



PARKS, RECREATION, AND CULTURE REGULAR MEETING

December 5, 2023 - 6:00 PM
Community Recreation Center, 250 N. 11th Street Windsor, CO
80550

AGENDA

A. CALL TO ORDER

1. Roll Call
2. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration
3. Liaison Reports
 - Town Board Liaison
 - Weld RE-4 School District
4. Public Invited to be Heard

B. CONSENT CALENDAR

1. Minutes (November 7, 2023)

C. BOARD REVIEW/DISCUSSION

1. Parks, Recreation & Culture Key Performance Indicator Presentation

D. COMMUNICATIONS

1. Staff
2. Board

E. ADJOURN

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.



Parks Recreation & Culture Regular Meeting

November 7, 2023 - 6:00 PM
Community Recreation Center
250 N. 11th Street, Windsor, CO 80550

MINUTES

A. CALL TO ORDER

MS. PELTZ CALLED THE MEETING TO ORDER AT 6:00 PM

1. Roll Call

Present: Lainie Peltz – Board Chair
Vanessa Bouchard
Heidi Hammer
Patrick Lightfoot
Nick Mask
Michael Nagl

Patrick Miller – Weld Re-4 Liaison (Absent)
Ken Bennett – Town Board Liaison

Also Present: Tara Fotsch – Deputy Director PRC
Kendra Martin – Operations & Facilities Manager
Wade Willis – Open Space & Trails Manager
Bob Worthen – Parks Operations Manager
Ken Kawamura – Town Forester
Kristy Zulkoski – Administrative Specialist

2. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration

MS. HAMMER MOVED TO APPROVE THE AGENDA AS PRESENTED. MR. MASK SECONDED THE MOTION. ALL MEMBERS PRESENT VOTED AYE. MOTION CARRIED.

3. Liaison Reports

Town Board Liaison/Mr. Bennett

- Actively involved looking at 2024 budget, looking out 5 years, focusing on operations, staffing and capital improvement, close to approving,
- Police Department is coming along, about \$6M short, considerations discussed for borrowing options or pause on a few capital projects
- Water project \$200M
- Discussions on dealing with sewers and growth, spent four years on Water/Sewer Board, looking at town limits and growth management, currently at about 45,000 people, capacity for 110,000 people, already plotted land is for about 65,000 people, very limited on size and once sewers are put in, they can't change, developers are now requesting

more density and more multi-family housings/apartments, which is a good thing and has been encouraged, but as you increased density, you are also increasing impact on water and sewer, considerations on how to balance building with additional open space, conversations about a comprehensive plan with 2-3 policy issues over the next 4-5 months

- Library/King Soopers – in order to maintain the Town's current level of service, will need to increase sales tax by 5.7% each year for the next ten years, new store creates additional sales tax revenue by \$2.5-\$3.5M per year and will help spread traffic out, King Soopers wants the land that the library owns and made an offer, library said the offer was too low and they don't want to post for open market, Town made another offer and library countered at \$3.1M + 10% of all sales tax on that land, for the next ten years, property appraised initially at \$1M and again at \$1.3M, an executive session was held last night and the Town appointed two people and the library appointed two people, will get together and meet to discuss moving forward and how both sides can win

Weld RE-4 School District/Mr. Miller

- NO REPORT

4. Public Invited to be Heard

- NO REPORT

B. CONSENT CALENDAR

1. Minutes from October 3, 2023

MR. MASK MOVED TO APPROVE THE OCTOBER 3, 2023, MINUTES AS PRESENTED. MS. BOUCHARD SECONDED THE MOTION. ALL MEMBERS PRESENT VOTED AYE. MOTION CARRIED.

C. BOARD REVIEW/DISCUSSION

1. Approve 2024 Park Improvement Fund Budget

Park Improvement Fund	Neighborhood	Community	Park & Trail	LCOS	Grants	Cash in Lieu	Interest	Fund Bal
Estimated Fund Balance 12/31/2023	\$1,806,717	\$4,326,239	\$11,512,547	\$321,046	\$73,631	\$625,655	\$21,272	\$18,687,106
*24 Neighborhood Park Fees	\$0							
*24 Community Park Fees		\$500,000						
24 Park & Trail Development Fee			\$3,220,352					
*24 Larimer County Open Space				\$310,963				
24 Grants (NISP)					(\$2,050,000)			
*24 Cash in Lieu of parks						\$79,276		
*24 Interest							\$525,000	\$2,585,591
*24 projected expenditures								
Open Space Kyger - Additional soft surface trails				(\$40,000)				
Poudre Trail Wayfinding								
Poudre River West Bank Repair								
Windsor Trail Wayfinding								
Westwood Neighborhood Bridge Design								
ROW Acquisitions Public Services to Harmony Road								
Phase III of Riverwalk - Acquisition								
Phase II of Riverwalk - Construction			(\$2,600,000)		(\$2,050,000)			
Kyger Parking Lot, Fishing Piers & Boat Access								(\$4,690,000)
Estimated Fund Balance 12/31/2024	\$1,806,717	\$4,826,239	\$12,132,899	\$592,009	(\$4,026,369)	\$704,931	\$546,272	\$16,582,697

MR. LIGHTFOOT MOVED TO APPROVE THE RECOMMENDATION OF THE 2024 PROPOSED BUDGET TO TOWN BOARD AS PRESENTED. MS. HAMMER SECONDED THE MOTION. ALL MEMBERS PRESENT VOTED AYE. MOTION CARRIED.

2. Strategic Plan Update

- Created in 2019 and updated in 2020
- “Realigning the Stars” meetings scheduled with all divisions in order to discuss moving forward and future outlook/planning
 - Recreation Programs
 - Develop a strategic and adaptable pricing approach to maximize participation and revenue generation
 - ❖ Create a program development & decision-making matrix including a program lifecycle analysis
 - ❖ Create a mini business plan for Recreation Programming
 - ❖ Develop internal and external partnerships to continue to provide high level program and services to the community
 - Generate creative programming that utilizes outdoor spaces to enhance community engagement with their natural environment
 - ❖ Program underutilized outdoor spaces within the parks system
 - ❖ Consider opportunities to add new park components in existing parks/reconfigure neighborhood parks for future programming as community needs change
 - ❖ Gain further community input in developing nature/outdoor programs
 - ❖ Explore opportunities with resource/environmental programs
 - Parks System
 - Build out and manage our parks system, while ensuring equitable access and recreation amenities for all citizens
 - ❖ Design site master plans for all future parks
 - ❖ Add splashpads and/or spray decks to existing parks serving multiple large neighborhoods
 - ❖ Develop and implement a standard interpretive sign within the parks system
 - ❖ Ensure equitable access to all parks within the Town of Windsor
 - ❖ Continue to develop a usage and level of service plan for all parks
 - ❖ Address challenged and opportunities identified in the site assessment summary
 - ❖ Build annual staff training calendar and onboarding checklist
 - Foster our urban forest and landscape for today and future generations
 - ❖ Review and update the Emerald Ash Borer Mitigation Plan
 - ❖ Update GIS tree mapping within Cartegraph
 - ❖ Design and implement a tree replacement plan to establish a no net loss to the urban canopy
 - ❖ Propose a plan for the partnership of Treasure Island Garden including future expansions to the Parks Division
 - ❖ Provide education resources to the public regarding use of

low water species for turf, ornament planting beds and native grassland areas

- Trails & Open Space

- Establish pedestrian and bicycle connectivity throughout Windsor
 - ❖ Complete an Open Space & Trails master plan
 - ❖ Align priorities with community needs (open space, river access, walking/hiking/mountain biking trails, paved greenways)
 - ❖ Display signage to enhance wayfinding, make trail access points more visible and extend the Department's brand
 - ❖ Continue trail connectivity to new parks as they are developed
 - ❖ Create access to existing open space sites: Kyger, Kodak Watchable Wildlife, Frank State Wildlife
 - ❖ Connect trail systems regionally to ensure safe connectivity throughout Windsor and to our surrounding communities
 - ❖ Build #2 Ditch Trail from 17th Street to River Bluffs
 - ❖ Build pedestrian bridge over Poudre River at CR 13
 - ❖ Improve connectivity between downtown and other cultural destination amenities that lie outside the downtown area
 - ❖ Develop a detailed trail and open space plan
- Establish community separators and preserve open space that ensures Windsor maintains its identity and quality of life
 - ❖ Design master plans for all open spaces
 - ❖ Identify potential open space for acquisition
 - ❖ Develop a land management policy to define the level of developed vs. undeveloped acres, open space and acquisition criteria
 - ❖ Develop a conservation plan for the current system, as well as, new properties when acquired
 - ❖ Identify and prioritize open space preservation properties to determine what opportunities are available
 - ❖ Acquire management of Frank State Wildlife area
 - ❖ Develop IGAs with neighboring communities with focus on open space
 - ❖ Identify ways to purchase and acquire land
 - ❖ Review the comprehensive plan to ensure growth maps reflect community goals
- Develop and implement a funding strategy that allows for growth, preservation and on-going maintenance of trails and open space system
 - ❖ Develop partnership opportunities to provide outdoor infrastructure
 - ❖ Adopt funding mechanisms to support trails and open space
 - ❖ Develop a detailed Trail and Open Space Plan

- Facilities & Amenities

- Establish and ensure existing facilities sustain a level of service that preserves the user experience
 - ❖ Develop a usage and maintenance plan for all facilities
 - ❖ Establish priorities of facility usage with community needs
 - ❖ Conduct a facility capacity study to identify underutilized areas to repurpose

- Explore growth opportunities of indoor recreation spaces
 - ❖ Conduct a facility study that forecast needed space to handle growth of the town
- Continue to improve historic preservation efforts to town historic landmarks
 - ❖ Create a historic landmark maintenance plan
- Marketing
 - Enhance communication efforts that create a greater awareness of Parks, Recreation & Culture programs and services
 - ❖ Increase marketing of recreation opportunities and amenities using appropriate mediums
 - ❖ Increase marketing budget by .5% annually through 2024 in order to meet the benchmark for best-in-class agencies of the operating budget
 - ❖ Invest in professional design and copywriting support
 - ❖ Develop an advertising and media buying policy
 - ❖ Develop a consistent message of the Department stands for, its services, its value to the town
 - ❖ Develop internal educational program and communication about the mission, vision and values of the Department
 - ❖ Provide connections to services through technology
 - ❖ Develop training on marketing best practices that empower staff to tell the Department's story
 - Develop and implement a Department Marketing Plan
 - ❖ Evaluate the Department's marketing vision by creating an annual analytic report
 - ❖ Continue to implement a logo and style guide for branding to ensure a consistent look
 - ❖ Develop marketing efforts to reach targeting population segments through the most effective means
 - Develop a Return-on-Investment workbook and performance measures to help staff make strategic decisions about marketing
 - ❖ Track resources of information during registration, special events, and at facilities
 - ❖ Identify individual marketing methods and the corresponding revenue generated through the participants
 - ❖ Create cost of service model for marketing
- Fiscal Responsibility
 - Identify funding and revenue strategies
 - ❖ Research payoff of original community recreation center construction bond
 - ❖ Establish Windsor Parks, Recreation & Culture Foundation
 - ❖ Annually review fees and charges and provide recommended changes
 - ❖ Pursue financial options – external funding, user fees, grants, franchises and licenses
 - ❖ Develop a system of prioritized growth and/or funding allocations
 - Seek productive and meaningful partnerships with community organizations and individuals to deliver quality and seamless services

- ❖ Establish formal volunteer and partnership policies and agreements
- ❖ Track volunteers and partnerships in order to show how the Department is able to leverage limited resources
- ❖ Investigate all potential partnerships – operational, vendor, services, branding, resource development
- Identify opportunities to increase revenues and decrease expenditures
 - ❖ Establish non-resident fees and implement appropriate level of impact fee
 - ❖ Replace aging infrastructure (LED lighting, irrigation, etc.)
 - ❖ Explore crop sharing in AG use areas
 - ❖ Seek private funding through sponsorship, advertising and naming rights
 - ❖ Identify additional grant opportunities to support PRC projects
- Community Engagement
 - Implement a Public Art Program
 - ❖ Implement a public art advisory committee
 - ❖ Develop an artwork selection process
 - ❖ Create a maintenance management plan for town-owned public art
 - ❖ Implement funding mechanisms to pay for and encourage public art
 - Support efforts to make the Windsor downtown area a cultural center for public art, events, and activities
 - ❖ Complete design and construction of Boardwalk Park (Windsor History Museum) landscape master plan
 - ❖ Complete design and construction of Eaton House Landscape Master Plan
 - ❖ Install public art within downtown
 - ❖ Create and entertainment district within downtown that activate additional events and activities
 - ❖ Ensure development of the back lots complement and enhance the culture of downtown
 - ❖ Develop IGA's with downtown partners – WDA, Chamber of Commerce, Library District
 - ❖ Increase events at AHC
 - ❖ Finalize wayfinding program with the Windsor Downtown Alliance
 - Develop a robust complex of museums and cultural opportunities for the community
 - ❖ Develop a museum master plan
 - ❖ Enhance opportunities for self-guided educational activities
 - ❖ Evaluate and improve current special events
 - ❖ Implement special event approval process to improve communications
 - ❖ Maintain and build partnerships to continue and grow engaging event opportunities
 - ❖ Create a special event evaluation tool to ensure successful events

- Mr. Lightfoot inquired about the idea of consider opportunities to add new park components in existing parks and if any new ideas have been brought the Department's attention
 - Currently using HappiFeet at Boardwalk Park which is a survey system and have received three responses, wondering if it's beneficial to switch gears and move to doing more small focus groups rather than surveys in order to gather feedback, did receive a letter from a four-year-old resident who would love to have a treehouse in the next park
- Mr. Mask inquired about at what point does the Town look into something similar to the Lincoln Center, which was built in 1978 when Ft. Collins had a population around 74,000, in order to focus more on the performing arts
 - There was a phase 3 plan for the recreation center building, supposed to be a performing arts theater on the east side, but after the tornado hit, the police department needed new property to build on and that took away our capacity to expand on the east due to parking needs on the south, extremely citizen-driven and not as much of a demand currently, tried to partner with the library for a multi-use cultural center, but no strong interest
- Ms. Peltz inquired if most playgrounds have ADA use
 - Every playground is equipped for adaptive use, Boardwalk and Covenant playgrounds are both inclusive
- Mr. Nagl inquired about the website dashboard/Envisio which doesn't list everything that was presented
 - Not all action steps are listed, but are used by staff as a checklist to meet the goal

D. COMMUNICATIONS

1. Staff

- Mr. Worthen
 - Kudos to Craig Ellingson/Parks Supervisor, Parks and Public Works staff for all of their work on Chimney Park playground replacement and the horseshoe pit renovation at Main Park
 - Working on winter work plans and year-end evaluations and performance reviews
- Mr. Willis
 - Kyger bids are due for fishing improvements tomorrow, met budget projections and feeling optimistic
 - Kodak Watchable Wildlife Master Plan – doing research on what others are doing, provides opportunities for future land acquisitions, critical amenities, preservation focus, inform and guide how to manage/preserve
 - Eastman Park River Experience has been on hold, finally received federal approval of permits, anticipating a ground-breaking the week after Thanksgiving, wanting to highlight the collaboration with Northern Water and the mitigation element for the wetlands and future education opportunities
 - Poudre Trail is moving forward a bit, Ft. Collins received fifteen bids for the section of trail immediately west of I-25, but still working

through some acquisitions near learning center, Larimer County still working through some bureaucracy and grant funding requirements for the section north of Kyger and anticipating early spring/summer next year

- Ordinance revision with Town Board, great questions asked, a few more revisions, going to Town Board again
- Built single track on southwest corner at Kyger, great volunteer engagement project, great feedback
- Mr. Kawamura
 - Tree Board met a few weeks ago, Ms. Fotsch presented on the 2024 Budget, voted on Arbor Day theme – “A Tree Grows in Windsor
 - Volunteer tree plantings at Main Park and Cemetery
 - Assisted with Jacoby Farm project clearing out trees on the property
 - Starting next week, Blake McGrew will be putting up holiday lights downtown, Lynn Morales has been revamping pots for winter
- Ms. Martin
 - Currently 6,149 members after cleaning up Silver Sneakers/Renew Active numbers due to non-use
 - Averaging about 2,200 visitors a day
 - Prepping for snow
 - Facilities/custodial crew without a few staff due to medical leaves
 - Lifeguards still needed, specifically daytime staff, creative Halloween marketing used to promote open positions, received two applicants
- Ms. Fotsch
 - Ribbon cutting at Harmony Ridge Park
 - Breaking ground at Jacoby Farm, excited to be working with Taylor Kohrs again

2. Board

- Mr. Mask
 - Overheard at a coaches meeting that youth soccer program had some struggles in the area of sportsmanship either from parents and/or coaches, interested having it has a possible future agenda item, any assistance from Board such as marketing, mailers, reminders, signage
 - Ms. Fotsch will bring back concern to Athletics staff
 - Attended first girls basketball game and everyone was great
- Mr. Nagl
 - Nice job on the accreditation article

E. ADJOURN

MR. MASK MOVED TO ADJOURN. MR. NAGL SECONDED THE MOTION. MEETING WAS ADJOURNED AT 7:23 PM

Name/Board Chair

Date