rights ordinance; and
5. Additional zoning amendments and changes as indicated in the Implementation Action Matrix.

In addition, the Town's design guidelines that serve to guide the aesthetics of development should be updated to not only reflect the Comprehensive Plan, but also align with zoning regulations (e.g. The Windsor Downtown Corridor Design Guidelines prescribe buildings no taller than two stories or thirty feet, whichever is less, while zoning permits construction up to 75-feet).

Given the large number of potential amendments to zoning regulations and other development regulations that include potential changes in density, bulk, and design specifications, the Town should consider updating its zoning ordinance to include form-based codes. This ensures the vision of the community is reflected and the Comprehensive Plan will be consistently applied through applicable legal regulations.

7. Develop & Update Specific Plans for Priority Development Areas & Service Areas

The Comprehensive Plan provides several recommendations for the creation of more specific and detailed plans throughout Windsor. The Town should initiate the process to further study and create plans for the following areas:

1. Transportation Plan, which should include policies and plans that address:
 - a. Roadway improvements & extensions,
 - b. On- and off-street bicycle infrastructure,
 - c. Pedestrian infrastructure, and
 - d. Parking.
2. Parks & Recreation Plan (in progress as of 2016)
3. Specific Area Plans should include:
 - a. Downtown,
 - b. Harmony Road Corridor,
 - c. The Ranch Entertainment District, and
 - d. US 34 Corridor.
 - e. I-25/SH 392 Corridor Activity Center

8. Identify Funding Sources

Many of the Comprehensive Plan recommendations can be implemented through administrative and policy decisions or traditionally funded programs. However, other projects may require special technical and/or financial assistance. The Town should explore a wide range of local, state, and federal programs that may be available for use and regularly identify new opportunities as they become available. A list of potential funding sources are included at the end of this chapter.

9. Utilize the Planning Commission for Review

To ensure the implementation of recommendations, the Town should facilitate meetings with the Planning Commission to review progress and modify tactics as necessary. Working in an advisory role, the Commission would be able to provide Town staff with prioritized actions that adhere to the Plan's goals and objectives. Commission members should meet annually throughout the life of the plan, allowing recommended actions to be tailored to Town finances, economic development, and implementation progress.

Implementation Action Matrix

The Implementation Action Matrix presents the strategies needed to implement the goals and objectives of the Comprehensive Plan. The Matrix lists Plan objectives by topic and identifies specific actions, priority levels for completion, anticipated time frames, and potential partnership opportunities. The matrix also identifies key metrics needed to track implementation progress. It should be noted that several of the strategies/objectives are actions unto themselves, while others list more specific steps to implement the objective. In addition, several actions are listed more than once, as they serve to advance multiple objectives.

Action Priority Levels

Each strategy in the Implementation Action Matrix is indicated with one of the following priority levels:

1 – These are short-term strategies that generally consist of administrative actions. Minimal costs are involved, and actions can and should be implemented within the next 1-5 years to set other actions in motion.

2 – These are strategies that have some level of significant cost, may require coordination among multiple entities, and can be implemented within the next 5-10 years.

3 – These include actions that often require significant amounts of funding that must be planned for over time, or require other strategies to be completed prior to their implementation.

Ongoing – These are actions that should be maintained and supported throughout the life of the Comprehensive Plan.

Partner Organizations

The Action Matrix identifies numerous potential partners that may assist with and be a critical component to successful implementation of the Comprehensive Plan. Nevertheless, the Town of Windsor remains primarily responsible for all action items. The listed potential partners demonstrate opportunities for cooperation, but the action matrix does not represent a commitment or responsibility on their behalf.

Funding Sources

The funding sources identified within the following table provide a range of potential sources to implement the Comprehensive Plan; however, they are not inclusive and should be closely scrutinized to understand application deadlines and eligibility requirements.

Implementation Action Matrix

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
GROWTH & DEVELOPMENT				
1	Prioritize new growth in areas currently served by town infrastructure and services.	1. Formalize growth management incentives and strategies (impact fees, density awards and bonuses, transfer of development rights, tax abatement).	1	
2	Incentivize infill development to complete neighborhoods and leverage existing resources.	1. Utilize available incentives to promote infill development (see above).	Ongoing	
3	Develop new neighborhoods adjacent to existing neighborhoods and urbanized areas.	1. Adopt a concurrency/adequate facilities ordinance.	1	
4	Remediate and develop former oil and gas extraction sites as they come offline.		Ongoing	
5	Support maintenance and investment of existing neighborhood infrastructure and services as the Town grows.	1. Align the CIP to include both projects listed within the Comprehensive Plan as well as ongoing maintenance.	Ongoing	
6	Work cooperatively with adjacent municipalities to coordinate future land use and development within intergovernmental planning areas and amend intergovernmental agreements to meet evolving community needs and land use demand.	1. Hold regular meetings with adjacent municipalities to stay informed with regards to development applications and potential changes in land use.	Ongoing	City of Fort Collins, City of Greeley, City of Loveland, Town of Timnath, Town of Servance, Town of Johnstown
RESIDENTIAL AREAS				
1	Promote multi-modal connectivity to increase neighborhood access and resident mobility.	1. Amend the zoning ordinance to require non-motorized connections and trails within and between new developments. 2. Require the establishment of and connections to stub streets within the subdivision regulations.	1	
2, 6	Utilize conservation design and traditional neighborhood design for new residential growth areas, promote overall community livability, and conserve natural resources.	1. Amend the zoning ordinance to provide density incentives (decrease minimum lot size) for the use of conservation design and traditional neighborhood design.	1	
3	Increase the number of affordable housing units that provide opportunities for working families and seniors.	1. Continue to allow Accessory Dwelling Units (ADUs) and track construction of new ADUs	Ongoing	
4	Foster a variety of housing types and sizes through coordinated land use planning and zoning.	1. Amend the zoning ordinance to include a housing type diversity requirement. 2. Permit infill development of older neighborhoods to include single family attached homes that mimic the existing character of the neighborhoods.	1	
5	Support high density residential development near Downtown, commercial centers, and mixed-use nodes.	1. Amend the zoning map to increase the areas available for higher density development (MF-1, MF-2, SF-2) near commercial areas	1	
7	Maintain the character of existing residential neighborhoods and make investments that leverage their distinctiveness from newer parts of Town.	1. Monitor building conditions in established residential neighborhoods and strictly enforce all zoning, building, fire safety, and occupancy codes. 2. Prioritize streetscape improvement projects in older residential neighborhoods that promote safety and walkability. 3. Consider the use of form-based code regulations to maintain and enhance the desired design of existing neighborhoods while permitting increased density. 4. Consider area plans where needed.	Ongoing	

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
8	Discourage the use of dense residential developments as a buffer to industrial areas.		Ongoing	
9	Foster a unified identity for Windsor's residential areas.	<ol style="list-style-type: none"> 1. Regularly attend existing homeowners' associations and neighborhoods group meetings and engage residents in Town activities and service delivery. 2. Partner with local businesses and neighborhood groups to establish block parties in each residential area of town and promote a "Tour of Neighborhoods" series of events. 3. Codify a requirement to add "Town of Windsor" signage and branding to any future subdivision and other residential monument and/or signage to reinforce that neighborhood's tie to the larger community. 4. Evaluate a customized, uniform street sign and other infrastructure design standard that marks residential areas that are within the Town of Windsor. 	2	

COMMERCIAL & INDUSTRIAL AREAS				
1	Prioritize new growth in areas currently served by town infrastructure and services.	1. "Adopt a concurrency/adequate facilities ordinance Consider proactively constructing a roadway network to frame out the area's preferred design and begin to help shape "shovel ready" development sites."	2	
2	Incentivize infill development to complete neighborhoods and leverage existing resources.	1. Utilize incentives such as tax abatement, impact fee waivers, and parking reductions.	Ongoing	
3	Develop new neighborhoods adjacent to existing neighborhoods and urbanized areas.	1. Adopt a concurrency/adequate facilities ordinance.	1	
4	Remediate and develop former oil and gas extraction sites as they come offline.	1. Continue to track the location and placement of these sites and evaluate any impacts inconsistent with state and federal law that should be discussed with the operator and private property owners.	Ongoing	
5	Support maintenance and investment of existing neighborhood infrastructure and services as the Town grows.	1. Include regular maintenance and upgrades of existing neighborhoods as high priority projects within the CIP	Ongoing	
6	Work cooperatively with adjacent municipalities to coordinate future land use and development within Intergovernmental Planning Areas and amend intergovernmental agreements to meet evolving community needs and land use demand.	1. Work with the City of Greeley to plan for the Greeley U.S. 34 IGA area to develop as a major employment node for Northern Colorado.	2	Larimer and Weld counties; cities of Fort Collins, Greeley and Loveland, and the towns of Timnath, Severance, and Johnstown
7	Create an up-to-date action plan for the Downtown area by developing a new Downtown plan or identifying and implementing applicable components of past downtown planning initiatives.		1	
8	Create a distinct sense of place for the Town's commercial and industrial districts.	<ol style="list-style-type: none"> 1. Work with local private property owners and existing businesses, as well as the City of Loveland, to coordinate investment strategies for the Fairgrounds Entertainment District and its corridors to manage and brand the district as an identifiable destination in the region. 2. Host regular community events and festivals in Downtown as a placemaking strategy . 	2	City of Loveland, Downtown Development Authority, Chamber of Commerce
9	Pursue the use of zoning and form-based development tools that promote and encourage the type of mixed-use character the community prefers.		1	

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
TRANSPORTATION & MOBILITY				
1	Extend roadways as development occurs to enhance the connectivity for all users and increase the capacity and mobility of the transportation network.	1. Extend Crossroads Boulevard.	2	
2	Construct new roadways using cross sections that reflect the rural or urban context in which they are located while also optimizing long-term maintenance and multi-mobility.		1	Weld County, Larimer County
3	Work with regional transportation providers to monitor demand and design roadways to accommodate and support future transit service.		Ongoing	Bustang (CDOT), North Front Range Metropolitan Planning Organization
4	Adopt a Complete Streets policy.	1. Customize the model Complete Streets Ordinance within the Appendix to meet the needs of Windsor.	1	
5	Promote multi-modal connectivity and efficiency through roadway extension, sidewalk construction, and trail expansion projects.	1. Implement the Windsor Trails Master Plan. 2. Conduct a follow-up highway rail crossing safety study after current improvements have been completed to identify the efficacy of past efforts as well as identify remaining or emerging deficiencies at the crossings throughout the Town. 3. Work with CDOT to perform signal timing optimization on an annual basis to ensure efficient traffic flow and use of the existing facilities.	3	Colorado Department of Transportation
6	Provide congestion relief on SH 392 through area roadway improvements and the extension of Crossroads Boulevard.	1. Develop WCR 70 between Hollister Lake Road (WCR 19) and SH 257 as a 2-lane minor arterial street. 2. Formulate a Town policy concerning potential shifting of the SH 257 designation north of SH 392 from the WCR 17 alignment to the WCR 19 alignment. 3. Improve Harmony Road (WCR 74) to 4-lane arterial standards between I-25 and SH 257. 4. Extend Crossroads Boulevard. 1. Identify strategies to divert truck traffic away from Downtown and Main Street. 1. Conduct a follow-up SH 392 traffic study.	2	Larimer County, Weld County, and Town of Timnath.
7	Work with CDOT, Weld County, Larimer County, and property owners to implement the Windsor Trails Master Plan.	1. Meet regularly with local partners to identify priority projects and opportunities for joint projects.	Ongoing	Colorado Department of Transportation, Weld County, Larimer County
8	Consider the use of impact fees for accelerated State Highway improvements.		2	
9	Manage off-street parking to limit the construction of excessive parking spaces to support better development, promote multi-modal transportation, and improve environmental outcomes.	1. Develop a payment-in-lieu of parking (PILOT) program consider the use of parking maximums to limit oversized parking lots and unneeded parking spaces.	2	
10	Revise street standards to incorporate increased focus on multimodal design, such as reduced lane widths, sidewalks on all rural streets, detached sidewalks, and landscaped medians on arterial roadways.	1. Redesign the urban cross section standard to include sidewalks.	1	
11	Consider the development of a transportation plan that provides highly detailed multi-modal project implementation and can be updated regularly to reflect changing traffic conditions.		1	Colorado Department of Transportation, Weld County, Larimer County

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
COMMUNITY FACILITIES & INFRASTRUCTURE				
1	Coordinate annexation and development plans with community service and utility providers to ensure adequate levels of service are extended to new growth areas and maintained in existing service areas.	<ol style="list-style-type: none"> 1. Regularly communicate with school district officials to stay informed about plans for growth and facility expansion. 2. Work with local school districts to ensure current fees and land use calculation provide adequate resources for local school growth. 	Ongoing	Weld School District RE-4, Thompson School District R2-J, the Poudre School District R-1, Clearview Library District, Chamber of Commerce, Windsor Police Department, Windsor Severance Fire Rescue
2	Work with the Clearview Library District to ensure library facilities, including the new library, are highly accessible, well positioned within the community, and provide multiple community benefits.	<ol style="list-style-type: none"> 1. Continue to work with the Clearview Library District to select a Downtown site for a new library facility. 	1	Clearview Library District
3	Coordinate with the Weld RE-4 School District as it develops a new high school in Severance, and support efforts to update the District's existing high school in Windsor.	<ol style="list-style-type: none"> 1. Consider incorporating a senior center or amenities within the proposed Weld School District high school. 	1	Weld School District RE-4
4	Work with the Windsor Police Department and Windsor-Severance Fire Rescue to maintain and enhance Windsor as a safe community.		Ongoing	Windsor Police Department and Windsor-Severance Fire Rescue
5	Work with other public agencies throughout the community to maintain adequate and appropriate sites and facilities for the provision of public services.		Ongoing	Windsor Police Department, Windsor-Severance Fire Rescue, North Weld County Water District, the City of Greeley, Fort Collins-Loveland Water District, South Fort Collins Sanitation District, Boxelder Sanitation District, Xcel Energy, Poudre Valley Rural Electric Association
6	Support the growth of local healthcare facilities to improve access to medical care and to serve as key partners in community and economic development.	<ol style="list-style-type: none"> 1. Work with healthcare providers to identify potential sites for future facilities. 	Ongoing	Banner Health, Colorado Health (UC Health), Columbine Health Systems
7	Maintain interagency communication and partnerships to ensure cooperative use and distribution of services and facilities.	<ol style="list-style-type: none"> 1. Consider establishing a program that bridges students with local business partners to explore career educational opportunities for students through shadow programs, job site visitation, and internships. 	Ongoing	Aims Community College, Weld School District RE-4, Thompson School District R2-J, the Poudre School District R-1, Chamber of Commerce, North Weld County Water District, the City of Greeley, Fort Collins-Loveland Water District, South Fort Collins Sanitation District, Boxelder Sanitation District
8	Conduct a feasibility study to determine the costs, benefits, and process for water independence.		2	North Weld County Water District, the City of Greeley, Fort Collins-Loveland Water District
9	Utilize stormwater best management practices in addition to required design elements to prevent flooding and increase groundwater infiltration.		Ongoing	
10	Coordinate with private utility providers to identify coordinated/synergistic project opportunities.		Ongoing	Xcel Energy, Poudre Valley Rural Electric Association

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
11	Continue to provide public education regarding oil and gas regulations and work with new permit applicants to properly buffer and screen oil and gas operations.		Ongoing	Colorado Oil and Gas Conservation Commission
12	Conduct a comprehensive life cycle assessment for Town buildings, equipment, vehicles, facilities, and properties and develop/revise a multi-year maintenance plan and on-going maintenance program.		2	
13	Increase efforts to identify alternative sources of funds such as grants to fund a wide range of public projects including, but not limited to Town facilities, parks and recreation enhancements, transportation improvements, economic development related projects, and social services.		Ongoing	
14	Ensure the Town provides the services and amenities that allow seniors to age in place.	<ol style="list-style-type: none"> 1. Consider an ordinance to incorporate universal design into municipal projects. 2. Work with public safety providers to ensure they are attentive to the needs and issues affecting older adults (identifying senior abuse and neglect, performing well-being checks, etc.). 3. Continue to work with the Weld County Area Agency on Aging to provide senior lunches and other senior health, wellness, and assistance programs. 4. Continue the Active Adults program to provide opportunities for social inclusion and active recreation. 5. Increase pedestrian safety through the use of shorter crossing distances, high-visibility crosswalks and signalization, and crossing signal timing that accommodate the slower rate of travel of older adults. 6. Continue to provide the Senior Ride Program. 7. Review and amend building and related codes to ensure they adequately address universal design principles. 8. Consider implementing a housing diversity requirement to ensure a variety of housing types are available for people as they age. 	1	Weld County Area Agency on Aging, Weld School District, Windsor Police Department, Windsor Severance Fire Rescue

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
OPEN SPACE, RECREATION, & ENVIRONMENTAL FEATURES				
1	Maintain an adequate level of service to ensure the park and recreation system meets the changing needs of the community.	<ol style="list-style-type: none"> 1. "Complete and implement the Parks, Recreation & Culture Master Plan. 2. Consider amending the Municipal Code to permit the use of impact fees for park maintenance in areas that are located within existing park service areas. 3. Periodically amend the Municipal Code to ensure the monetary amount for fee-in-lieu of dedication is adjusted for inflation and other economic shifts. 4. Work with Larimer County to ensure future updates to the County Parks Master Plan and the Our Lands – Our Future: Recreation and Conservation Choices For Northern Colorado plans coordinate and align with the Town of Windsor's local community goals. 	1	Larimer County
2	Prioritize the development of new parks in under-served areas. Ensure the Comprehensive Plan aligns with the Parks, Recreation & Culture Master Plan.	<ol style="list-style-type: none"> 1. Utilize impact fees and parkland dedications and/or parkland fee-in-lieu of dedication to develop new parks to fill remaining gaps within the park system. 2. Establish an annual reporting function to communicate what investments were made locally in Windsor that were funded by these revenue sources, including the County-managed sales tax. 	2	
3	Develop community partnerships to expand recreational programming and services.	<ol style="list-style-type: none"> 1. Continue to offer sponsorship opportunities to support local programming. 	Ongoing	Weld School District RE-4, Thompson School District R2-J, the Poudre School District R-1, Clearview Library District
4	Protect open space areas through acquisition and conservation easements.	<ol style="list-style-type: none"> 1. Continue local partnerships for the purpose of protecting the Poudre River, providing a variety of educational opportunities and outreach about the importance of water quality, wildlife, and management. Identify and prioritize key sites for conservation. 2. Acquire key sites that are threatened by future development and prioritizing areas where municipally-owned land may be the most effective strategy. 3. Consider adopting and implementing a Transfer of Development rights ordinance. 4. Consider adopting a zoning overlay to further protect both ecologically sensitive areas and the community enjoyment of the Cache la Poudre River. 	Ongoing	Property owners, City of Fort Collins, the City of Greeley, Poudre Heritage Alliance
5	Incentivize the use of stormwater best management practices to improve local water quality.	<ol style="list-style-type: none"> 1. Offer educational seminars, materials, and/or rebates for reducing the volume of stormwater released from residential properties. 2. Adopt a stormwater ordinance that requires a minimum amount of stormwater to be managed on site. 	1	North Weld County Water District, the City of Greeley, Fort Collins-Loveland Water District, South Fort Collins Sanitation District, Boxelder Sanitation District

#	OBJECTIVE/STRATEGY	ACTION	PRIORITY	POTENTIAL PARTNERS
IMAGE, IDENTITY & COMMUNITY CHARACTER				
1	Utilize gateways and wayfinding signage to strengthen Windsor's presence in the Northern Colorado region and reinforce its distinctive character in contrast to neighboring cities, particularly as a part of corridor streetscaping efforts.	1. Create and implement gateway wayfinding programs.	2	
2	Consider the use of a variety of development regulations and zoning techniques to generate the desired built form of the Town, particularly as part of the Town's zoning update in future years.	1. Consider revising the zoning ordinance to include form-based codes that will regulate the design of the built environment. 2. Revise the Town's roadway sections. 3. Adopt a "dark-sky" ordinance.	1	
3	Evaluate the creation of a detailed tourism development strategic plan to guide investments and Town economic development activities, in coordination with Go NoCo.	1. Develop a long-range tourism plan, which highlights Downtown, the Corridor Activity Center, emerging Entertainment District, and recreational attractions such as the Poudre River Corridor, Lake Windsor and the Town's golf courses.	2	Windsor Chamber of Commerce, Downtown Development Authority, Poudre Heritage Alliance
4	Leverage the Town's history and invest in projects that reinforce the community's tight-knit, small town character.	1. Advertise the Town's online history tour and print and distribute hard copies of the tour.	1	Windsor Chamber of Commerce, Downtown Development Authority
5	Support the acquisition and installation of public art to enhance the character of Windsor.	1. Adopt a percentage for arts program.	2	
6	Develop a coordinated branding and marketing strategy to broadcast the image of Windsor in partnership with the local business community and Chamber of Commerce.		1	Windsor Chamber of Commerce
SUSTAINABILITY				
1	Be a community leader through sustainability initiatives.	1. Consider replace turf grass with xeriscaping at Town facilities as demonstration projects. 2. Update existing municipal buildings through higher efficiency building lighting, restoration of native vegetation, and installation of low-flow water fixtures. 3. Adopt a policy that requires a baseline energy efficiency standard for all new construction and renovations of municipal buildings.	1, Ongoing	



FUTURE TOWN BOARD MEETINGS

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

May 30, 2016	Fifth Monday & Memorial Day
June 6, 2016 6:00 p.m.	Town Board Work Session Public Town Hall Meeting regarding Strategic Plan
June 13, 2016 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting Budget Primer
June 13, 2016 7:00 p.m.	Town Board Meeting
June 20, 2016 6:00 p.m.	Town Board Work Session Joint meeting with Planning Commission Oil & Gas Current State of Affairs/Town Responsibilities
June 27, 2016 6:00 p.m.	Town Board Work Session Water Resources
June 27, 2016 7:00 p.m.	Town Board Meeting
July 4, 2016 6:00 p.m.	Town Board Work Session - cancelled
July 11, 2016 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting
July 11, 2016 7:00 p.m.	Town Board Meeting Kern Board Meeting
July 18, 2016 6:00 p.m.	Town Board Work Session Update from Xcel
July 25, 2016 6:00 p.m.	Town Board Work Session
July 25, 2016 7:00 p.m.	Town Board Meeting Update from PVREA
August 1, 2016 6:00 p.m.	Town Board Work Session
August 8, 2016 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting

August 8, 2016
7:00 p.m. Town Board Meeting

August 15, 2016
6:00 p.m. Town Board Work Session

August 22, 2016
6:00 p.m. Town Board Work Session

August 22, 2016
7:00 p.m. Town Board Meeting

August 29, 2016 Fifth Monday

Additional Events

May 25, 2016; 9-11 a.m. CML Spring Outreach Meetings – Loveland; attending – Adams, Bennett, Rennemeyer

June 21-24, 2016 Colorado Municipal League Annual Conference – Vail; attending – Melendez, Baker, Morgan, Bennett, Rennemeyer, Boudreau

Future Work Session Topics

Water Rights Dedication Policy

Broadband discussion – session at CML Annual Conference