



TOWN BOARD WORK SESSION

December 19, 2016 – 6:30 p.m.

Or immediately following the Special Meeting
301 Walnut Street, Town Board Chambers
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. Economic Development Incentive Program review
2. 2016 Events Debrief and Future Special Event Items
3. Future Meetings Agenda

The Town Manager, Town Attorney and Town Board will be gathering in Windsor following the regular meeting; the location will be announced prior to adjournment of the meeting.



MEMORANDUM

Date: December 19, 2016
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Stacy Johnson, Director of Economic Development
Re: Economic Development Incentive Program Review
Item #: WS 1

Background / Discussion:

In August of 2011 Economic Development staff presented to Town Board details of current and trending economic development incentives for primary employers. These were provided for the Town Board to review, discuss and identify incentives they wished to have in the Town's Primary Employer Incentive Guidelines.

Incentives were chosen for competitiveness and ease of use for tracking and recording. Some incentive programs support a specific dollar amount for each job created, but we did not choose that option. With minimal staff it was important to not only preserve staff time for economic development function, but also not to impair other departments with tracking, monitoring or claw back requirements.

The Town Board with advice from our retail consultant Katy Press and staff had also decided not to have a specific retail incentive program. All retailers have unique and individual requirements for assistance. Having a blanket general incentive program for all retailers was determined not to be ideal.

In the last year or so the State of Colorado has shifted its incentive programs to support rural communities, meaning less financial support for employers in larger communities. The Counties still seem on board for the most part to provide a 50% personal property tax rebate as well. A trending incentive program used lately was a blanket incentive program for an entire development area in Loveland called "The Brands". It is a mixed use project on both sides of I-25 north of Crossroads.

In general our primary employer incentive program still seems to be consistent with the region. Incentives continue to play a role in attracting and retaining primary employers, as well as attracting new retail to a community. Overall there are simply not a lot of options out there at the state, regional and local levels.

Financial Impact:

Fee Waivers
Personal Property Tax rebate

Relationship to Strategic Plan:

Diversify, Grow & Strengthen the Local Retail and Industrial Economy

Attachments:

Primary Employer Incentives Guidelines



2016 Primary Employer Incentive Guidelines

I. DESCRIPTION

The Primary Employer Incentive Guidelines are part of the Town of Windsor's Economic Development Program and are a competitive incentive program offered to companies proposing to locate or expand in the Town of Windsor. All incentives provided under the program require Town Board approval in each case, and are administered by Town staff.

The purpose of the program is to aid economic development within the Town by providing assistance to qualified primary employers who plan to establish new operations or facilities in the Town of Windsor or significantly expand existing operations or facilities in the Town of Windsor.

A primary employer is any company which exports at least 50% of their goods or services outside the region. The Region is currently designated as Larimer and Weld Counties.

II. PURPOSE

The purpose of the Primary Employer Incentive Guidelines program is to attract investment and create primary jobs in the Town of Windsor, thus providing an identifiable public benefit, justifying the Town's expenditure of taxpayer revenue and/or waiver of such revenue. This can be done through the following approaches:

1. Target those projects with the greatest impact on economic development in Windsor.
2. Provide incentives to stimulate economic development which otherwise would not occur or which would otherwise be delayed longer than is expedient for the maximum public benefit as a whole.
3. Provide a source of funding for projects not eligible for other forms of economic development incentives for any of the following reasons:
 - a. Project timing
 - b. Project Size -- amount needed too small to justify application costs for other types of assistance.
 - c. Traditional bank financing is unavailable or unnecessarily costly

III. ELIGIBLE PARTICIPANTS

The applicant must be a qualified business able to do business in the State of Colorado. Any request by a qualified company must be consistent with the Town of Windsor strategic plan as adopted and in effect at the time of application. All incentivized projects must meet the requirements set out by the Town, including, but not limited to:

- A. Primary Employers: New & Expanding
 - 1. Creation of primary jobs with a facility-wide aggregate payroll equal to at least 110% of County average for all new hires
 - 2. Minimum capital investment of \$500,000
 - 3. Pay 80% facility-wide aggregate of health insurance premiums
 - 4. Provide company information for an Economic Impact Analysis to be run by the town
 - 5. Prepare to provide on-going company information for monitoring purposes

IV. APPLICATION PROCEDURES

The Business Development Manager shall provide potential applicants with pre-application and Economic Impact Analysis forms. Initial contact for application may also be done by phone or in person with other members of the Windsor Town staff including the Town Manager. Company information provided for the Economic Impact Analysis must be current and will not be valid if the information is more than 120 days old from the date on the application.

Pre-applications will be reviewed by Town staff. If the project appears to meet the eligibility requirements of the Town, the applicant will receive written notice and a request to submit a final application including a written request to the Town Manager.

Final applications approved by the Town staff shall be presented to the Town Board as scheduled by the Town Manager.

The Town Board and Town staff may solicit proposals for projects determined to be of crucial importance to the economic development of the Town of Windsor.

V. AVAILABLE INCENTIVES

- A. Development Fees, Sales & Use Taxes: The following fees and/or taxes may be waived, deferred or reimbursed in full or in part upon approval of the Town Board. These Include:
 - 1. Construction materials use tax
 - 2. Raw water charge
 - 3. Water/sewer tap fees

**For more information please contact the Windsor Economic Development Department at: 301 Walnut Street – Windsor, CO 80550 – www.windsorgov.com or 970-674-2446*

4. Storm water drainage fee
 5. Town administrative portion of the building permit fee
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- B. Personal Property Tax Rebate -
Pursuant to Section 31-15-903, C.R.S., up to fifty percent (50%) of property tax revenue received by the Town for up to ten (10) years, attributable to personal property placed into service during the first year of operations
 - C. Expedited development review and fast tracking of commercial project development reviews
 - D. Town of Windsor Training Dollars -
On a case by case basis the Town of Windsor may consider a contributing dollar for dollar match of the Colorado First/Existing Training Grant Program up to a maximum of \$10,000 per company
 - E. Sponsorship of Private Activity Bonds
 - F. Cash incentives may be offered, based on the creation and retention of primary jobs for one year, if the wage is above the required 110% of the county average
 - G. Access to Community Development Block Grant (CDBG) funds for infrastructure

VI. RESTRICTIONS

1. The Town of Windsor will not provide incentives to companies for relocation of existing employment from other local communities. The Town will only provide incentives for new net qualifying primary jobs.
2. The Town of Windsor will not provide cash incentives for job creation to companies receiving cash incentives from the State of Colorado for job creation
3. If any requirements are not met, the entire incentive or a portion of the Incentive may be recalled. Projects only located within the Town of Windsor municipal boundaries are eligible for this program. Those projects located outside of the Town limits must agree to annex into the Town if the property ever becomes contiguous with the Town Limits. The parameters outlined in the program are for guidance purposes only and each project will be evaluated on a case-by-case basis

VII. CONFLICT OF INTEREST

Elected and appointed officials and any Town employees, or agents shall not directly or indirectly be eligible for incentives or inducements offered under this program. This prohibition shall continue for twenty-four (24) months after an individual's elected, appointed or employment relationship with the Town concludes.

VIII. AMENDMENT OF PRIMARY EMPLOYER INCENTIVE PROGRAM

GUIDELINES

The Windsor Town Board has the authority to amend these Primary Employer Incentive Program Guidelines.



MEMORANDUM

Date: December 19, 2016
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Eric Lucas, Director of Parks, Recreation & Culture
Re: Special Events Review & Discussion
Item #: WKS - 2

Background/Discussion:

I began working for the Town in October 2015 consequently I missed nearly all of the special events the Town hosted, partnered or operated independently. Given those circumstances and knowing that our special events were an area that needed analysis I made it a priority to attend nearly all Town operated or sponsored events during 2016. Additionally, I worked closely with staff across departments in an effort to learn our process and determine if any opportunities for improvement existed.

Therefore the purpose of this memo is to provide you a glimpse of our discussion topic at your upcoming work session. The discussion will be centered on 3 key areas listed below.

- 2016 Special Events Review
- Identified Improvement Opportunities
- Proposed Modifications

With 36 events held during 2016, I believe we do a good job overall with our special events. The events take a significant amount of work on behalf of staff within our department as well as other departments such as finance, police and public works. In order to break the events into a manageable discussion I divided them into 3 categories (Town Operated, Town Sponsored and Independent). Each of which we will discuss in depth.

Of all the event types, the independently run events are not a big drain on resources and probably require the least modifications. Town operated events are run well however they could use some improvements. The planned and proposed improvements are designed to increase attendance, improve participant experience and boost revenues to offset cost while enabling the Town to continue to improve our special event offerings. One of the proposed changes is modification of the July 4th event. This event is the most expensive to operate, the largest drain on resources across departments, provides for minimal revenue generation and is attended by the least amount of Windsor residents.

The last category and one I believe needs the most improvement is the Town Sponsored category. This category has over the years become very loose and less structured. I believe this has occurred due in part to staffing inconsistencies and the lack of annual review of events. The result has been that we waive fees and incur expenses for many events some of which make significant profits. My recommendations will include overhauling our processes, procedures, and fees. All of which I believe will improve our special events offering while ensuring that the Town is not giving away the farm. To aid in our discussion I have included in the packet a list of the 2016 events broken down by category, the current fees and Town sponsored process.

Other important review topics include discussion on our future involvement with the Harvest Festival and event partnerships with the Chamber and Downtown Development Authority. Lastly, I would like to update you on how we deal with sales tax and alcohol at special events and offer some suggestions for improvement.

As you can see this discussion is wide ranging but given our continued growth it is one that needs to be addressed sooner rather than later. Ultimately, we have some decisions to make about special events and how they are handled moving forward. My goal is to obtain feedback from the Board and agree on a path forward so that we can begin implementing changes in January because we are already receiving inquiries for 2017.

Attachments:

- b. 2016 Event List broken down by category
- c. Town Sponsored Event Package
- d. Special Event Fees Current

2016 Events by Category

Independent

His Little Feet 5k
NOCO MS Walk
Triathlon
Hope Walk
Grace Church Car Show
Relay for Life
Pancakes for PDCD 5k
Run for Orphan 5k
NOCO Walk for Water
His Little Feet 5k (October)

Town Run

10 concerts
Tree Board 5k
4th July 5k
Windsor Cruise in

Town Sponsored Events

Egg Hunt (Optimist)
Johnny's Community Run
All Town BBQ (Chamber).....1st concert of yr
Duck Race (Optimist)
Taste of Windsor (Windsor Now).....5th concert of yr
Front Range Wine Festival
Harvest Festival
Windsor Wonderland (Chamber)
WMS END of YR Picnic (2)
Pearl Harbor 5k (school)
WHS Homecoming Parade
WMS Cross Country Invite



Town-Sponsored Event Package - Parks

Town of Windsor sponsorship is only available to organizations registered as a non-profit. All first-time applicants will be required to present their request before Town Board. Applicants requesting the Town of Windsor to sponsor their event, must hold said event on Town property. Any request above and beyond those enumerated below will need to be presented and approved by Town Board. Please use the Special Event Additional Resources Request form for any additional requests.

1. No Charge for town park rental(s). - min. value of \$200/day
2. Use of designated park garbage cans. (event organizer must supply staff to empty the garbage cans). - value of \$100/day
3. Use of designated park recycle bins. (event organizer must supply staff to empty the recycle bins). - value of \$100/day
4. Use of existing town dumpster located near designated park. – Additional dumpsters may be needed based on park guidelines. Organizer will be responsible to pay for the additional cost associated with the rental. - value of \$150/day
5. Use of show stage at no charge including staff set-up and tear-down. (based on availability). - value of \$400/day
6. Street closure barricades/cones and town staff to set-up barricades/cones, if necessary. - value of \$150/day
7. Use of Town picnic tables at available site. – value of \$75/day
8. Town staff to maintain the park restrooms facilities during event. Additional portable restroom units could be required by the International Portable Sanitation Association. Organizer will be responsible to pay for the additional cost associated with the rental. – value of \$100/day
9. Use of available power pedestals and power cords during event including set-up and tear-down by qualified staff. (up to 7 power pedestals, based on availability) - value of \$350/day
10. Use of Electrical Marquee sign on east and west entrance into Windsor on 392. (one week prior to the event, based on availability). - value of \$125/day
11. Event link on the Town of Windsor Community/Special Event Calendar. –value in-kind
12. Post on the Town of Windsor Facebook and Twitter page (one week prior to event, based on availability). – value in-kind

Total Value- \$1750/day

In return for event sponsorship, the approved Town of Windsor logo is required to be present on all print material including, flyers, newspaper ads, press releases and mentioned in any and all broadcast and web media.

DEFINITION OF A SPECIAL EVENT

The Town of Windsor has outdoor facilities suitable for a variety of special events that contribute to the individual, social, economic and environmental health and well-being of the community. A special event is defined as an activity or event held on Town of Windsor property where the event will interfere with vehicular or pedestrian traffic and is beyond regular property usage, where a higher concern exists for the protection of participants, users and/or property. A special event may include but is not limited to races, carnivals, festivals, parades, company picnics, private fundraisers, and camps.

The Town of Windsor will conduct a review process upon receipt of the application and will make a decision to approve the event based on the following criteria:

- Goals and objectives of the Town of Windsor Strategic Plan.
- Duplication of events.
- Public impact on street access and closures.
- Scheduling conflicts with other town activities (i.e. another special event, road work or construction project).
- Town capacity (adequate support staffing and resources).
- Applicant References.
- Concurrence by other affected agencies.

FEES/DEPOSITS

Amenity	Fee per day
Park Rental(Includes all shelters, but not exclusivity of the park.) Includes existing trash containers (trash removal by event organizer) and restrooms. Does not include playground, water, or security.	\$200 (150-500 attendees) \$300 (501-1000 attendees) \$500 (1,000+ attendees)
Trail Rental (maintained year round) includes shelters (Eastman Park & Boardwalk Park ½ day only, full day rentals will be considered a Park Rental). Poudre River Trail requires additional permission.	\$150
Windsor Lake (Lake cannot be rented for private events such as birthday parties, weddings,etc...)	\$100-\$500
Field Rental	<i>Refer to Field Rental Guidelines</i>

- **Payment:** Fees and deposits are due at the time of application. Cash, check and credit card payment are accepted.
- **Security and Damage Deposits:** A \$250.00 security/damage deposit or 50% of rental fee (whichever is less) is due at time of reservation approval. This deposit may be retained by the Town to pay for any damage caused to the park or park property or for any costs incurred by the Town due to the use of the park by the applicant's party. A larger damage deposit may be required if the Town reasonably determines that the risk of any damage to Town property from the event exceeds \$250. The customer is responsible for any damage to Town property that is not covered by the security/damage deposit.



FUTURE TOWN BOARD MEETINGS

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

December 26, 2016 7:00 p.m.	Town Board Meeting Cancelled – Town Hall closed
January 2, 2017 6:00 p.m.	Town Board Work Session Cancelled – Town Hall closed
January 9, 2017 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting
January 9, 2017 7:00 p.m.	Town Board Meeting Kern Board Meeting
January 16, 2017 6:00 p.m.	Town Board Work Session NFRMPO update – Terri Blackmore Xcel Energy preferred location of Avery Substation - Todd Anderson Village East developer proposal to amend Windsor-Severance IGA update
January 23, 2017 6:00 p.m.	Town Board Work Session Roadway Master Plan/Road Impact Fee Update kick-off meeting
January 23, 2017 7:00 p.m.	Town Board Meeting
January 30, 2017	Fifth Monday
February 6, 2017 6:00 p.m.	Town Board Work Session CRC Wrap Up
February 13, 2017 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting
February 13, 2017 7:00 p.m.	Town Board Meeting
February 20, 2017 6:00 p.m.	Town Board Work Session – President’s Day
February 27, 2017 6:00 p.m.	Town Board Work Session
February 27, 2017 7:00 p.m.	Town Board Meeting

Additional Events

January 6, 2017; 7:30 pm Colorado Eagles Game – Larimer County Suite; attending – K. Melendez, M. Baker, I. Adams, K. Bennett, P. Rennemeyer

February 9, 2017; 9:00 am CML Annual Legislative Workshop; attending – K. Melendez, I. Adams, P. Rennemeyer

Future Work Session Topics

2017 Town Board Communications Plan