



PARKS, RECREATION & CULTURE ADVISORY BOARD MEETING

March 3, 2020 6:00pm

Public Services Campus

922 North 15th St, 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 24 hours prior to the meeting to make arrangements.

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 by the Board
3. Liaison Reports
 - Town Board Liaison
 - Weld RE-4 School District
4. Public Invited to be Heard

B. CONSENT CALENDAR

1. Minutes from February 4, 2020

C. BOARD REVIEW / DISCUSSION

1. PRC Strategic Plan
2. Public Art Master Plan
2. E-Prep Software
3. Future Legends Update
4. Public Services Department Update

D. COMMUNICATION

1. Staff
2. Board

E. ADJOURN

FUTURE MEETINGS

April 7, 2020

May 5, 2020

Regular Parks, Recreation & Culture Advisory Board Meeting

Regular Parks, Recreation & Culture Advisory Board Meeting

The Mission of the Windsor Parks, Recreation & Culture Department is To Build Community.

The Vision of Windsor Parks, Recreation & Culture Department is to be the National leader in exceptional recreation experiences.

Exceptional Customer Service * Diversity, Equity, Inclusion * Sustainability * Innovation * FUN



PARKS, RECREATION & CULTURE ADVISORY BOARD MEETING

February 4, 2020, 6:00 P.M.

Community Recreation Center

250 N. 11th Street, Windsor, CO 80550

Minutes

A. CALL TO ORDER

Mr. Mask called the meeting to order at 6:02 PM

1. Roll Call

The following PReCAB members were present:

Nick Mask
Matt Morgan(absent)
David Sandlin
Patrick Lightfoot(absent)
Michael Nagl
Shawna Hendricks
Ethan Hahn

Weld RE-4 School Board Liaison
Town Board Liaison

Chris Perkins
Barry Wilson

Also Present:

Parks, Recreation and Culture Director	Eric Lucas
Operations & Facilities Manager	Kendra Martin
Open Space & Trails Manager	Wade Willis
Park Operations Manager	Bob Worthen
Administrative Specialist PRC	Kristy Zulkoski

New member introduction: Ethan Hahn (Student Representative)- Sophomore at Windsor High School, interest in being involved outside of school and the opportunity that this Board brings

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

- Addition to agenda under Item D. Board / Review Discussion – Museum Accession

Mr. Nagl moved to approve the Agenda as amended. Mr. Mask seconded the motion. All members present voted Aye. Motion carried.

2. Liaison Reports

Mr. Wilson / Town Board Liaison:

- Continued discussions and presentations about air quality, supportive of continuous monitoring stations in reaction to state warnings that are issued on the news and on the roads, researched what other communities are currently doing (Boulder, Longmont, Broomfield), Town has budgeted \$250 million for funding
- Residential Zoning – developers would be required to provide connectivity, open space / pocket park within growth, debate focusing on oil and gas fracking within neighborhoods, 4 members are in favor of removing from the code which would be a big change within Windsor, exception process for those with mineral rights, further discussion in March
- Election in April - Myles Baker / District 1 (Highlands Meadows/CR5 corridor) is term limited and will be running for Larimer County Commissioner, one candidate running unopposed for that position, Ken Bennett will be running unopposed, Kristie Melendez / Mayor is term limited

and will be running for Weld County Commissioner, current Town Board Members Paul Rennemeyer and David Sislowksi along with Hunter Riviera will be running for her position

Mr. Perkins Weld RE-4 School District:

- Potential bond for the District due to full occupancy, process started with two community meetings were held to get feedback about the proposed plans, not very well attended, would include renovations / improvements to Windsor Middle School and two new elementary schools, Windsor Charter will get portion of revenue if bond is approved – proposed gym & auditorium plans
- Applied for Best Grant (Building Excellent Schools Today) \$10 million – funds from marijuana money, usually given to schools that are in really bade shape, not sure if WMS or community of Windsor would qualify

3. Public Invited to be Heard

Janene Wiley in attendance: Master Gardener from Treasure Island / Water & Sewer Board

- No report

B. CONSENT CALENDAR

1. Minutes from December 3, 2019.

- Correction – Ms. Fotsch was present at the 12/03/19 meeting

Mr. Nagl moved to approve December 3, 2019 minutes as ammended. Mr. Sandlin seconded the motion. All members present voted Aye. Motion carried.

C. BOARD REVIEW / DISCUSSION

1. 2019 Year in Review

- Capital Accomplishments
 - 2 new parks – Windshire & Village East
 - Park Shelter at Main Park
 - Maintenance / Museum Facility
- Accomplishments by Department
 - Events – 89 special events, \$70k raised, attendance up 66%
 - Programs – continued growth, most in the 10% range
 - Culture – 3rd year in a row with program growth, +10,000
 - Forestry – urban forest, Treasure Island, ROW / Roundabouts
 - Parks – 26 Parks, cemetery, snow operations
 - Open Space & Trails – outreach, trail / open space maintenance, snow operations
 - CRC – 7,700 members, 2,200 of which are Silver Sneakers, 79% Windsor residents
- Accomplishments by the Numbers
 - 406,006 visits to the Community Recreation Center
 - 333,495 trail users
 - 1.4 million known users of parks, trails, programs, events & facilities
- Marketing / Communication Data
 - 445,281 page views
 - Top 5 Google Search Terms – Windsor Recreation Center, Windsor Lake, Windsor Summer Concert Series, Chimney Park Pool, Windsor Colorado Parks & Recreation
- Strategic Plan
 - Updated Mission, Vision and Values during day long visioning with PROS
 - To Build Community
 - To be the National Leader in Exceptional Recreation Experiences

- Exceptional Customer Experiences, Diversity/Equity/Inclusion, Sustainability, Innovation, and FUN
- Staff will meet with consultants on Feb. 19th to review all findings, community meeting that evening, time TBD

2. Foundation Discussion

- Ms. Fotsch attended Parks Foundations School in West Virginia, classes and networking, 50% Parks & Rec, other 50% of those who serve on a foundation
- What is the Purpose?
 - Connecting resources to needs
 - Complete Projects
 - Need to be story tellers for your Department
- What does the Board look like?
 - 7-9 member board
 - Members should have the 4 C's and 1 D (Culture, Character, Competence, Connections and Diversity)
 - Selection of your board members – innovators, challengers, thinkers, winners (recruit)m expertise, financial savvy, diversity, capacity, connected
- Ensuring a successful relationship with PRC Agency
 - Create an agreement on why this is important for our organization and community
 - How necessary it is to do this?
 - Who will benefit?
 - Relationship with staff members and board members
 - Document the impact
 - Have a project file
 - Create a MOU with both groups
- Next Steps
 - Seek out board members with the qualities of the 4 C's and 1 D to build an effective board
 - PRC Department provide a liaison from each Division to support the Friends Group
 - Simplify and develop a Strategic Plan / Road Map
 - Projects through partnerships
 - Advertising, marketing and communications
 - Raise sustainable funds
 - Keep an eye organizational health
 - Ms. Hendricks – Colorado Health Foundation, grants provide funds to many of the schools, would love to be more involved with the CRC

3 . CRC Customer Service Satisfaction Survey

- Sent out to members that have been utilizing the facility within the last 3 months of when the survey was distributed in November, 32 questions, 618 responses
- Results
 - Most important to our members – clean facilities, friendly staff, classes/programs
 - What can be improved – space, equipment, weight room, better times
- Recommendations
 - Customer Service – continual training
 - Education of the Front Desk – knowledge of all
 - CRC music – staff research
 - Cleaning – continual day time cleaning
 - Opportunities for 7-9 year olds – program opportunities

- Aquatic communication – signage for equipment and etiquette
- Fitness Instructors – reaching out to all personalities
- Child Care age- Staff with consider a younger age
- Space – discussions on decreasing pickleball, creative use of space and capacity will continue
- Extended facility hours – staff is looking at possibilities

4. Naming Rights Policy

- Two upcoming requests / dedications (no current policy in place outside of monetary donation)
 - Brycen Zerby (Main Park Playground)
 - Unnamed (trail)
- Presented the City and County of Denver Policy and Procedures as an example
- Will research more from across the country, bring draft policy to meeting in March
- Mr. Mask – making sure that the family’s wishes are taken in account, prefers the petition requirement from the community

5. Envisio Demo

- Is live within Town’s website to share with the public
 - Town’s Strategic Plan – 5 Focus Areas, Goals and Action Steps
 - Staff updates behind the scenes every month
 - Capital Improvement Projects (\$50,000+)
 - PRC Strategic Plan
 - Transportation Master Plan
 - Police Strategic Plan
- Staff will update behind the scenes every month
- Project management tool, but allows a way to report to public, create an open & transparent government
- Will tie to Performance Based Budgeting’s 2-year plan in the near future

6. Monthly Report

- Pros
 - Provides a snapshot of the previous month,
 - Outward facing document available to the public
 - Opportunity for staff to be recognized monthly
- Cons
 - Time consuming for staff
 - Staff uncertain of value to Board and public
 - Publisher format is not ideal or user friendly
- Discussion – like it, but can see time constraints, possible Quarterly Summary, staff updates similar, financial side as a Town Board member with numbers is beneficial, around an hour per person to complete, choosing one topic to share is difficult due to so much going on, opportunity for staff to share successes and challenges
- Will come with a summary style format next month, share feedback at that time

7. Museum Accessions

Boy Scouts of America badges & pins

- Donation
- Owned and used by Windsor resident Steve Weinmeister
- 3 gold, one bronze, and one metal pin, three patches red embroidery on green canvas fabric

Slate Chalkboard

- Likely used in the Whitehall schoolhouse when in use
- Original location on the Cullison Farm, north of downtown Windsor
- 2 ft. x 3 ft, natural slate, damage to one side, in which a missing piece from one side

Mr. Mask moved to approve the accessions into the museum collections as presented. Mr. Sandlin seconded the motion. All members present voted Aye. Motion carried.

D. COMMUNICATION

1. Staff

- Mr. Willis
 - Poudre River Forum on February 28th
 - Poudre Pour in March, moved from Fort Collins to Boardwalk Park this year, currently looking for donors and sponsors
- Mr. Worthen
 - Parks move to new facility at Public Services Campus
 - Forestry shipped over 800 trees for Magical Forest Event on February 8th at Eastman Park South
- Ms. Fotsch
 - Met with Town Board about partnerships with outside agencies for events, looking for final approval at next TB meeting
 - Staff engagement / workplace culture - What's your Why, created vision boards, book club "Start with Why", fun and engaging activities led by staff during weekly meetings, sharing challenges and successes
- Ms. Martin
 - What's your why with facilities team
 - Down 2 facilities specialists
 - Continuing to work with survey results and making decisions on how move forward
- Mr. Lucas
 - Have exchanged a number of emails with issue about Red-Tail Hawk before construction begins
 - Sign standards amongst staff, trying to meet requests
 - Selected to present with Ms. Fotsch in Fort Collins at Regional Parks & Rec Conference in April
 - Continuing to work on TMP and PRC Strategic Plan, going up for adoption next month
 - Future Legends will not get the field done by deadline which is about 40 days away, will go to Town Board again with how to move forward, did approve the master plan for the site two weeks ago, concerns around the operations portion and immediate benefit to PRC

2. Board

- Mr. Wilson – Inquired about employment for seasonal/part time positions: posting within 7-10 days
- Ms. Hendricks – Outdoor Prescription for Colorado, healthcare providers are prescribing patients to get out in nature, list of all parks and trails on website
- Mr. Hahn – inquired about trail connectivity: building around Kyger, connect to River Bluffs trailhead, full connection to Fort Collins in the next 3 years, 40 continuous miles of trails from Greeley to Bellevue
- Mr. Mask – praise to staff for park and facility upkeep and such high standards

E. ADJOURN

Mr. Sandlin moved to adjourn the meeting. Mr. Nagl seconded the motion. All members present voted Aye. Motion carried. The meeting was adjourned at 8:03 P.M.

CERTIFICATION:

Approved by the Windsor Parks, Recreation & Culture Advisory Board on the _____ day of

_____, 20__

Nick Mask/Board Chair

Parks, Recreation & Culture Advisory Board

Submitted by: Kristy Zulkoski, PR&C Administrative Specialist



P A R K S , R E C R E A T I O N & C U L T U R E

STRATEGIC PLAN

FEBRUARY 2020



ACKNOWLEDGEMENTS

Town of Windsor

Eric Lucas, Director of Parks, Recreation and Culture

Tara Fotsch, Recreation Manager

Bob Worthen, Parks Manager

Wade Willis, Open Space & Trails Manager

Kendra Martin, Operations / Facility Manager

PROS Consulting, INC.

Neelay Bhatt, Vice President and Principal Consultant

Philip Parnin, Associate Principal

Sarah Durham, Senior Project Manager

Nichole Haberlin, Project Manager

ETC Institute

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CHAPTER ONE – INTRODUCTION

The Town of Windsor Department of Parks, Recreation & Culture (“Department”) selected PROS Consulting to assist in developing a Strategic Plan (“Plan”). The purpose of the Plan is to serve as a usable “blueprint” to the Town staff Parks, Recreation & Culture Advisory Board, and the Town Council in preparing a needs assessment and action plan for its fast-growing population.

This document is intended to be a dynamic and forward-thinking to strengthen existing programs, facilities, and amenities to serve as a road map for the future.

The following goals were identified as a key outcome of this planning process:

1. Engage the community, leadership and stakeholders through innovative public input to support one of the fastest growing communities in the country.
2. Utilize a wide variety of data sources and best practices, including a statistically-valid survey to predict trends and patterns of use and how to address current and potential unmet needs as Windsor maintains the high level of growth.
3. Determine unique Level of Service Standards to develop appropriate actions regarding recreation services, parks, facilities, and amenities.
4. Shape financial and operational preparedness through innovative and “next” practices.
5. Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability

1.1 PROJECT PROCESS

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



1.2 RECOMMENDATIONS

Based on an iterative visioning process with staff combined with the community input, demographics and trends and an analysis of the Department's programs, maintenance and operations and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were identified by the staff.

1.2.1 CORE VALUES

The five core values that will guide the Department's actions in the future are:

1. Exceptional Customer Experience
2. Diversity, Equity and Inclusion
3. Innovation
4. Sustainability
5. FUN

1.2.2 VISION

The Department's Vision is:

"To be the national leader in exceptional recreation experiences."

1.2.3 MISSION

The Department's Mission is:

"To Build Community"

1.2.4 BIG MOVES

The following are the five Big Moves that will shape the Plan's Road Map. These are the signature action items, both internal and external focused, that will help the Department stay true to its Core Values and realize its Vision and Mission as they serve the Windsor community.

Enhance culture of Customer Service excellence - Provide multi-year Customer Service Training for the entire Department to continue its focus on serving the internal and external customers in the best way possible

Focus on planning and executing - Develop Master Plans for specific sites and business plans for all Major Functions and Services

Funding - Identify dedicated funding sources and start a Parks Foundation to support the Department's funding goals (e.g. public funding, community support, partnerships etc.)

New Signature Facility - conduct a feasibility study and business plan to identify the viability of a new signature facility (e.g. Fieldhouse, Cultural center or Arts Facility etc.) that complements the current recreation center to provide additional recreation space in the community

Technology - ensure the integration of technology into all aspects of operations

CHAPTER TWO – MARKET ANALYSIS

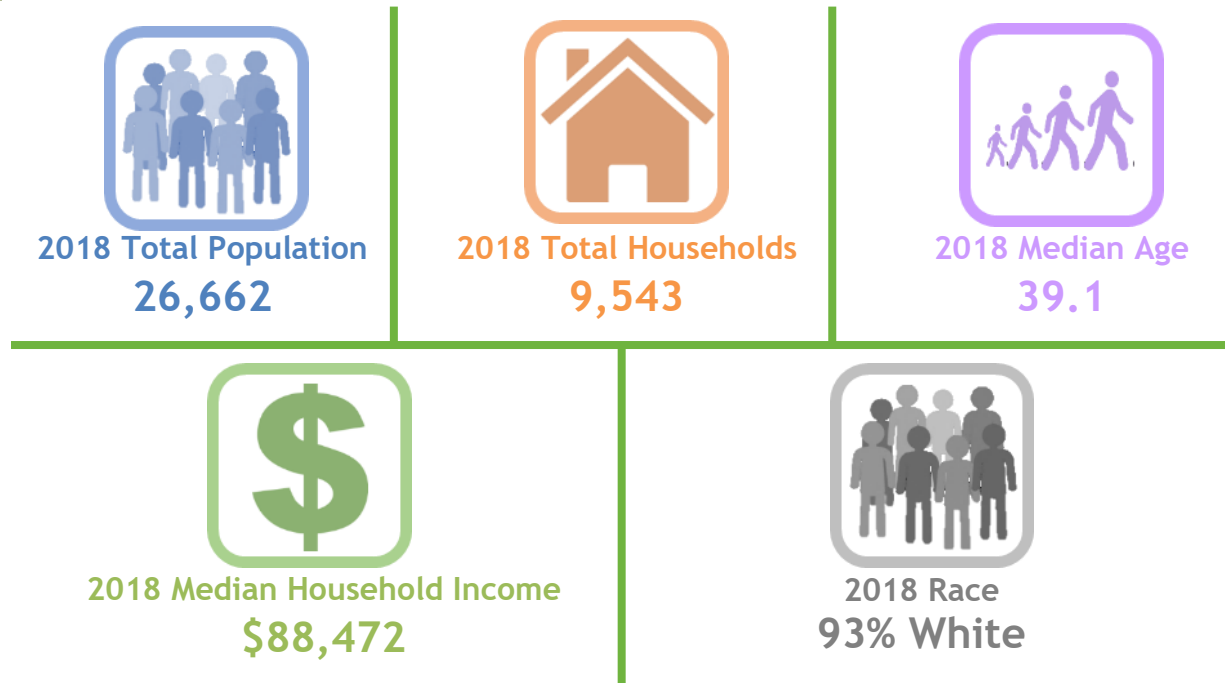
A key component of the Plan is a Demographic & Trends Analysis. This analysis will help provide a thorough understanding of the demographic makeup of residents within the Town, while also identifying national, regional, and local recreational trends.

2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within Windsor, Colorado. This assessment is reflective of the Town's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.



2.1.1 DEMOGRAPHIC OVERVIEW



2.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for 2028 and 2033 projections. The Town boundaries shown below were utilized for the demographic analysis (Figure 1).

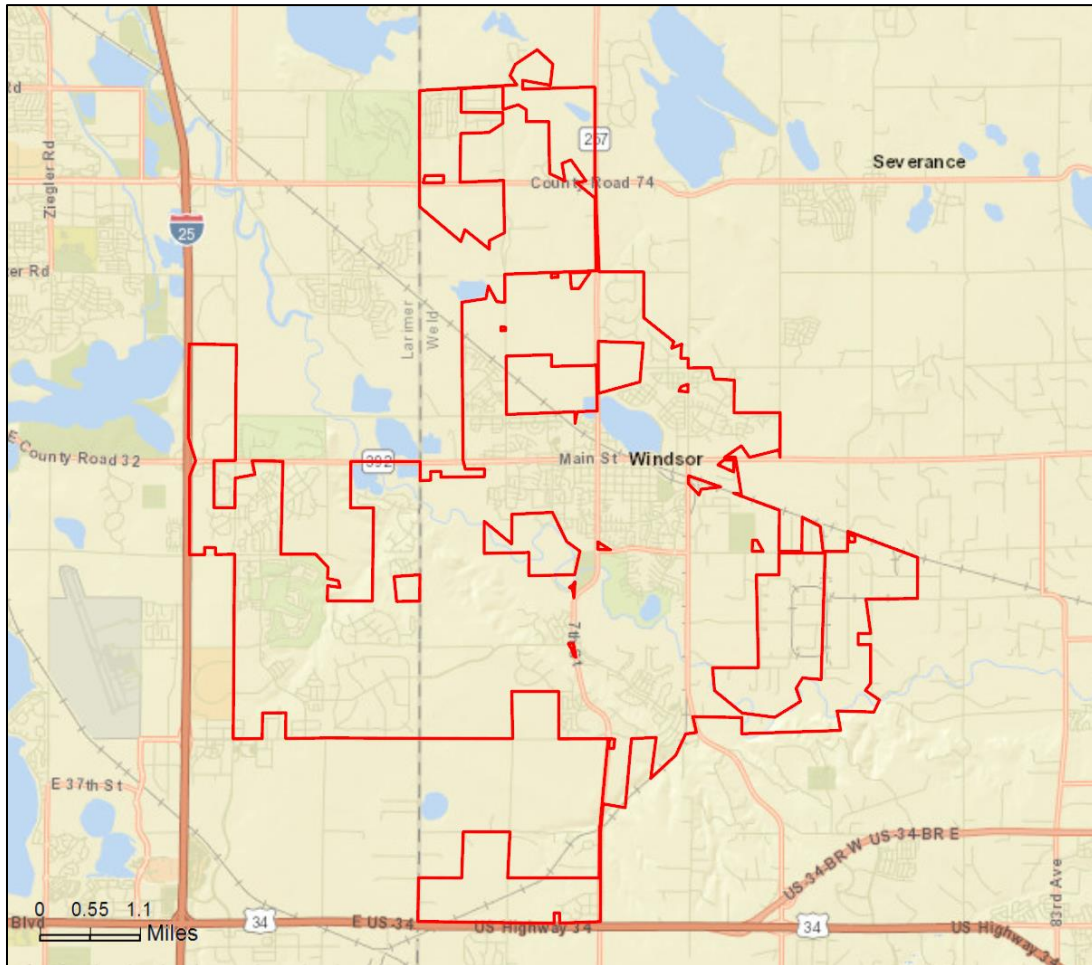


Figure 1: Town Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

2.1.3 TOWN POPULACE

POPULATION

The Town's population experienced a significant growing trend in recent years, increasing 43.03% from 2010 to 2018 (5.38% per year). This is well above the national annual growth rate of 0.86% (from 2010-2018). Similar to the population, the total number of households also experienced a strong increase in recent years (5.22% since 2010).

Currently, the population is estimated at 26,662 individuals living within 9,543 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2033 predictions, the Town is expected to have 41,369 residents living within 14,647 households (Figures 2 & 3).

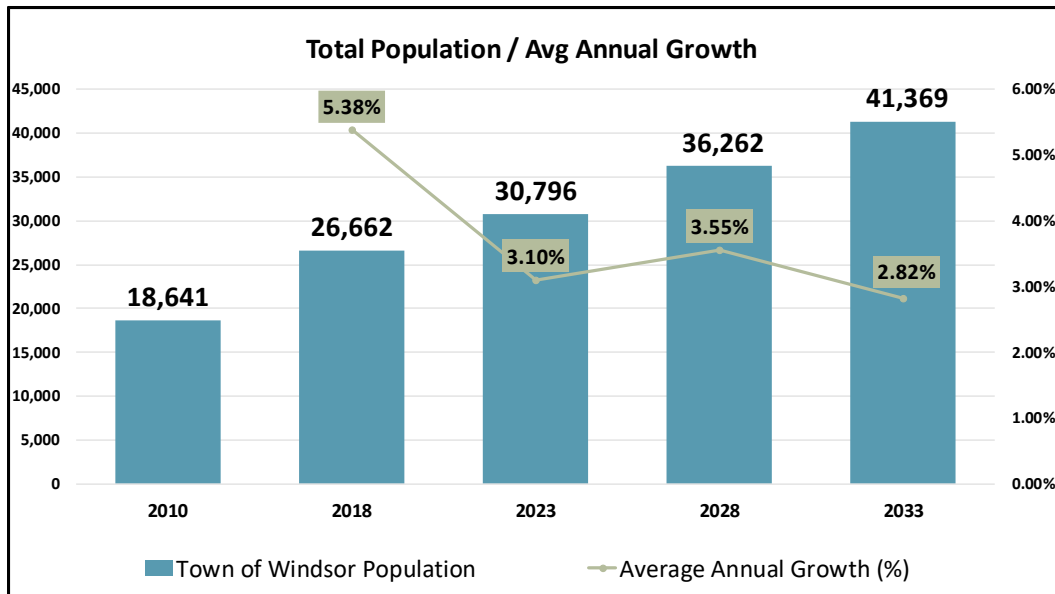


Figure 2: Total Population

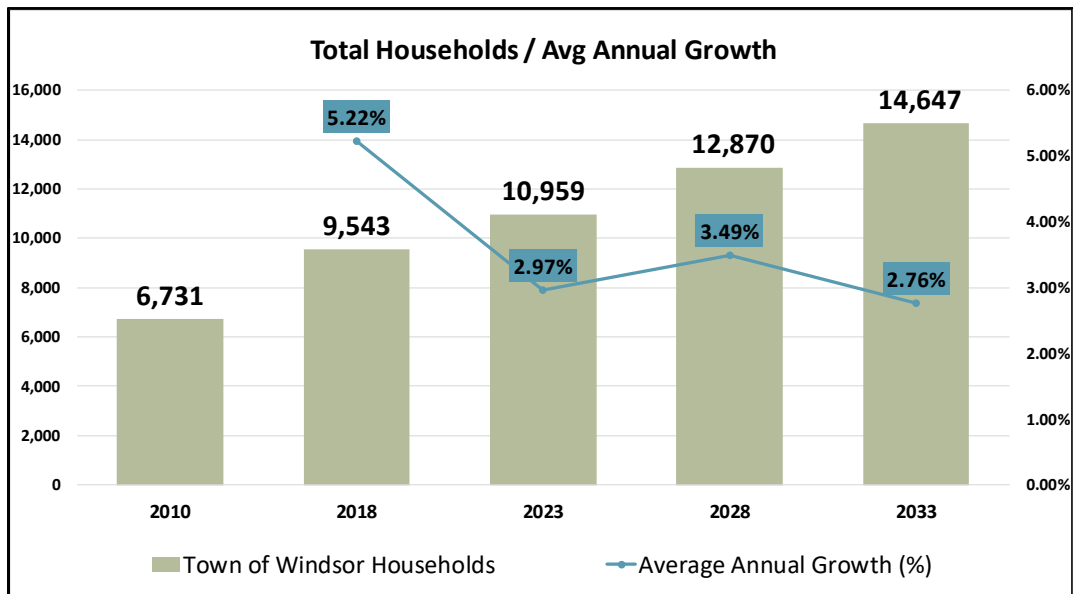


Figure 3: Total Number of Households

AGE SEGMENT

Evaluating the Town by age segments, Windsor is a slightly older community, with more than half of the population falling above the age of 35. The town has a median age of 39.1 years old which is slightly above the U.S. median age of 38.3 years. Assessing the population as a whole, the Town is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent 33% of the Town's total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups (**Figure 4**).

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

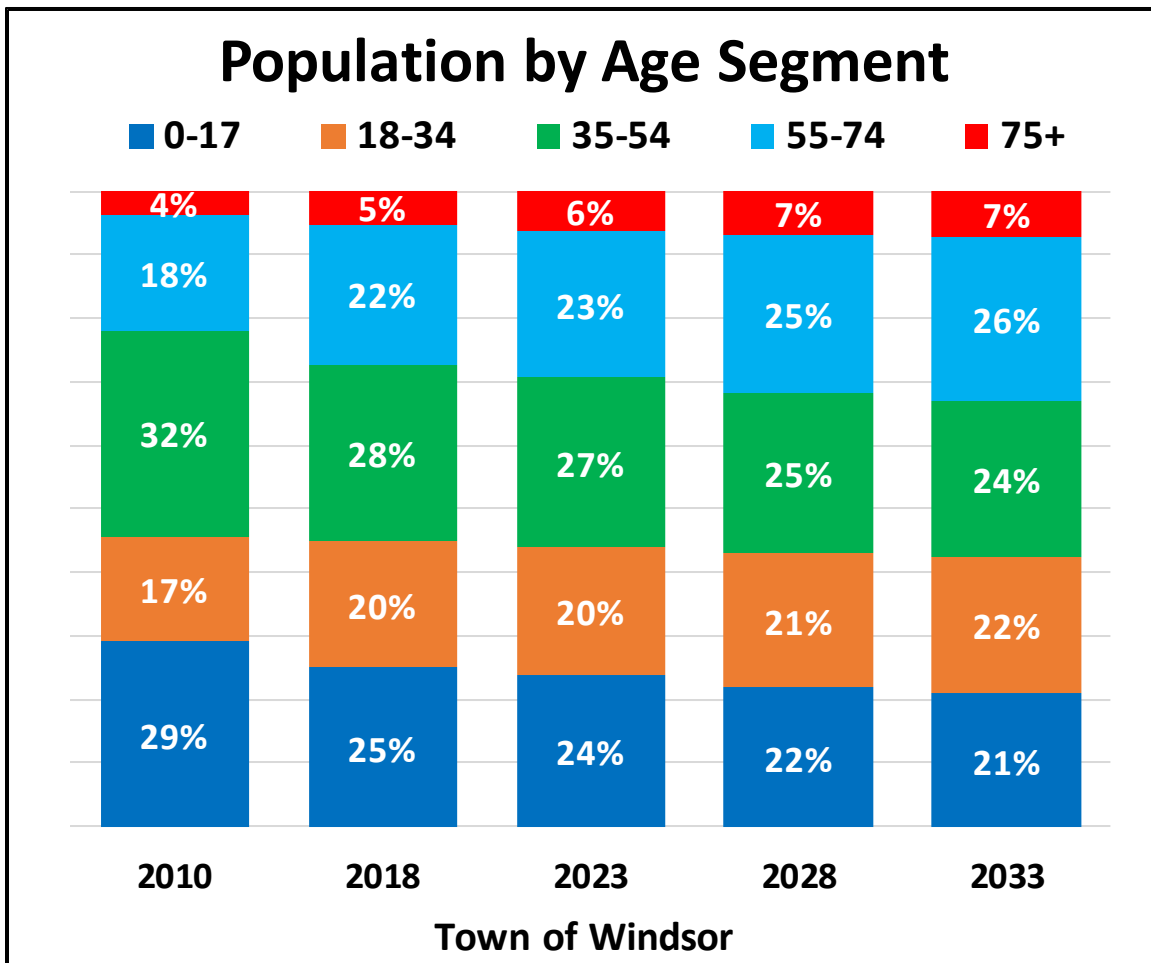


Figure 4: Population by Age Segments

RACE

Analyzing race, Windsor's current population is not diverse. The 2018 estimate shows that 93% of the population falls into the White Alone category. The racial diversification of the Town is less diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2033 expect the Town's population to remain the same, with the White Alone population projected to decrease to 91% (Figure 5).

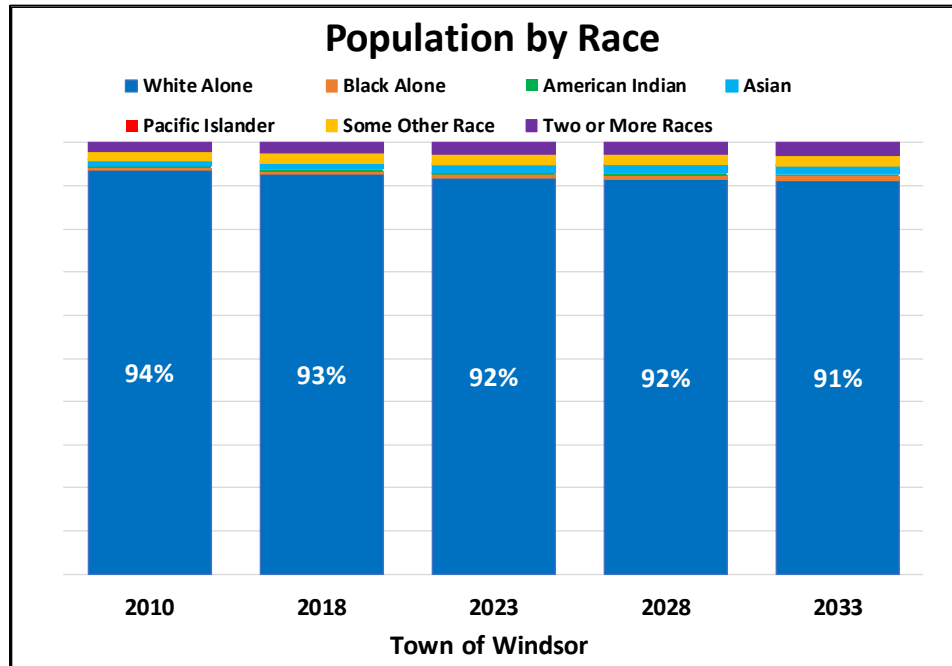


Figure 5: Population by Race

ETHNICITY

The Town's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent 10% of the Town's current population, which is lower than the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to grow marginally over the next 15 years, increasing to 11% of the Town's total population by 2033 (Figure 6).

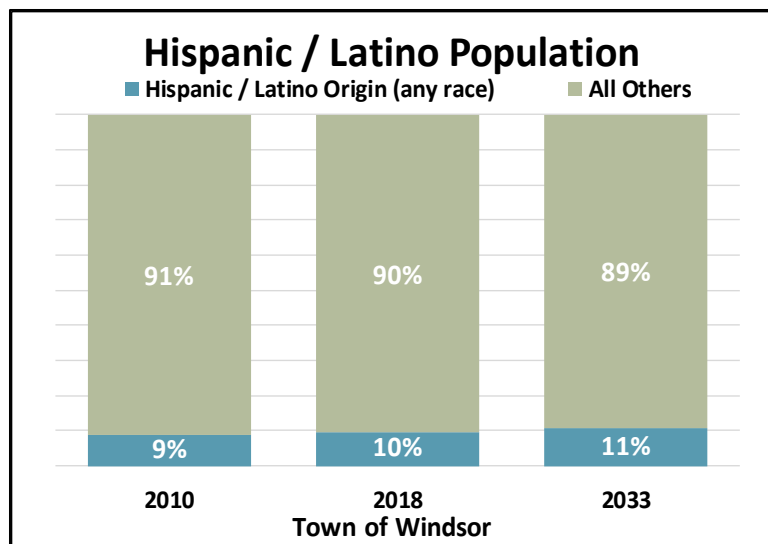


Figure 6: Population by Ethnicity

HOUSEHOLD INCOME

The Town’s per capita income (\$42,066) and median household income (\$88,472) are both above the current state averages (\$36,027 & \$65,782). When compared to the U.S., Windsor’s income characteristics are well above the national averages (\$31,950 & \$58,100).

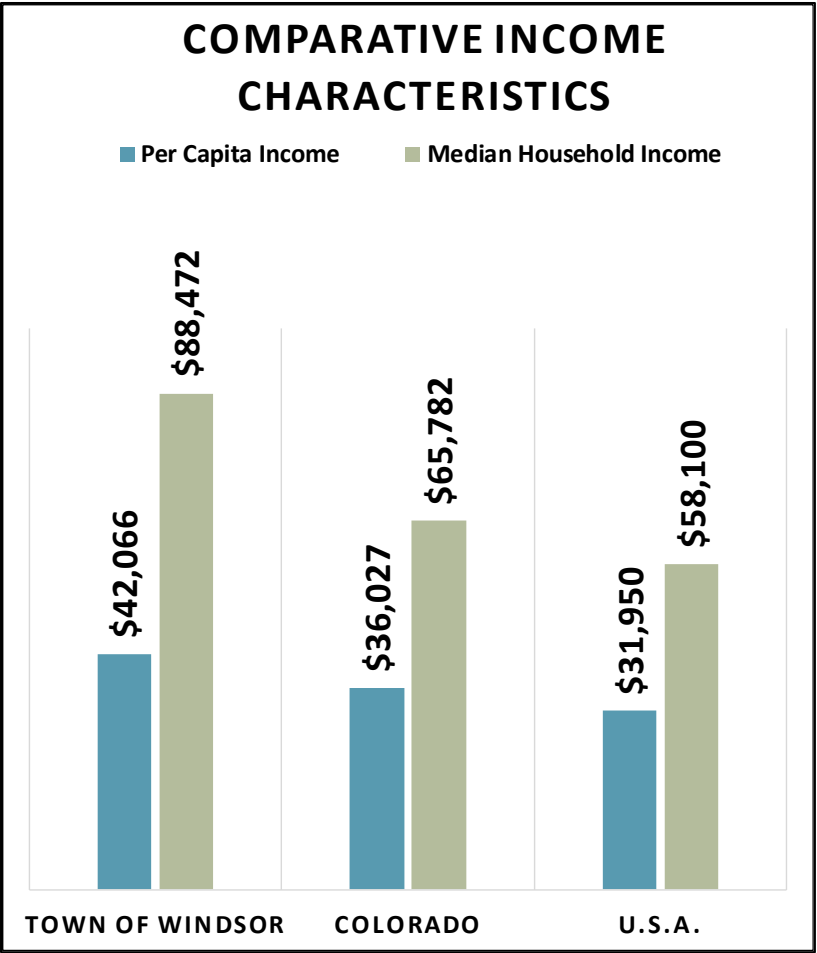


Figure 7: Income Characteristics

2.1.4 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the Town's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows Windsor to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the Town and the national population.

 = Significantly higher than the National Average
 = Significantly lower than the National Average

2018 Demographic Comparison		Town of Windsor	Colorado	U.S.A.
Population	Annual Growth Rate (2010-2018)	5.38%	1.70%	0.86%
	Projected Annual Growth Rate (2018-2033)	3.68%	1.64%	0.88%
Households	Annual Growth Rate (2010-2018)	5.22%	1.58%	0.79%
	Average Household Size	2.78	2.52	2.59
Age Segment Distribution	Ages 0-17	25%	23%	22%
	Ages 18-34	20%	24%	24%
	Ages 35-54	28%	26%	25%
	Ages 55-74	22%	22%	22%
	Ages 75+	5%	5%	7%
Race Distribution	White Alone	93.0%	79.7%	69.9%
	Black Alone	1.0%	4.3%	12.9%
	American Indian	1.0%	1.2%	1.0%
	Asian	1.0%	3.2%	5.7%
	Pacific Islander	0.0%	0.2%	0.2%
	Some other Race	2.0%	7.6%	6.9%
	Two or More Races	2.0%	3.9%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	10.0%	21.7%	18.3%
	All Others	90.0%	78.3%	81.7%
Income Characteristics	Per Capita Income	\$42,066	\$36,027	\$31,950
	Median Household Income	\$88,472	\$65,782	\$58,100

Figure 8: The Town's Demographic Comparative Summary Table

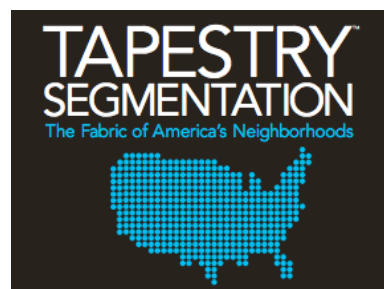
DEMOGRAPHIC SUMMARY

- The Town's **population annual growth rate** (5.38%) is significantly higher than the U.S.'s (0.86%) growth rate.
- Windsor's **household annual growth rate** (5.22%) is also significantly higher than the national (0.79%) average.
- The Town's **racial distribution** has a significantly higher White Alone (93%) population and lower Black Alone (1%) population, when compared to national percentage distribution: White Alone (69.9%) and Black Alone (12.9%).
- Windsor's percentage of **Hispanic/Latino population** (10%) is below the national average (18.3%).
- The Town's **per capita income** (\$42,066), as well as the **median house income** (\$88,472) is well above average, when compared to the U.S.'s income characteristics (\$31,950 & \$58,100).



2.2 TAPESTRY SEGMENTATION

ESRI's Tapestry Segmentation is a geodemographic system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. This market segmentation tool integrates consumer traits with residential characteristics to identify individual markets within a specified area. The Tapestry provides a classification model with 67 distinct, behavioral market segments that depict consumers' lifestyles and lifestages, and detail the diversity of the American population. These individual market segments are then arranged into 14 LifeMode groups that have similar characteristics and market profiles. A brief summary of the 14 LifeMode groups is provided in the table below. A complete listing of these groups' characteristics and the individual segments that comprise each LifeMode group is available in **Appendix A**. (Source: ESRI)



LifeMode Summary Groups	
Group Name	Brief Description
Affluent Estates	Established wealth- educated, well-traveled married couples
Upscale Avenues	Prosperous, married couples in higher density neighborhoods
Uptown Individuals	Younger, urban singles on the move
Family Landscapes	Successful younger families in newer housing
GenXurban	Gen X in middle age; families with fewer kids and a mortgage
Cozy Country Living	Empty nesters in bucolic settings
Ethnic Enclaves	Established diversity- young, Hispanic homeowners with families
Middle Ground	Lifestyles of thirtysomethings
Senior Styles	Senior lifestyles reveal the effects of saving for retirement
Rustic Outposts	Country life with older families, older homes
Midtown Singles	Millenials on the move; single, diverse, and urban
Hometown	Growing up and staying close to home; single householders
Next Wave	Urban denizens; young, diverse, hardworking families
Scholars and Patriots	College campuses and military neighborhoods

The ESRI Tapestry Segmentation provides an understanding of consumers' lifestyle choices, what they buy, and how they spend their free time for a specified service area. This information is useful in identifying target markets, as well as highlighting segments that are being underserved, to ensure that the Town's offerings are in line with the unique characteristics and preferences of its users.

2.2.1 TOP 5 TAPESTRY SEGMENTS

This section reveals the top five Tapestry Segments and corresponding LifeMode Groups, expressed as percentage of households, for the Town. Analyzing the dominant Tapestry Segmentation allows Windsor to assess the market profile of its service area by examining the distribution of household types and summarizing the general characteristics and behaviors expected from each group.

For better context of how unique the Town's households are compared to the rest of the country, the percentage of U.S. households for each Tapestry Segment are also provided for comparison.

Town of Windsor Top 5 Tapestry Segments			
Tapestry Segments		% of Town of Windsor Households	% of U.S. Households
1	Soccer Moms Family Landscapes	35.5%	2.9%
2	Urban Chic Upscale Avenues	27.2%	4.2%
3	Bright Young Professionals Middle Ground	12.2%	6.4%
4	Parks and Rec GenXurban	9.2%	8.4%
5	Savvy Suburbanites Affluent Estates	7.2%	11.4%
Total Percentage of		91.3%	33.3%

Figure 9: The Town's Tapestry Segment Table

KEY TAPESTRY SEGMENT DESCRIPTIONS

Below are brief summaries of the characteristics and consumer behaviors for the most prevalent Tapestry Segments within Windsor.

Soccer Moms (35.5% OF HOUSEHOLDS)

- Are **affluent, family-oriented** market who prefer living in the suburban areas over living in the town.
- Most households are married couples with children, with median age of **36.6** and median household income of **\$84,000**.
- Most households have at least 2 vehicles with **longer commutes into the Town** for work and a high labor for participation rate.
- **Outdoor activities and sports** are characteristic of life in the suburban, such as bicycling, jogging, golfing, boating, and target shooting.
- Carry a **high level of debt**, including first and second mortgages and auto loans.

URBAN CHIC (27.2% OF HOUSEHOLDS)

- Mostly **married couples or singles** living in single family homes with median age of 42.6 and median household income of **\$98,000**
- Well educated professionals living a **sophisticated, exclusive lifestyle**; prefer to drive luxury imports and shop at upscale establishments
- **Tech-savvy**, use PCs for an array of activities
- **Activities** include visiting museums/art galleries, going to the movies, extensive travel, digital and audio books, skiing, yoga, hiking, and tennis
- Environmentally aware, actively recycle and maintain a **"green" lifestyle**

BRIGHT YOUNG PROFESSIONALS (12.2% OF HOUSEHOLDS)

- **Married or unmarried couples** living in single family and multiunit homes on the outskirts of large metropolitan cities with median age of 32.2 and median household income of **\$50,000**
- Young, educated, and diverse **white-collar working professionals with a mix of food service and part-time jobs** among college students within the group
- Consumers up on the latest technology and get most of their information from the internet
- **Leisure activities** include going to bars/night clubs, attending concerts, going to the zoo, renting movies, and participating in variety of sports (backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga)
- **Concern for the environment** impacts their purchasing decisions

PARKS AND REC (9.2% OF HOUSEHOLDS)

- This is a **financially shrewd** market; consumers are careful to research their big-ticket purchases.
- Work force is **diverse**: professionals in health care, retail trade, and education, or skilled workers in manufacturing and construction.
- Many of these families are **two-income married couples** approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving.
- Residents here take advantage of local parks and recreational activities. Their exercise routine is a balance of home-based exercise; a session at their local community gym; or a quick jog, swim, or run.
- The population is slightly older, with a median age of 40.9 and median household income of \$60,000.

SAVVY SUBURBANITES (7.2% OF HOUSEHOLDS)

- Residents are **well educated**, married couples who are mostly empty nesters (median age 44.1) in **older neighborhoods** outside the Town.
- **Activities** include remodeling, gardening, exercising and enjoy cultural events, food and wine.
- **Well-connected** consumers that use technology for shopping, baking and staying up with current events.
- Median household income of **\$104,000** and home median value of **\$311,000**

The Department should be mindful of these consumer behaviors when pricing program/services, planning new programs, and/or considering building new facilities as a majority of the community shares the above characteristics.

2.3 RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

2.3.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2018* was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation



The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews (individual and household surveys). A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of ± 0.27 percentage points at a 95% confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

In recent years, the percent of core participants has decreased in nearly every sport/activity as casual participation continues to become more common among today's generation. This is expected to be a result of several factors including time restraints, financial barriers, and the introduction of new activities. All of these factors are contributing to participants trying out new activities and casually participating in a wide variety of sports and recreation endeavors versus the former trend of dedicating all of one's time and finance to one (or two) activities.

INACTIVITY RATES / ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year, Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) experienced the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends. This suggests that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends. See **Appendix B** for a complete listing of general sports broken down by core vs. casual users. (Source: SFIA)

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Golf * (2011, 2015, and 2016 data)	25,682	24,120	23,815	-7.3%	-1.3%
Basketball	23,708	22,343	23,401	-1.3%	4.7%
Tennis	17,020	18,079	17,683	3.9%	-2.2%
Baseball	12,976	14,760	15,642	20.5%	6.0%
Soccer (Outdoor)	12,944	11,932	11,924	-7.9%	-0.1%
Softball (Slow Pitch)	7,411	7,690	7,283	-1.7%	-5.3%
Football, Flag	5,865	6,173	6,551	11.7%	6.1%
Badminton	7,278	7,354	6,430	-11.7%	-12.6%
Volleyball (Court)	6,384	6,216	6,317	-1.0%	1.6%
Football, Touch	7,295	5,686	5,629	-22.8%	-1.0%
Soccer (Indoor)	4,617	5,117	5,399	16.9%	5.5%
Football, Tackle	6,220	5,481	5,224	-16.0%	-4.7%
Volleyball (Sand/Beach)	4,505	5,489	4,947	9.8%	-9.9%
Gymnastics	5,115	5,381	4,805	-6.1%	-10.7%
Track and Field	4,257	4,116	4,161	-2.3%	1.1%
Cheerleading	3,244	4,029	3,816	17.6%	-5.3%
Racquetball	4,070	3,579	3,526	-13.4%	-1.5%
Pickleball	N/A	2,815	3,132	N/A	11.3%
Ultimate Frisbee	5,131	3,673	3,126	-39.1%	-14.9%
Ice Hockey	2,363	2,697	2,544	7.7%	-5.7%
Softball (Fast Pitch)	2,624	2,467	2,309	-12.0%	-6.4%
Lacrosse	1,607	2,090	2,171	35.1%	3.9%
Wrestling	1,922	1,922	1,896	-1.4%	-1.4%
Roller Hockey	1,367	1,929	1,834	34.2%	-4.9%
Rugby	887	1,550	1,621	82.8%	4.6%
Field Hockey	1,237	1,512	1,596	29.0%	5.6%
Squash	1,290	1,549	1,492	15.7%	-3.7%
Boxing for Competition	959	1,210	1,368	42.6%	13.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*2017 information not available for **Golf**. Information to be released by National Golf Foundation. Participation figures above reflect 2011, 2015, and 2016 data.

Figure 10: General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

In the last year, activities with the largest gains in participation were Triathlon Non-Traditional/Off Road (10.1%), Running/Jogging (7.1%), and Trail Running (6.6%). From 2016-2017, the activities that had the most decline in participation were Traditional/Road Triathlon (-8.9%), Cardio Kickboxing (-3.0%), and Calisthenics/Bodyweight Exercise (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth. See **Appendix B** for a complete listing of general fitness activities broken down by core vs. casual users. **(Source: SFIA)**

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Fitness Walking	114,029	107,895	110,805	-2.8%	2.7%
Treadmill	50,839	51,872	52,966	4.2%	2.1%
Free Weights (Dumbbells/Hand Weights)	N/A	51,513	52,217	N/A	1.4%
Running/Jogging	51,450	47,384	50,770	-1.3%	7.1%
Weight/Resistant Machines	38,999	35,768	36,291	-6.9%	1.5%
Stationary Cycling (Recumbent/Upright)	35,987	36,118	36,035	0.1%	-0.2%
Stretching	35,873	33,771	33,195	-7.5%	-1.7%
Elliptical Motion Trainer*	28,560	32,218	32,283	13.0%	0.2%
Free Weights (Barbells)	26,688	26,473	27,444	2.8%	3.7%
Yoga	23,253	26,268	27,354	17.6%	4.1%
Calisthenics/Bodyweight Exercise	N/A	25,110	24,454	N/A	-2.6%
Choreographed Exercise	N/A	21,839	22,616	N/A	3.6%
Aerobics (High Impact)	16,178	21,390	21,476	32.7%	0.4%
Stair Climbing Machine	12,979	15,079	14,948	15.2%	-0.9%
Cross-Training Style Workout	N/A	12,914	13,622	N/A	5.5%
Stationary Cycling (Group)	8,477	8,937	9,409	11.0%	5.3%
Trail Running	5,806	8,582	9,149	57.6%	6.6%
Pilates Training	8,519	8,893	9,047	6.2%	1.7%
Cardio Kickboxing	6,725	6,899	6,693	-0.5%	-3.0%
Boot Camp Style Cross-Training	7,496	6,583	6,651	-11.3%	1.0%
Martial Arts	5,075	5,745	5,838	15.0%	1.6%
Boxing for Fitness	4,831	5,175	5,157	6.7%	-0.3%
Tai Chi	3,203	3,706	3,787	18.2%	2.2%
Barre	N/A	3,329	3,436	N/A	3.2%
Triathlon (Traditional/Road)	1,789	2,374	2,162	20.8%	-8.9%
Triathlon (Non-Traditional/Off Road)	1,075	1,705	1,878	74.7%	10.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0%to 25%)	Moderate Decrease (0%to -25%)	Large Decrease (less than -25%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

Figure 11: General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Hiking (Day)	34,519	42,128	44,900	30.1%	6.6%
Bicycling (Road)	39,790	38,365	38,866	-2.3%	1.3%
Fishing (Freshwater)	39,002	38,121	38,346	-1.7%	0.6%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	26,467	26,262	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	15,855	16,159	1.6%	1.9%
Fishing (Saltwater)	12,000	12,266	13,062	8.9%	6.5%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	11,589	12,296	-9.2%	6.1%
Backpacking Overnight	7,933	10,151	10,975	38.3%	8.1%
Bicycling (Mountain)	7,265	8,615	8,609	18.5%	-0.1%
Archery	7,173	7,903	7,769	8.3%	-1.7%
Fishing (Fly)	5,848	6,456	6,791	16.1%	5.2%
Skateboarding	6,227	6,442	6,382	2.5%	-0.9%
Roller Skating, In-Line	6,647	5,381	5,268	-20.7%	-2.1%
Bicycling (BMX)	1,861	3,104	3,413	83.4%	10.0%
Adventure Racing	1,618	2,999	2,529	56.3%	-15.7%
Climbing (Traditional/Ice/Mountaineering)	2,189	2,790	2,527	15.4%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

Figure 12: Outdoor / Adventure Recreation Participatory Trends

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

National participation trends for outdoor activities is on the rise; however, In-Line Roller Skating and Freshwater Fishing only experienced increases in *casual* participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%). See **Appendix B** for a complete listing of outdoor/adventure activities broken down by core vs. casual users. (Source: SFIA)

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms of participation due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Swimming (Fitness)	23,216	26,601	27,135	16.9%	2.0%
Aquatic Exercise	9,177	10,575	10,459	14.0%	-1.1%
Swimming (Competition)	2,502	3,369	3,007	20.2%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13: Aquatic Participatory Trends

CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017). See **Appendix B** for a complete listing of aquatic activities broken down by core vs. casual users. (Source: SFIA)

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,187	10,017	10,533	28.7%	5.2%
Canoeing	9,813	10,046	9,220	-6.0%	-8.2%
Snorkeling	8,664	8,717	8,384	-3.2%	-3.8%
Jet Skiing	6,996	5,783	5,418	-22.6%	-6.3%
Sailing	3,841	4,095	3,974	3.5%	-3.0%
Water Skiing	4,434	3,700	3,572	-19.4%	-3.5%
Rafting	3,756	3,428	3,479	-7.4%	1.5%
Stand-Up Paddling	1,392	3,220	3,325	138.9%	3.3%
Wakeboarding	3,368	2,912	3,005	-10.8%	3.2%
Kayaking (Sea/Touring)	2,446	3,124	2,955	20.8%	-5.4%
Scuba Diving	2,781	3,111	2,874	3.3%	-7.6%
Surfing	2,545	2,793	2,680	5.3%	-4.0%
Kayaking (White Water)	1,878	2,552	2,500	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	1,737	1,573	14.7%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 14: Water Sports / Activities Participatory Trends

CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. See **Appendix B** for a complete listing of water sports and activities broken down by core vs. casual users. (Source: SFIA)

ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

Generation Z (born 2000+) were the most active, with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation were active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/med calorie.

Almost half (46.7%) of **millennials (born 1980-1999)** were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

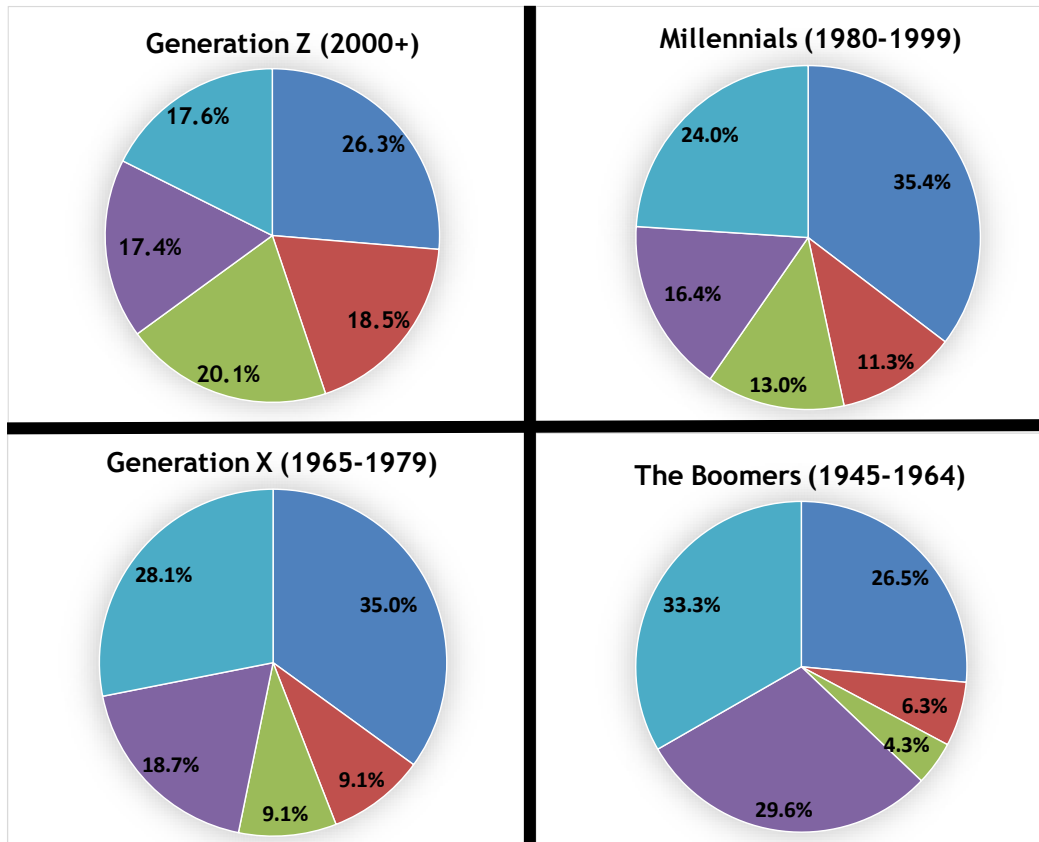
Generation X (born 1965-1979) has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

2018 PARTICIPATION RATES BY GENERATION

US population, Ages 6+

■ Active to a Healthy Level
 ■ Active & High Calorie
 ■ Casual & Low/Med Calorie
 ■ Low/Med Calorie
 ■ Inactive



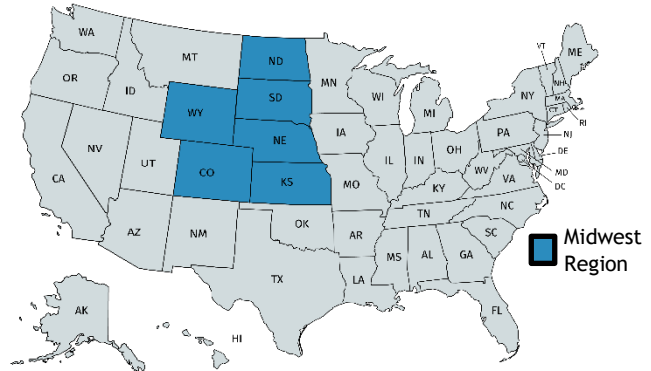
*Times per year: Casual (1-50), Active (51-150), Active to Healthy Level (151+)

NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (MIDWEST REGION)

NRPA's *Agency Performance Review 2018* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017.

The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.



According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (**Figure 15**). A complete comparison of regional and national programs offered by agencies can be found in **Figure 16**.

When comparing Midwest agencies to the U.S. average, team sports, themed special events, fitness enhancement classes, and health and wellness education were all identified as top five most commonly provided program areas offered regionally and nationally. Additionally, aquatics (84%) programs were also popular amongst Midwest agencies.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Midwest Region (% of agencies offering)
• Team sports (86%)	• Team sports (88%)
• Themed special events (84%)	• Aquatics (88%)
• Social recreation events (81%)	• Fitness enhancement classes (84%)
• Fitness enhancement classes (78%)	• Health and wellness education (81%)
• Health and wellness education (78%)	• Themed special events 79%

Figure 15: Top 5 Core Program Areas

In general, Midwest park and recreation agencies offered programs at a slightly lesser rate than the national average. However, based on a discrepancy threshold of 5% or more, Midwest agencies are offering programs such as fitness enhancement classes, aquatics, racquet sports, and golf, at a higher rate than the national average. Contradictory, the Midwest is trailing the national average in regards to themed special events, trips and tours, martial arts, performing arts, cultural crafts, and visual arts.

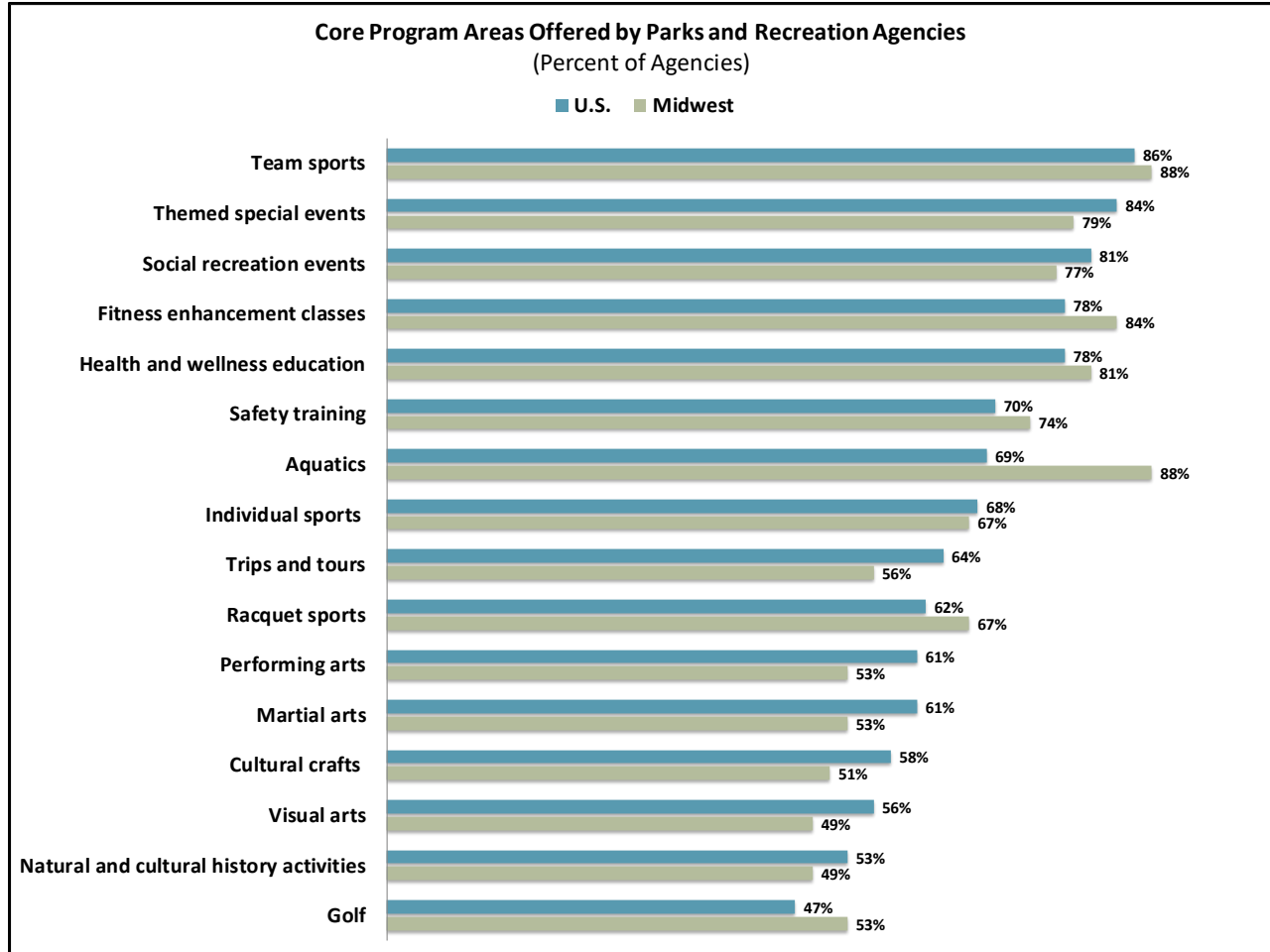


Figure 16: Programs Offered by Parks and Recreation Agency

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below (Figure 17). A complete comparison of regional and national programs offered by agencies can be found in Figure 18.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Midwest Region (% of agencies offering)
Summer camp (84%)	Senior programs (78%)
Senior programs (79%)	Summer camp (69%)
Teen programs (63%)	Programs for people with disabilities (61%)

Figure 17: Top 3 Core Target Program Areas

Agencies in the Midwest tend to offer targeted programs at a lesser rate than the national average. Midwest agencies are offering a significantly lower rate of programs in terms of summer camps and preschool programs, while full day care is the only targeted program in which Midwest agencies are exceeding the national rate.

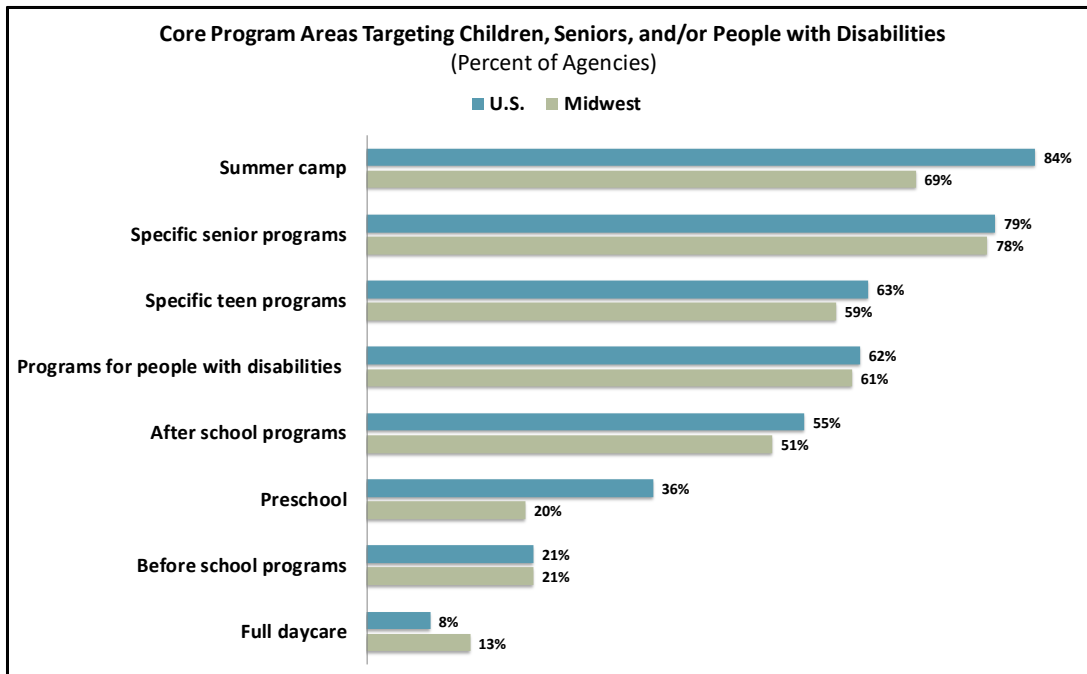


Figure 18: Targeted Programs for Children, Seniors, and People with Disabilities

2.3.2 LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the Town's service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within Windsor. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the Town demonstrates slightly above average market potential index (MPI) numbers, this is particularly noticeable when analyzing the fitness market potential chart. Every activity within this category has an MPI score ≥ 100 . Analyzing the general sports, outdoor activity, and commercial recreation MPI charts, a majority of these activities still scored above the national average, with no activity scoring below a 90.

These overall average MPI scores show that Windsor residents have a rather strong participation presence when it comes to recreational activities. This becomes significant when the Town considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the Town. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Golf (133 MPI), Tennis (126 MPI), and Baseball (117 MPI) are the most popular sports amongst Town residents when compared to the national average.

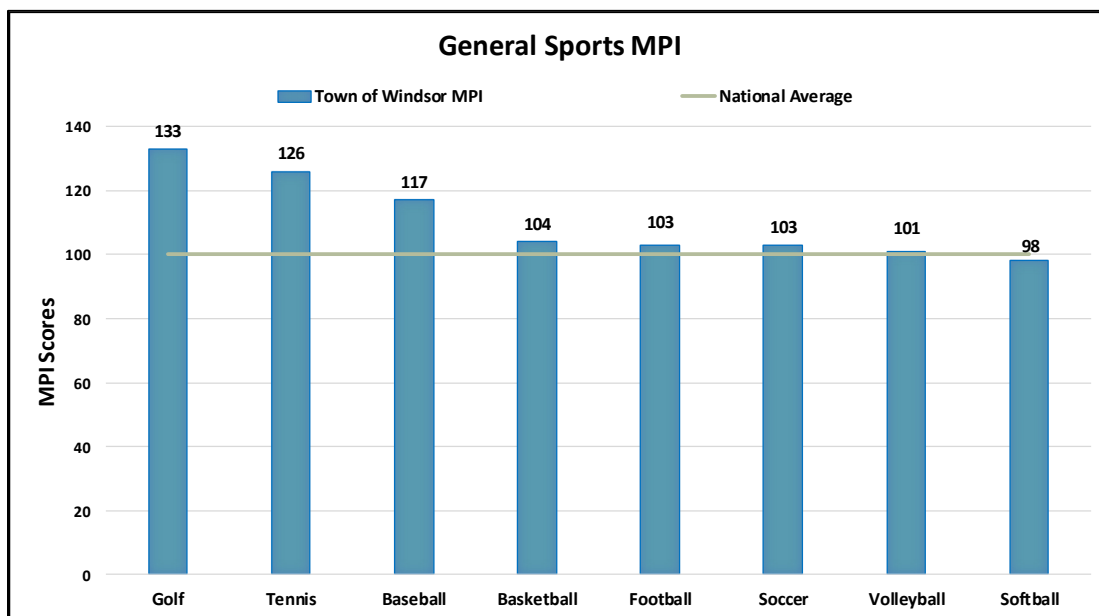


Figure 19: General Sports Participation Trends

FITNESS MARKET POTENTIAL

The fitness MPI chart shows Yoga (145 MPI), Weight Lifting (142 MPI), and Jogging/Running (136 MPI) as the most popular activities amongst Windsor residents when compared to the national average.

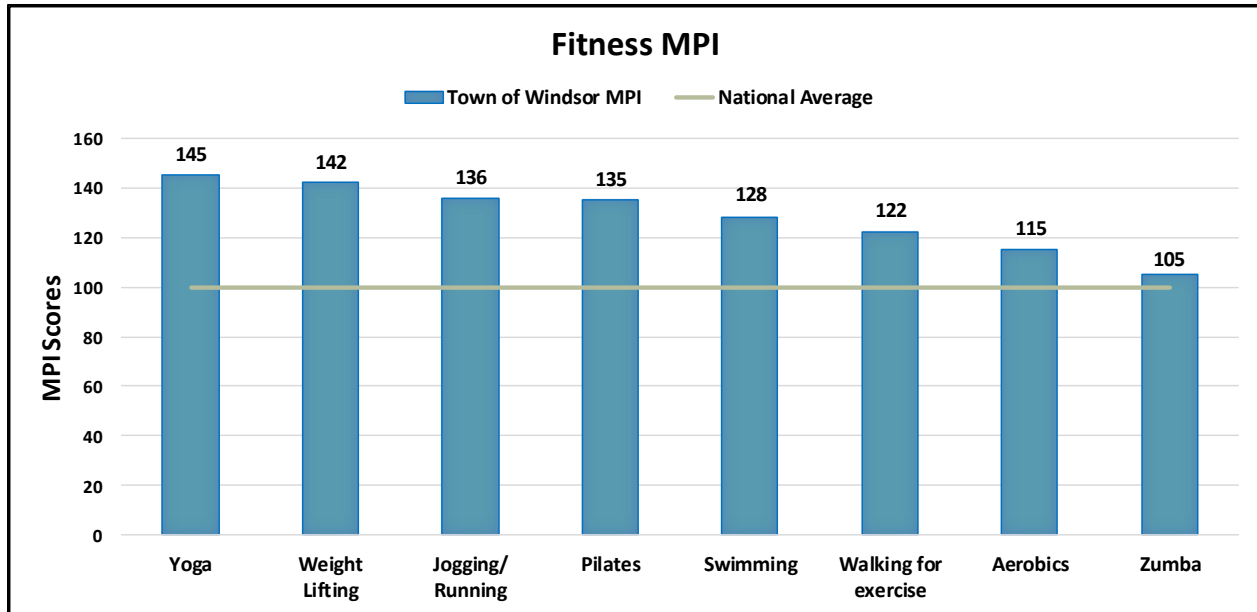


Figure 20: Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Hiking (138 MPI), Bicycling-Road (131 MPI) and Bicycling-Mountain (124 MPI) are the most popular activities amongst Town residents when compared to the national average.

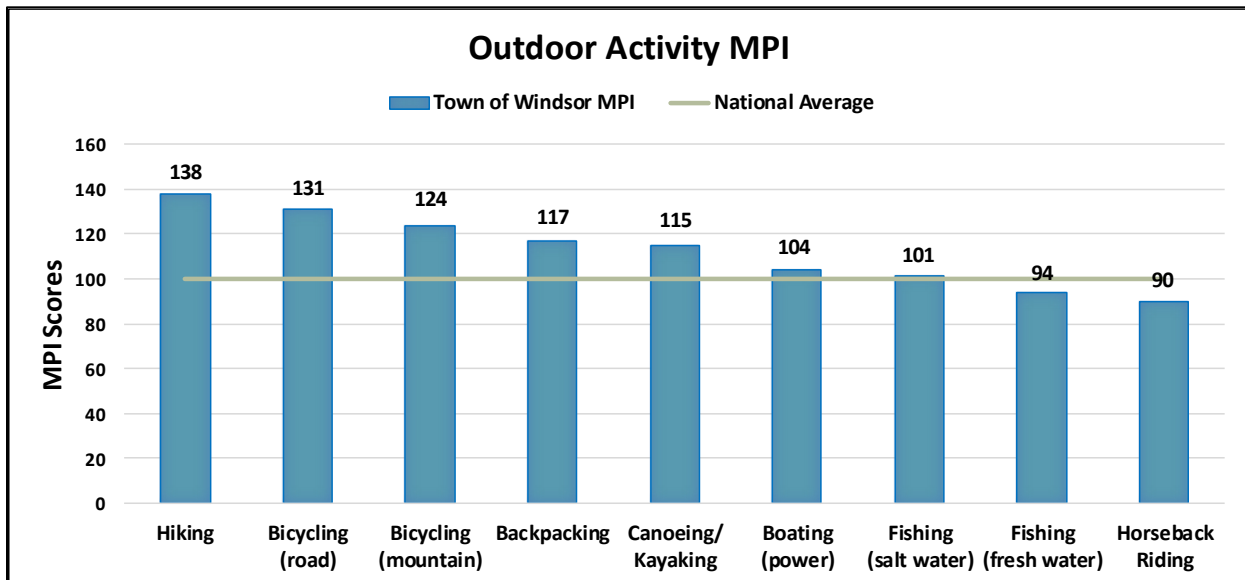


Figure 21: Outdoor Activity Participation Trends

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows Went to art gallery in last 12 months (143 MPI), Went to museum in last 12 months (139 MPI), and Played Board Games in last 12 months (133 MPI) as the most popular activities amongst Windsor residents when compared to the national average.

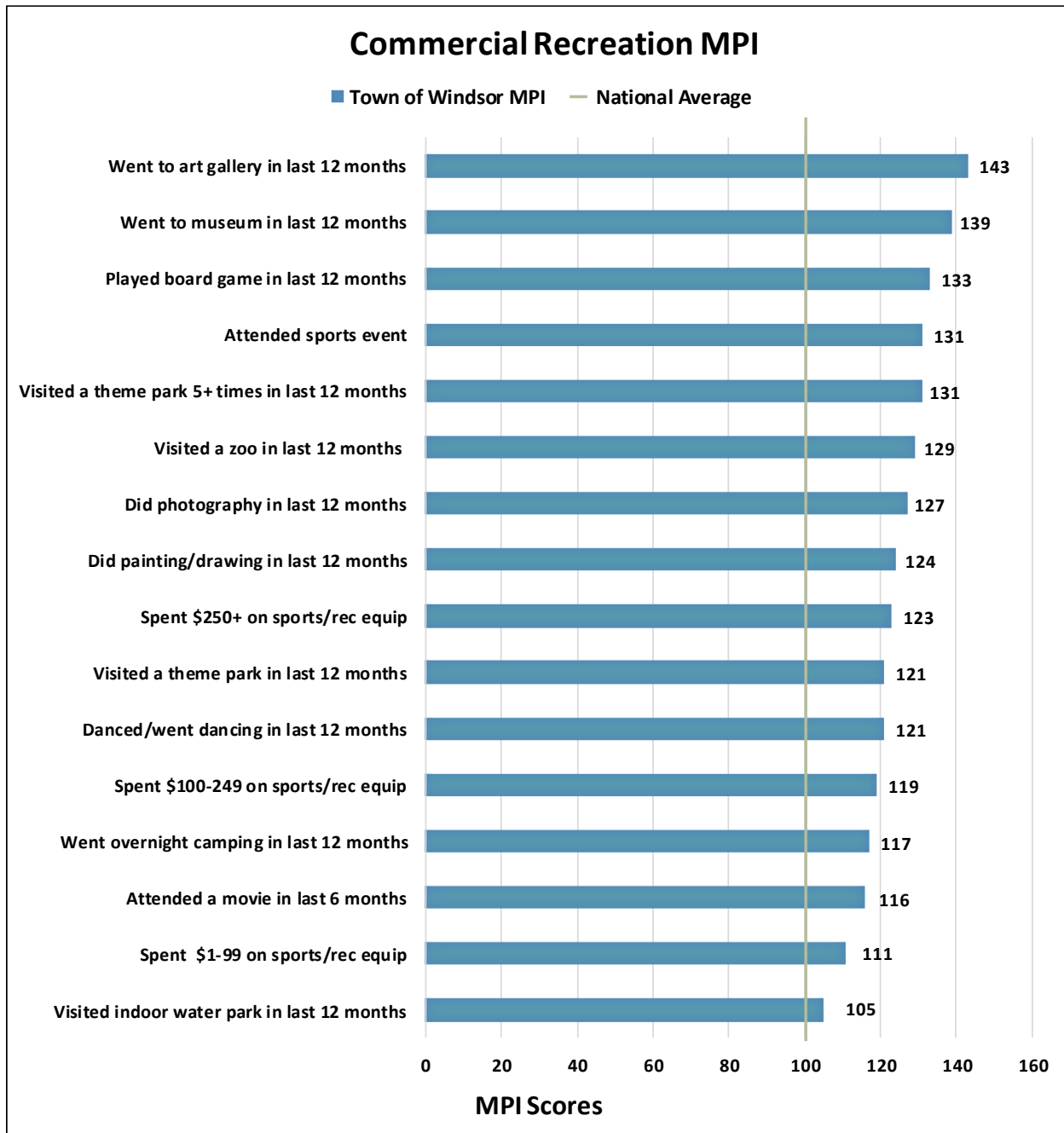


Figure 22: Commercial Recreation Participation Trends

2.4 BENCHMARK ANALYSIS

The PROS Consulting team and the Department staff identified operating metrics to benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how the Department is positioned among peer agencies, as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to the Department.

Information used in this analysis was obtained directly from each participating benchmark agency, and supplemental data was collected from agency / municipality websites and information available through the National Recreation and Park Association's (NRPA) Park Metrics Database, when necessary. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind.

The benchmark data collection for all systems was complete as of December 2019, and it is possible that information in this report may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

The table below lists each benchmark agency in the study, arranged by total population served, and reveals key characteristics of each jurisdiction. Peer agencies are primarily from Colorado, but also include two best practice examples from Texas (Allen, TX) and Illinois (Park District of Oak Park) for a broader comparison.

As the Department aims to be a best practice agency, the benchmark comparison only includes peers who are past winners of the NRPA Gold Medal and have achieved CAPRA Accreditation. For agencies examined, the Department is below the median for total population (34,195) and has the lowest population density (4,861 residents per sq. mi.); however, the town's 6.87 square miles is just above the median jurisdiction size.

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal Winner	CAPRA Accredited (Year)
Windsor Parks, Recreation, & Culture	CO	Town	34,195	25.6	1,336	No	No
Allen Parks & Recreation Dept	TX	Home Rule	106,736	27.1	3,937	Yes (2016)	Yes (2019)
Castle Rock Parks & Recreation	CO	Town	56,645	34.2	1,655	Yes (2012)	Yes (2015)
Golden Parks & Recreation	CO	City	20,000	9.0	2,222	Yes (2010)	Yes (2009)
Park District of Oak Park	IL	Park District	51,793	4.5	11,510	Yes (2015)	Yes (2015)
Parker Parks & Recreation	CO	Town	53,500	21.5	2,488	Yes (2000, 2011)	Yes (2018)

2.4.1 BENCHMARK COMPARISON

PARK ACRES

The following table provides a general overview of each system's park acreage and depicts the key performance metric of total acres per 1,000 residents. The Department ranks near the benchmark median for number of park sites (28) and total acres owned or managed (900) among its peers. Further dissecting park acreage, the Department has the highest percentage of developed acreage (71%) among peer agencies. With a total of 26.3 acres per 1,000 residents, the Department is just above the benchmark median and is nearly three times the national median for level of service of acreage among similar agencies.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Castle Rock Parks & Recreation	56,645	33	1,717	3,462	585	17%	61.1
Golden Parks & Recreation	20,000	25	800	655	253	39%	32.8
Windsor Parks, Recreation, & Culture	34,195	28	1,221	900	642	71%	26.3
Parker Parks & Recreation	53,500	14	3,821	1,168	250	21%	21.8
Allen Parks & Recreation	106,736	56	1,906	1,953	1,074	55%	18.3
Park District of Oak Park	51,793	20	2,590	96	n/a	n/a	1.8
NRPA Median for Agencies Serving 20K-50K Residents = 9.6 Acres per 1,000 Residents							

TRAIL MILES

The information below reveals the type and service level of trails within each system. Currently, the makeup of trails in Windsor is skewed toward paved paths, with nearly 80% of the total. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents.

The Department represents the upper half of the benchmark total trail mileage (38 total miles) and trail mileage per capita (1.11 miles per 1,000) among benchmark agencies and these trails of all types are among the top 5 most visited parks and amenities annually in Windsor according to the statistically-valid survey.

This level of service for trail mileage is also well above the national best practice of 0.5 mile of trail per 1,000 residents, which is not unusual in Colorado where people love the outdoors and agencies prioritize trail development and connectivity.

Agency	Population	Paved Trail Miles	Soft Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Castle Rock Parks & Recreation	56,645	32	37	69	1.22
Golden Parks & Recreation	20,000	24		24	1.20
Windsor Parks, Recreation, & Culture	34,195	30	8	38	1.11
Parker Parks & Recreation	53,500	26	12	38	0.71
Allen Parks & Recreation	106,736	73	2	75	0.70
Park District of Oak Park	51,793			7	0.14
National Best Practice = 0.5 Trail Miles per 1,000 Residents					

STAFFING

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. Total FTEs per 10,000 residents is a key performance metric that assesses how well each system is equipped, in terms of human resources, to serve its jurisdiction.

In general, agencies participating in the benchmark study are very well staffed, as all, but one, are well above the national median for similar sized agencies (9.1 FTEs per 10,000 residents). Among peer agencies, the Department has the second highest level of staffing relative to the population served, with 27.7 FTEs per 10,000 residents, which is certain to have played a role in the high levels of satisfaction that the community has expressed with the Department's level of maintenance and program quality in the statistically-valid survey

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Park District of Oak Park	51,793	182.0	35.1
Windsor Parks, Recreation, & Culture	34,195	94.8	27.7
Golden Parks & Recreation	20,000	47.0	23.5
Allen Parks & Recreation	106,736	224.2	21.0
Parker Parks & Recreation	53,500	97.6	18.2
Castle Rock Parks & Recreation	56,645	44.0	7.8
<i>NRPA Median for Agencies Serving 20K-50K Residents = 9.1 FTEs per 10,000 Residents</i>			

VOLUNTEERS

Volunteers are critical to the livelihood of parks and recreation agencies, so it is important to assess how well each agency is utilizing volunteers to offset operational costs. The Department is currently engaging approximately 563 volunteers for an annual contribution of 14,075 hours, for an average of 25 hours contributed by each volunteer annually.

In order to better quantify volunteerism, total hours contributed were converted to total volunteer FTEs to understand how volunteerism hours equate to full-time staff. The Department's volunteer hours translate to 6.77 FTEs, which is the second highest among benchmark peers and signals a strong volunteer program with effective outreach.

Agency	Total Volunteers	Total Hours Contributed	Avg. Hours Contributed per Volunteer	Volunteer Hrs Converted to FTEs
Castle Rock Parks & Recreation	1,750	37,070	21.2	17.82
Windsor Parks, Recreation, & Culture	563	14,075	25.0	6.77
Parker Parks & Recreation	1,000	10,500	10.5	5.05
Park District of Oak Park	1,426	9,899	6.9	4.76
Golden Parks & Recreation	289	8,819	30.5	4.24
Allen Parks & Recreation	39	2,784	71.4	1.34

OPERATING EXPENSE PER CAPITA

Agencies participating in the benchmark study are spending on parks and recreation operations at a substantially high rate. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending on a per resident basis.

While it has the lowest total operating expense (\$9.5M) in the benchmark study, the Department ranks third among peer agencies for operating expense per resident (\$276.80), which is nearly three times more than the NRPA median of \$93.95 of operating expense per resident. It is anticipated that as the population of Windsor keeps growing exponentially as it has in the past few years, the operating dollars will continue to grow to keep up with the increased demand.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Golden Parks & Recreation	20,000	\$ 11,747,033	\$ 587.35
Park District of Oak Park	51,793	\$ 17,548,052	\$ 338.81
Windsor Parks, Recreation, & Culture	34,195	\$ 9,465,305	\$ 276.80
Castle Rock Parks & Recreation	56,645	\$ 14,714,374	\$ 259.76
Allen Parks & Recreation	106,736	\$ 24,763,468	\$ 232.01
Parker Parks & Recreation	53,500	\$ 11,328,000	\$ 211.74
<i>NRPA Median for Agencies Serving 20K-50K Residents = \$93.95 per Resident</i>			

REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the total population, the annual revenue generated on a per resident basis can be determined. Similar to the analysis of operating expenditures, benchmark agencies demonstrate extremely high levels of earned income.

Although the Department's revenue generated per resident (\$147) is just below the benchmark median, this level of earned income is still significantly higher than the national median (\$24) for revenue generated per resident for similar-sized agencies. The Department has a strong culture of internal and external customer service focus and this has positively impacted their customer retention and overall revenue generation. However, as evidenced from the Levels of Service Standards, the Department is currently at capacity for indoor recreation space and has a need for additional multigenerational, multi-use recreation spaces which tend to have a significant contribution to the bottom line.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Golden Parks & Recreation	20,000	\$ 6,990,708	\$ 349.54
Castle Rock Parks & Recreation	56,645	\$ 17,082,380	\$ 301.57
Park District of Oak Park	51,793	\$ 11,391,553	\$ 219.94
Windsor Parks, Recreation, & Culture	34,195	\$ 5,026,987	\$ 147.01
Allen Parks & Recreation	106,736	\$ 13,673,923	\$ 128.11
Parker Parks & Recreation	53,500	\$ 6,002,839	\$ 112.20
<i>NRPA Median for Agencies Serving 20K-50K Residents = \$24.09 per Resident</i>			

OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, derived by dividing total non-tax revenue by total operating expense. This measures how well each agency's revenue generation covers the total cost of operations. Overall, agencies participating in the benchmark study exhibit very high rates of cost recovery, with all of them achieving levels above the national median (29%).

Although the Department has the second lowest cost recovery rate among peer agencies (by a small margin below Allen Parks and Recreation and Parker Parks and Recreation), its 63% operational cost recovery is considered best practice for the industry and places it comfortably in the upper quartile of agencies nationwide according to the NRPA.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Golden Parks & Recreation	\$ 11,391,553	\$ 11,328,000	101%
Park District of Oak Park	\$ 17,082,380	\$ 17,548,052	97%
Windsor Parks, Recreation, & Culture	\$ 6,002,839	\$ 9,465,305	63%
Allen Parks & Recreation	\$ 13,673,923	\$ 24,736,468	55%
Parker Parks & Recreation	\$ 13,673,923	\$ 24,763,468	55%
Castle Rock Parks & Recreation	\$ 5,026,987	\$ 14,714,374	34%
<i>NRPA Median for Agencies Serving 20K-50K Residents = 29% Cost Recovery</i>			

MARKETING

Marketing budgets for parks and recreation agencies are typically less than the private sector, but the industry is beginning to realize the value of investing in marketing and the potential return on investment (ROI) that can be achieved.

Not all agencies reported numbers here but compared to peers reporting figures, the Department ranks at the bottom for total marketing expense (\$19,000), marketing as a percentage of operations (0.13%), and marketing spend per resident (\$0.56). This is an area of opportunity for continued investment for the Department as it looks to grow its participation rates and overall revenue generation.

Agency	Population	Total Marketing Expense	Total Operating Expense	Marketing as % of Operations	Marketing Expense per Resident
Park District of Oak Park	51,793	\$ 198,099	\$ 17,548,052	1.13%	\$ 3.82
Allen Parks & Recreation	106,736	\$ 117,730	\$ 9,465,305	1.24%	\$ 1.10
Windsor Parks, Recreation, & Culture	34,195	\$ 19,000	\$ 14,714,374	0.13%	\$ 0.56

Note: Figures were not available for Golden, Castle Rock, and Parker at time of study.

PROGRAM PARTICIPATION

This section assesses program participation for each agency by comparing total program participations to the population and determines the average participation rate per resident. Program activity is measured in participations (versus participants), which accounts for each time a resident participates in a program or event and allows for multiple participations per individual.

By far, the Department has the highest participation rate (43.74 per resident) among benchmark agencies, which highlights the Department's effectiveness in identifying the community's needs and aligning its recreation offerings with those needs.

Agency	Population	Total Program Participations	Participations per Resident
Windsor Parks, Recreation, & Culture	34,195	1,495,796	43.74
Allen Parks & Recreation	106,736	550,574	5.16
Castle Rock Parks & Recreation	56,645	27,500	0.49

Note: Figures were not available for Golden, Oak Park, and Parker at time of study.

PROGRAM COST RECOVERY

Dividing total revenue generated from programs by the related expenses to provide programs, determines the program cost recovery level. Among agencies providing figures, the Department is lower than the others with a 73% program cost recovery and could have some room to grow, though, as stated earlier this could be hampered due to the lack of indoor recreation space to grow and offer additional programs in currently.

Agency	Program Revenue	Direct Expense from Programs	Program Cost Recovery
Allen Parks & Recreation	\$ 1,337,669	\$ 545,450	245%
Park District of Oak Park	\$ 6,265,854	\$ 4,078,176	154%
Windsor Parks, Recreation, & Culture	\$ 1,426,760	\$ 1,961,786	73%

Note: Figures were not available for Golden, Castle Rock, and Parker at time of study.

INDOOR RECREATION SPACE

Assessing the available indoor recreation space among benchmark agencies, most of the peer agencies, including the Department, are providing a very high level of service. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. The Department's 2.5 square feet per resident is near the benchmark median, and is well above the generally accepted national best practice of 1.5-2.0 sq. ft. of indoor space per resident, though given the fast-growing population and the extent of use, the available capacity is likely at a minimum.

Agency	Population	Total SF Indoor Recreation	Indoor SF per Resident
Golden Parks & Recreation	21,254	71,483	3.4
Parker Parks & Recreation	53,500	170,000	3.2
Castle Rock Parks & Recreation	56,645	144,000	2.5
Windsor Parks, Recreation, & Culture	34,195	85,000	2.5
Allen Parks & Recreation	106,736	126,474	1.2
National Best Practice = 1.5-2.0 Square Feet of Indoor Space per Resident			

Note: Figures for Oak Park were not available at time of study.

2.4.2 SUMMARY OF BENCHMARK FINDINGS

As a whole, the peer agencies selected are high performing park systems which allowed Windsor to benchmark itself against a strong sample of best practice agencies. For any given performance indicator, many of the benchmark agencies exceed best practice levels and the national median set forth by the NRPA. Specific areas where benchmark agencies perform to an exceptional level include: level of service for park acreage and trails, staffing levels, operational spending, earned income, operational cost recovery, and indoor recreation space per resident.

The benchmark comparison validated the national gold medal finalist stature of the Department in multiple areas, such as levels of service, staffing levels, volunteerism, operational spending per capita, earned income per resident, and program participation. These strengths demonstrate a strong local market presence and demonstrates that the Department understands the community's wants and needs and is focused on engaging the community at a high level.

The benchmark study also uncovered some limitations and opportunities for the Department. The current marketing expense for the Department represents a very small percentage of the total operating budget. It should be a priority to increase the overall spend on marketing to ensure the awareness of the community and develop a loyal customer base. In addition, the marketing return on investment should be a key performance indicator that is tracked overtime to better understand how every dollar spent on marketing translates to additional revenues.

Similarly, the direct cost recovery for programming has room to grow and the staff is already taking a step in that direction by using the recent fee study conducted to better evaluate its pricing structure and price its offerings in line with the true cost of services and market rates.

The benchmark analysis reveals that the Department is a top-notch park system that is comparable to some of the best systems across the US. The perspective gained through the peer comparison is valuable in identifying areas for improvement and establishing strategic goals to pursue. The Department should use this analysis as a baseline comparison that provides key performance indicators (KPIs) to be tracked and measured over time.

CHAPTER THREE – COMMUNITY ENGAGEMENT

3.1 KEY LEADERSHIP INTERVIEWS, FOCUS GROUPS AND PUBLIC FORUMS

In May of 2019, the consultant team conducted on-site interviews that spanned a couple of days and included approximately 24 individuals. These interviews included Town leaders and elected officials, local businesses, similar program providers and partners, health care organizations, and representatives from various departments within the Town.

Interviews & Focus Groups Organizations	
Department Volunteers	Recreation Center Committee Member
Program Instructors	Youth Sport Organizations
User Groups	Town Employees
CLO Healthcare	Department Employees
Bank of Colorado	Town Council
Banner Health Family Practice	
Clayview Library	

STRENGTHS

- The Department offers a wide variety of quality programs for all ages.
- All facilities are very well maintained, offer a variety of amenities, and are great for the Town.
- Cultural facilities are important and the heritage and artifacts are being preserved.
- Staff are committed to meeting the needs of the community, deliver great customer service, provide good leadership, are responsive and have an entrepreneurial approach.
- The parks are well-maintained, clean, safe, beautiful and accessible.
- The Town listens to the community and gets things done so that needs are addressed.

OPPORTUNITIES

- Marketing needs to be improved with better online registration portal, highlighting more programming on social media, increase technology use and continue to seek public feedback.
- Customers would like reduced program waitlists, open new classes using the waitlist, provide more programming for new trends, skills progression for sports, more social opportunities, and a pricing structure for residents and non-residents.
- Staffing capacity is a concern that needs to be addressed to attract and retain qualified staff and pay accordingly to account for cost of living.
- Enhance existing partnerships to be fair and equitable for both parties and seek out additional public/private partnerships.
- Additional facilities would alleviate the demand applying pressure on space capacity. Additional space is needed in the following areas:
 - Increase Pool/ Develop an additional pool

- Increase Rec Center/Develop an additional Rec Center
 - Indoor Sports fields
 - Performance/Event Center/Cultural Center
 - Indoor Ice Rink
 - Stadium
- Parks and amenities could use additional maintenance and quicker on repairs. Additional needs as the community grows include trail connections, bike lanes, Pickleball Courts, Archery Range/ Skeet Facility, Expand Lake/waterfront access/Riverwalk feel, botanical garden, splash pad, and more open space.
- Creating a sustainable park system in balance of acres, amenities, facilities, and funding. The concern is growth and development of the area needs to be able to be supported with increased partnerships, sponsorships, user fees and dedicated funding sources.

TOP PRIORITIES

- Facilities -
 - Soccer Fields
 - Senior Center
 - Pool (or Increase pool access)
 - Rec Center - Multigenerational
- Program
 - Immigrant Children Access/Involvement
 - More direction about future programs
- Marketing
 - Increased promotions of what is being offered
 - Maximize community outreach
 - Show priority and vision plan
- Services
 - Senior Transportation
- Parks
 - More pickleball courts (indoor & outdoor)
 - Trail connection
 - Splash park
- Department Wide
 - Sustainability for population growth
 - Strong Strategic Plan Road map
 - Opportunities available for all
- Funding
 - Pricing sustainability (Service Classification)
 - Rec Center Self Sustaining model

STAKEHOLDER RECOMMENDATIONS

- Rec. + Events Facility Feasibility Study: Big on public private partnerships
- Boardwalk Park / Lake Master Plan (also connect with access to the river)
- Foundation
- Boardwalk Park Master Plan (Martin - mover and shaker; bulldog who makes things happen)

WINDSOR SHOULD BE KNOWN FOR

- Retain the charm of the small-town feel

- Diversity of experiences for the entire community
- Want to be a cool place to “hang out”
- Quaint and safe
- Want to preserve the high-quality park and rec. experience and accessible for youth as well
- Don’t want to be viewed as the retirement community of Northern Colorado
- A place to age actively
- Active lifestyle opportunities
- Continue the same focus on planning and meeting the community’s needs
- Family friend Town and experiences focused on that
- It’s history and preservation or its culture

FUNDING STRATEGIES SHOULD BE EXPLORED

- Lodging Tax (Windsor does not have one) - Downtown Development Authority may seek this
 - How could Parks, Recreation and Culture tap into that?
- Parks, Recreation and Culture Foundation
- Voters would support a new rec. center in a referendum
 - Bond - Community wants to be educated on the use
 - Share 10-year vision with multiple funding sources
 - Competing with schools & fire
- Sponsorships/ Naming Rights (3)
- User fees/Memberships (4)
 - Support different pricing
- Partnerships
- Explore Special Districts
- Mill Levy Increase (Property Tax)
 - Property Tax (maybe considered the least popular)
- Grants
- Explore Sales Tax
- First Pay off community recreation center upgrades

3.1.2 PUBLIC FORUM ONE

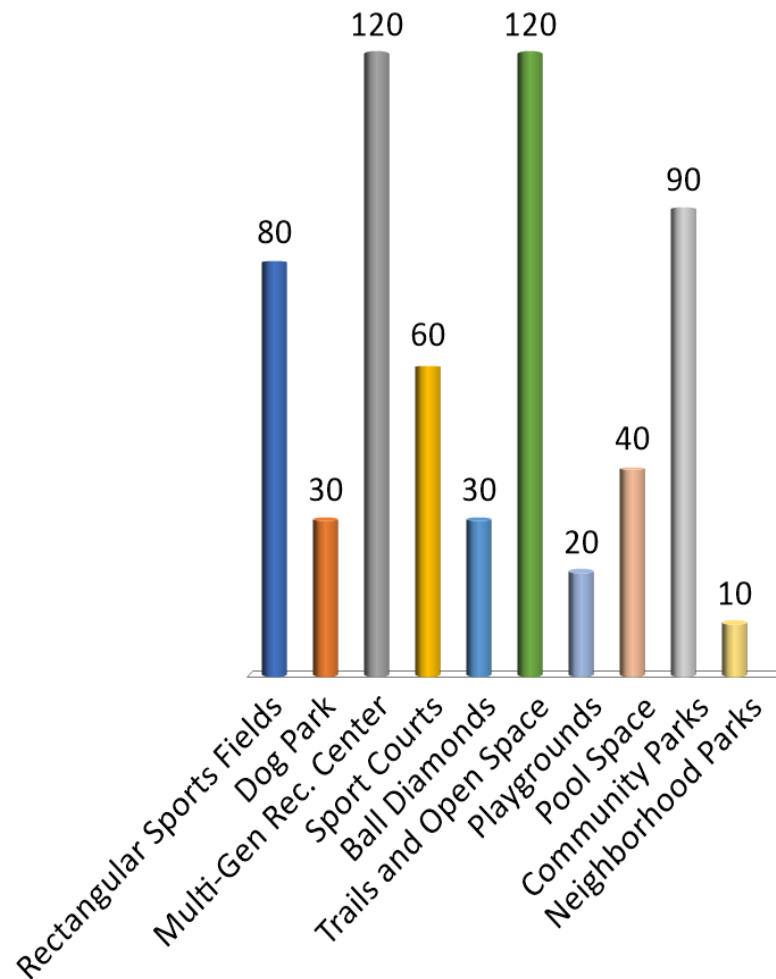
In tandem with the stakeholder and focus group interviews, the project team also hosted a public forum designed to further engage residents of the community. The public forum was an open call to the public for a status update of the project and to share initial findings from the work completed thus far, as well as an opportunity for residents to offer feedback on the parks system through live polling devices. Approximately 17 participants, representing a variety of interests, were present at the public forum.

LIVE POLLING

One key approach for soliciting feedback from attendees of the public forum was through live polling of the audience. Following the initial findings presentation, each attendee used a polling device (i.e. 'clicker') to answer a series of questions related to usage and satisfaction levels of parks, trails, facilities, and programs. The following charts share the survey results from the live polling portion of the public forum meeting.

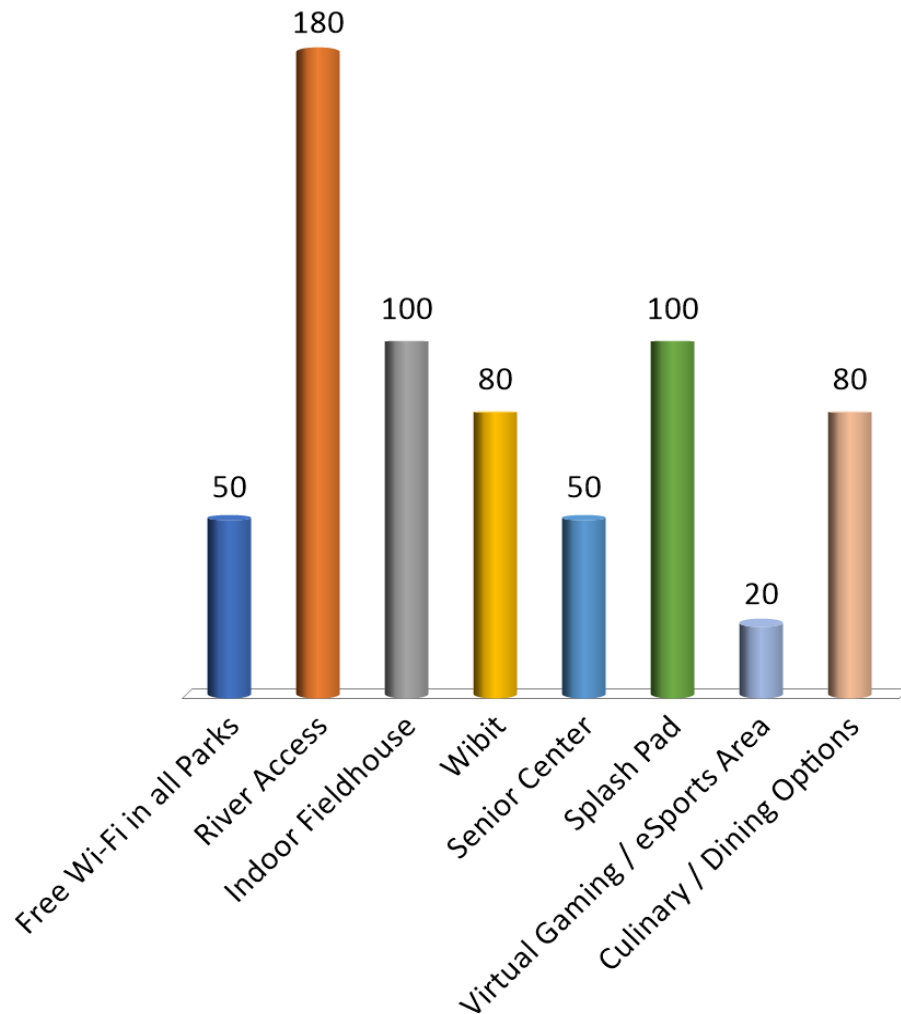
LIST THE TOP 3 CURRENT FACILITIES/AMENITIES YOU WANT THE TOWN TO PROVIDE MORE OF?

Multi-Gen center and trails & open space were the top two requested facilities and amenities (120 pts.) the audience would like to see more of. Rounding out the top five are community parks (90 pts.), rectangular sports fields (80 pts.) and more sport courts (60 pts.)



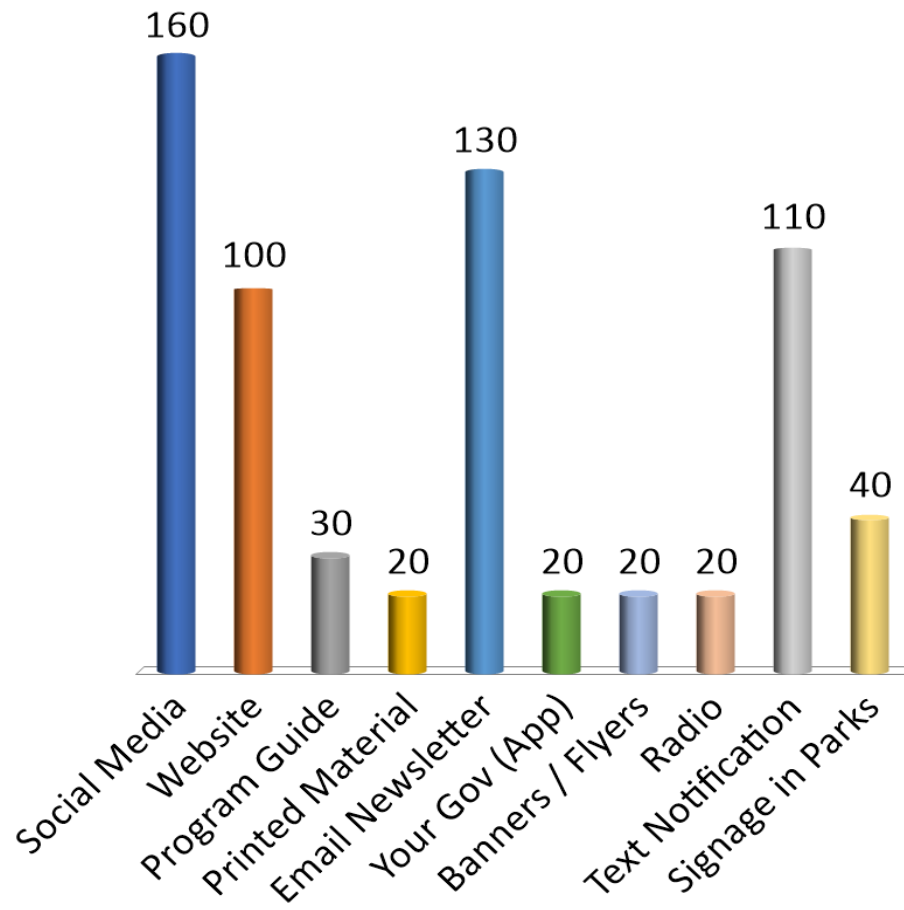
LIST THE TOP 3 NEW FACILITIES / AMENITIES YOU WANT THE TOWN TO PROVIDE?

The Top new facilities/amenities the audience wants the Town to provide is river access (180 pts.). This is followed up by indoor fieldhouse (100 pts.) and splash pad (100 pts.) as the second highest new facilities/amenities. Rounding out the top five are Wibit (80 pts.) and culinary / dining options (80 pts.)



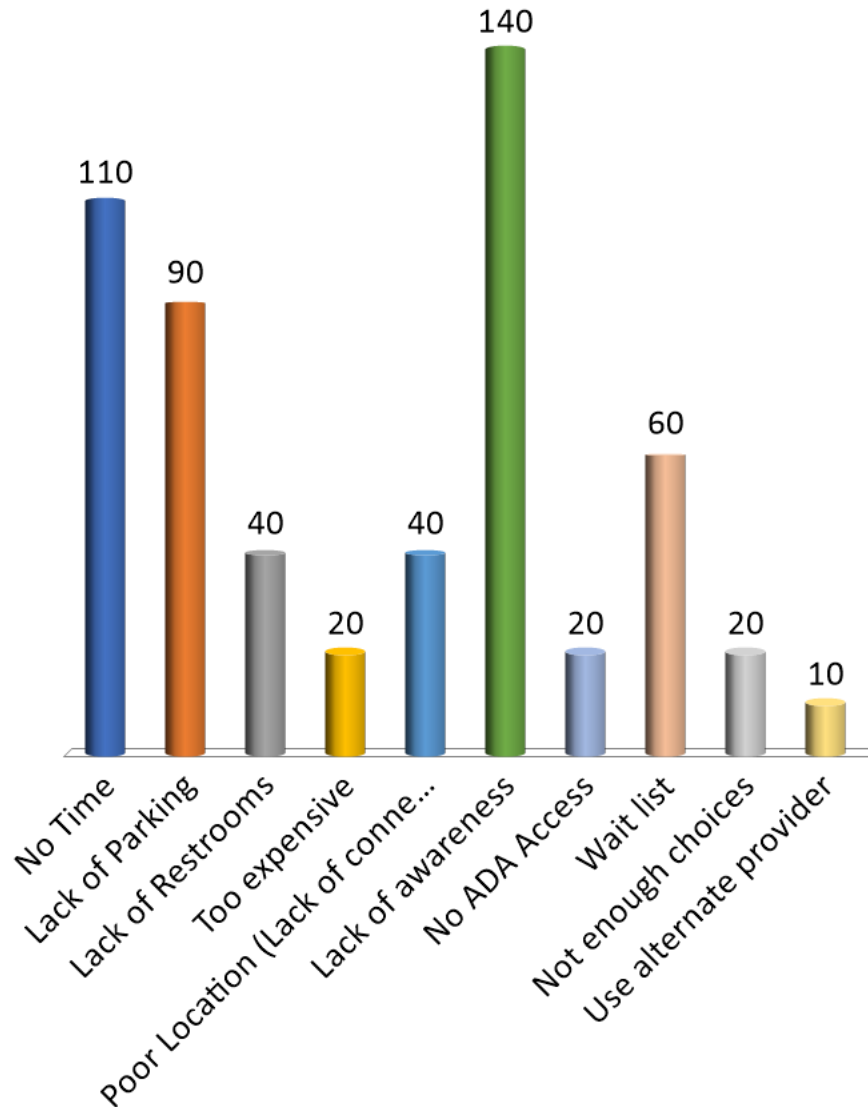
CHOOSE YOUR TOP 3 PREFERRED MEANS OF COMMUNICATION FROM THE TOWN?

The top preferred means of communication from the Town are social media (160 pts.). Rounding out the top five are email newsletter (130 pts.), text notification (110 pts.), website (100 pts.) and signage in parks (40 pts.).



CHOOSE THE TOP 3 BARRIERS THAT PREVENT YOU FROM PARTICIPATING MORE IN THE TOWN'S OFFERINGS?

The top barrier that prevents people from participating more are lack of awareness (140 pts.) followed up by no time (110 pts.). Rounding out the top five are lack of parking (90 pts.) wait list (60 pts.) and a tie for fifth consisting of lack of restrooms and poor location - lack of connectivity, both at 40 points.



OPEN DISCUSSION

Following the presentation and live polling the consultant team facilitated an open discussion asking the audience what they believe to be the strengths, opportunities and what should be the top priorities within the system.

STRENGTHS

- Quality of facilities
- Staff relationships
- Proximity of parks and facilities to residents
- Community Recreation Center
- Great youth sports (participation in local sports too like High School)
- Number of playgrounds
- Clean parks
- Concerts and special events (i.e. Fireworks)
- Trails and connectivity
- Variety of program offerings
- Sports and responsiveness to new sports
- Museum and cultural activities

OPPORTUNITIES

- Rectangular multi-sport fields
- Sports - pickleball/tennis (more courts as well)
- More weight /fitness/program spaces (indoor)
- Leverage lakes for competitive swimming and ice skating
- Facilities for sports
- Roller and ice skating (indoor)
- Trail connectivity (west side)
- More bridges - river crossing
- Wayfinding signs
- Restrooms by playgrounds
- Winterize Main Park restrooms
- Disc Golf
- Indoor sports facility (fieldhouse)
- Outdoor multi-generational spaces
- Outdoor water activities (splash pad)
- Scooters/mobility in parks
- Universal design for playgrounds
- Plan for future growth (plan and preserve open spaces)
- River recreation (kayak, canoe, Riverwalk, etc.)
- Permanent seating at Boardwalk Park
- Performing arts venue/theater
- Soft surface natural trails

TOP PRIORITIES

- Meet existing needs & prioritize (adapt to continue)
- Disc Golf (multi-gen sports opportunities)
- More sport fields
- Balance for growth/priority
- More sport courts
- Maintain a high level of service
- Ease of entry and exit to parks and facilities
- Financial sustainability
- Identify alternative funding sources
- Increased awareness
- Family activities
- Connectivity - Multi-model
- West side trail connection
- More cultural activities
- Balance in offerings
- Fieldhouse (indoor sports)
- System-wide plan
- Access for all families (cost and ability to pay)
- Equity of access (geographic)
- Convenience and offering across Town
- Manage growth & grow balanced
- Roadmap that reflects the community needs
- Riverwalk and river access

3.1.3 PUBLIC FORUM TWO

The Second Public Forum was held on Wednesday February 19, 2020. The audience was made up of the members of the Department Advisory Board, Department employees, and 17 residents. The purpose of the Public Forum was to present the findings from the consulting team's work up to this point. The presentation consisted of the following:

- Review of The Process
- Agency Profile
- Community Engagement Summary
- Assessment of Parks, Facilities, Trails and Open Space
- Program Assessment
- Community Survey
- Demographics and Trends
- Park Classifications and Level of Service

This was an open discussion as the presentation was delivered to answer questions and make the forum about the people who braved the weather to hear what were the findings and the direction of the Department in the near future. Several questions were posed and answers explained for everyone's understanding. In the end there were a couple of items on the Level of Service that needed amended to capture the inventory the Department manages, but no substantive changes.

3.2 STATISTICALLY-VALID SURVEY

ETC Institute administered a Recreation and Parks Needs Assessment for the Town during the summer of 2019. The assessment was administered as a part of the Plan that will guide the future of parks, trails, open space, recreation facilities, programs and services in the community for the next 10 years.

The results of the survey will aid the Town in taking a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of residents.

3.2.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the Town. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.windsorsurvey.org. Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey.

To prevent people who were not residents of the Town from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

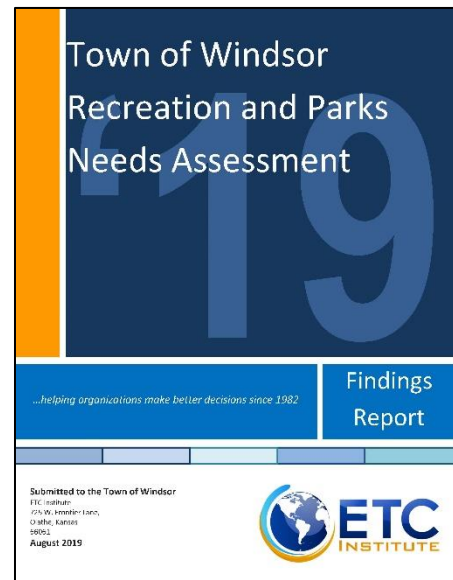
A total of 400 residents completed the survey. The overall results for the sample of 400 households have a precision of at least +/-4.9% at the 95% level of confidence. The detailed report can be found in **Appendix XX**. The major findings of the survey are summarized on the following pages.

3.2.2 FACILITY USE AND RATINGS

Ninety-one percent (91%) of respondents indicated that at least one of the members of their household visited a Town park or facility during the past year. Respondents were asked to indicate what types of parks and facilities they have used during the past year.

- 70% of respondent households have used biking trails
- 66% have used the Community Recreation Center
- 65% have used large community parks
- 64% have used small neighborhood parks

Overall, 96% of respondents indicated the level of maintenance of all the parks and facilities they visited was either “excellent” (52%) or “good” (44%).



3.2.3 PROGRAM PARTICIPATION AND RATINGS

Forty-four percent (44%) of respondents indicated they, or someone in their household, have participated in a recreation program offered by the Town during the past 12 months, this is 11% higher than the national average. Most participants (41%) indicated they participated in two to three different recreation programs during the past 12 months. Respondents were asked to indicate the primary reasons they participate in programs:

- 61% of respondents indicated it was the location of the program facility
- 38% of respondents indicated it was the fees charged for the program
- 32% of respondents indicated it was the quality of the program facility
- 27% of respondents indicated it was time the program is offered
- 27% of respondents indicated their friends participate

Ninety-six percent (96%) of respondents indicated the overall quality of programs they have participated in were either “excellent” (43%) or “good” (53%).

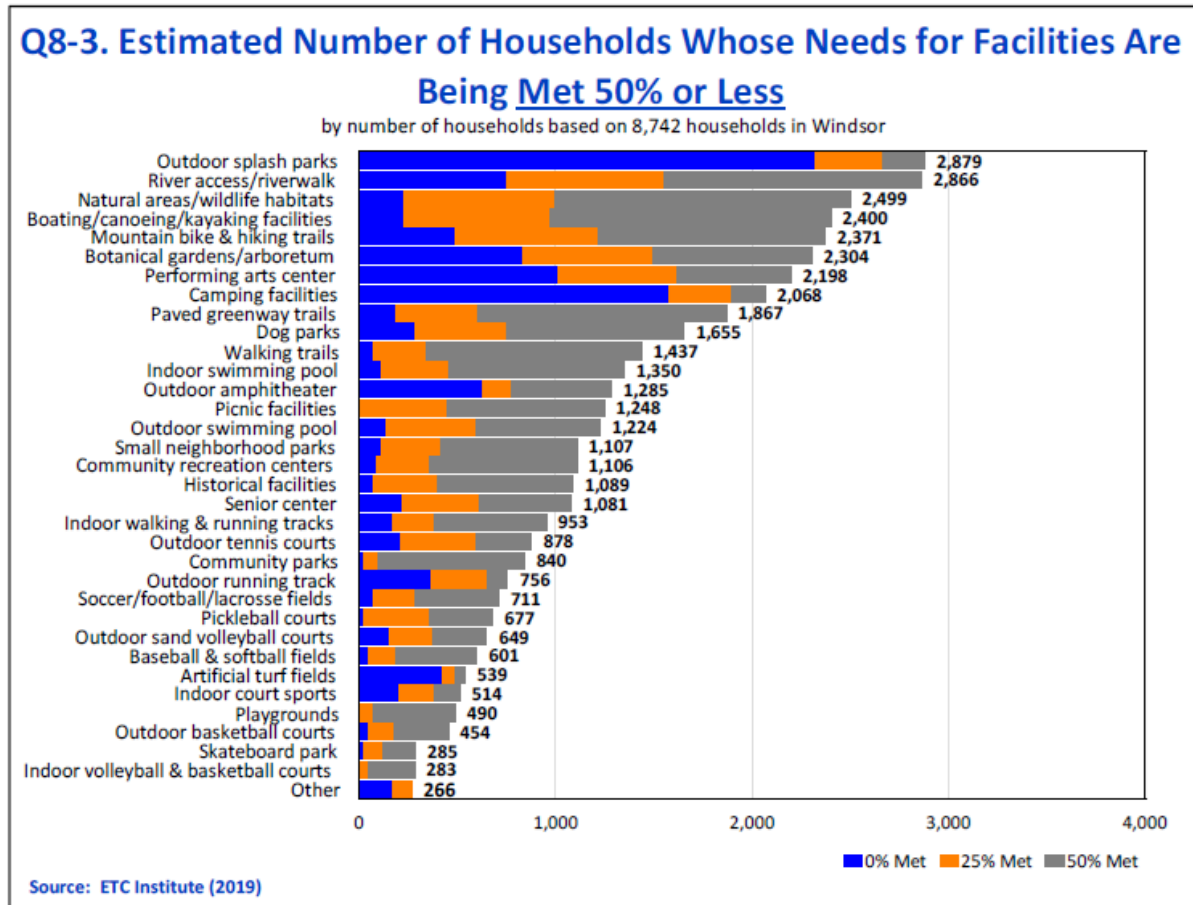
3.2.4 FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify if their household had a need for 33 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The four recreation facilities with the highest percentage of households that have an unmet need were:

1. Outdoor splash parks - 2,879 households (or 33%),
2. River access/Riverwalk - 2,866 households (or 33%),
3. Natural areas/wildlife habitats - 2,499 households (or 29%)
4. Boating/canoeing/kayaking facilities - 2,400 households (or 27%).

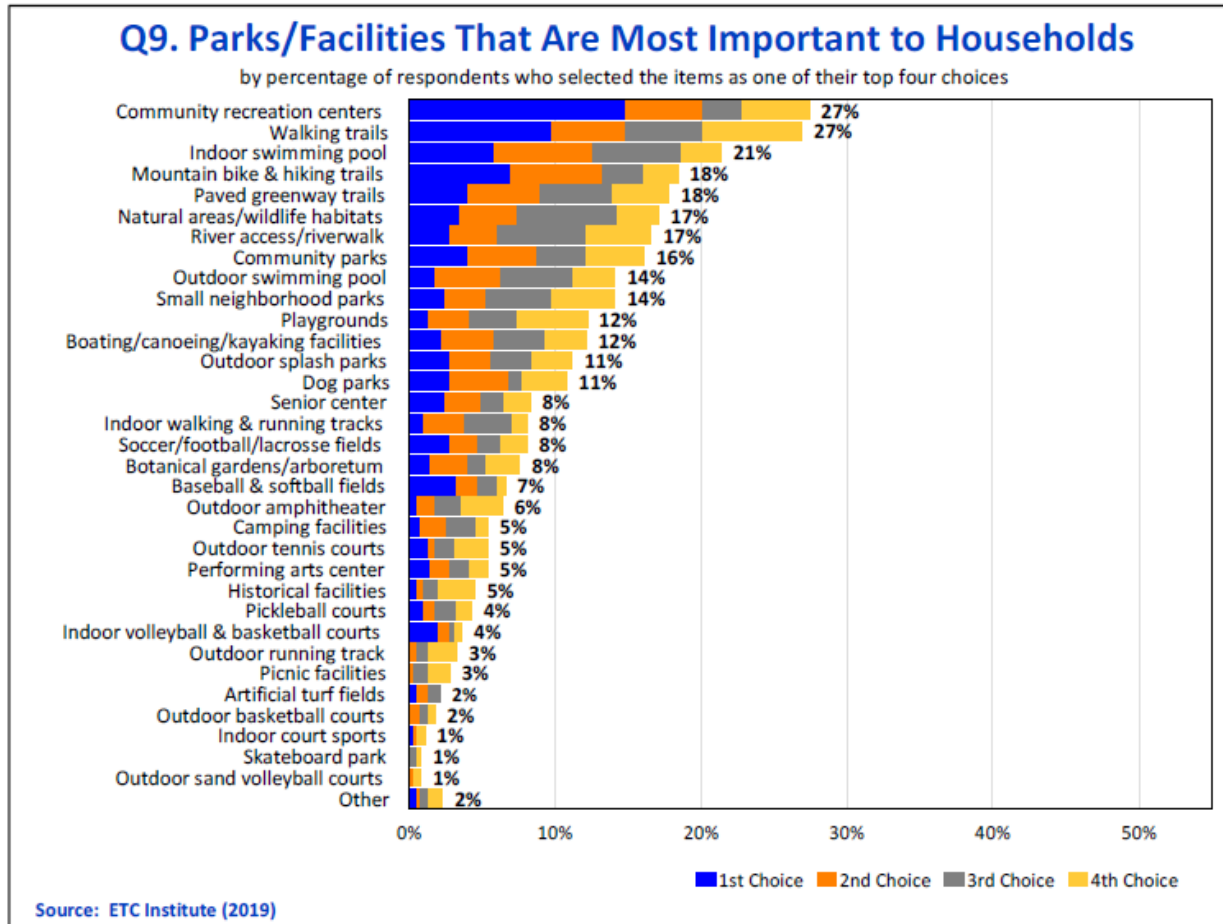
The estimated number of households that have unmet needs for each of the 33 facilities that were assessed is shown in the chart below.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were:

1. Community recreation centers (27%)
2. Walking trails (27%)
3. Indoor swimming pool (21%)

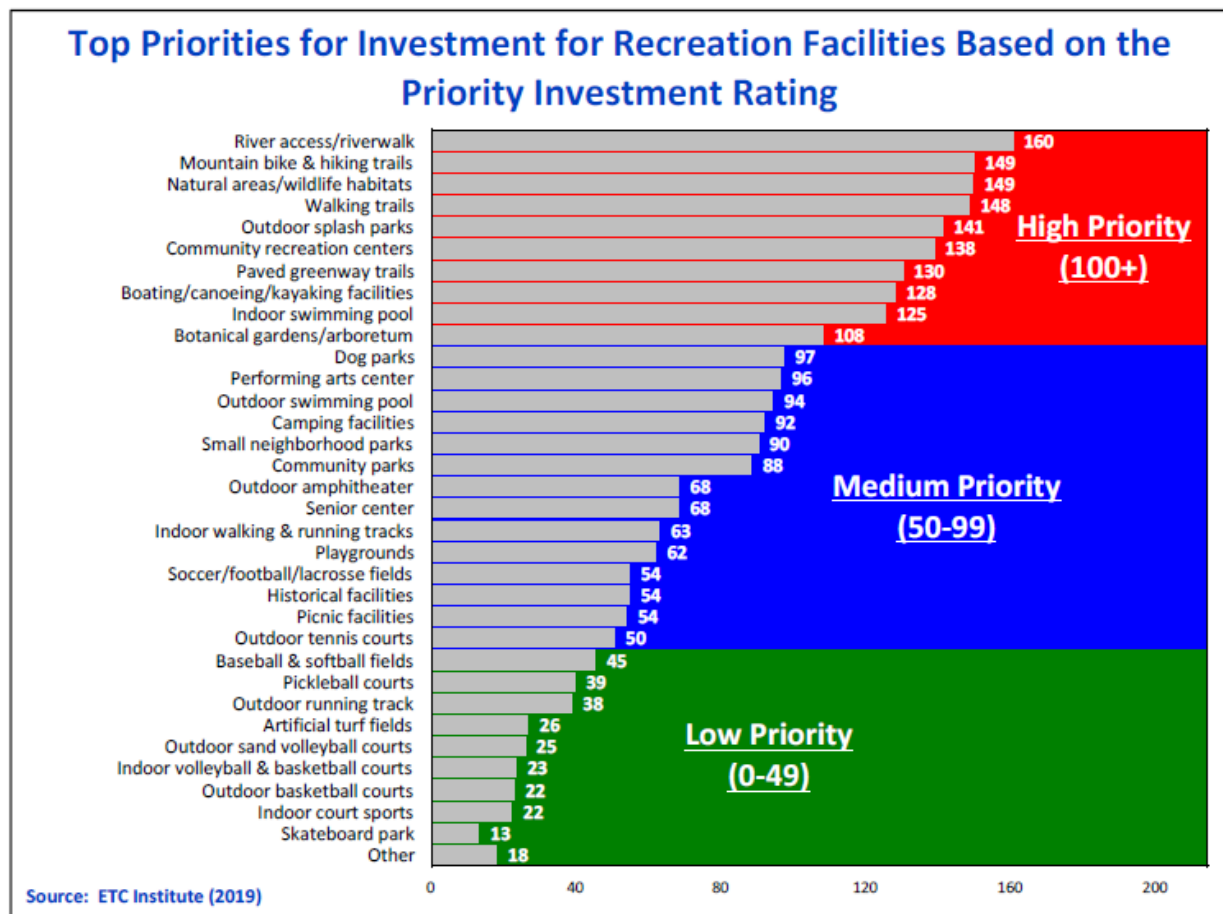
The percentage of residents who selected each facility as one of their top four choices is shown in the chart below.



Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. Based the Priority Investment Rating (PIR), the following 10 facilities were rated as high priorities for investment:

- River access/Riverwalk (PIR=160)
- Mountain bike and hiking trails (PIR=149)
- Natural areas and wildlife habitats (PIR=149)
- Walking trails (PIR=148)
- Outdoor splash parks (PIR=141)
- Community recreation centers (PIR=138)
- Paved greenway trails (PIR=130)
- Boating, canoeing, kayaking facilities (PIR=128)
- Indoor swimming pool (PIR=125)
- Botanical gardens, arboretum (PIR=108)

The chart below shows the Priority Investment Rating for each of the 33 facilities/amenities that were assessed on the survey.



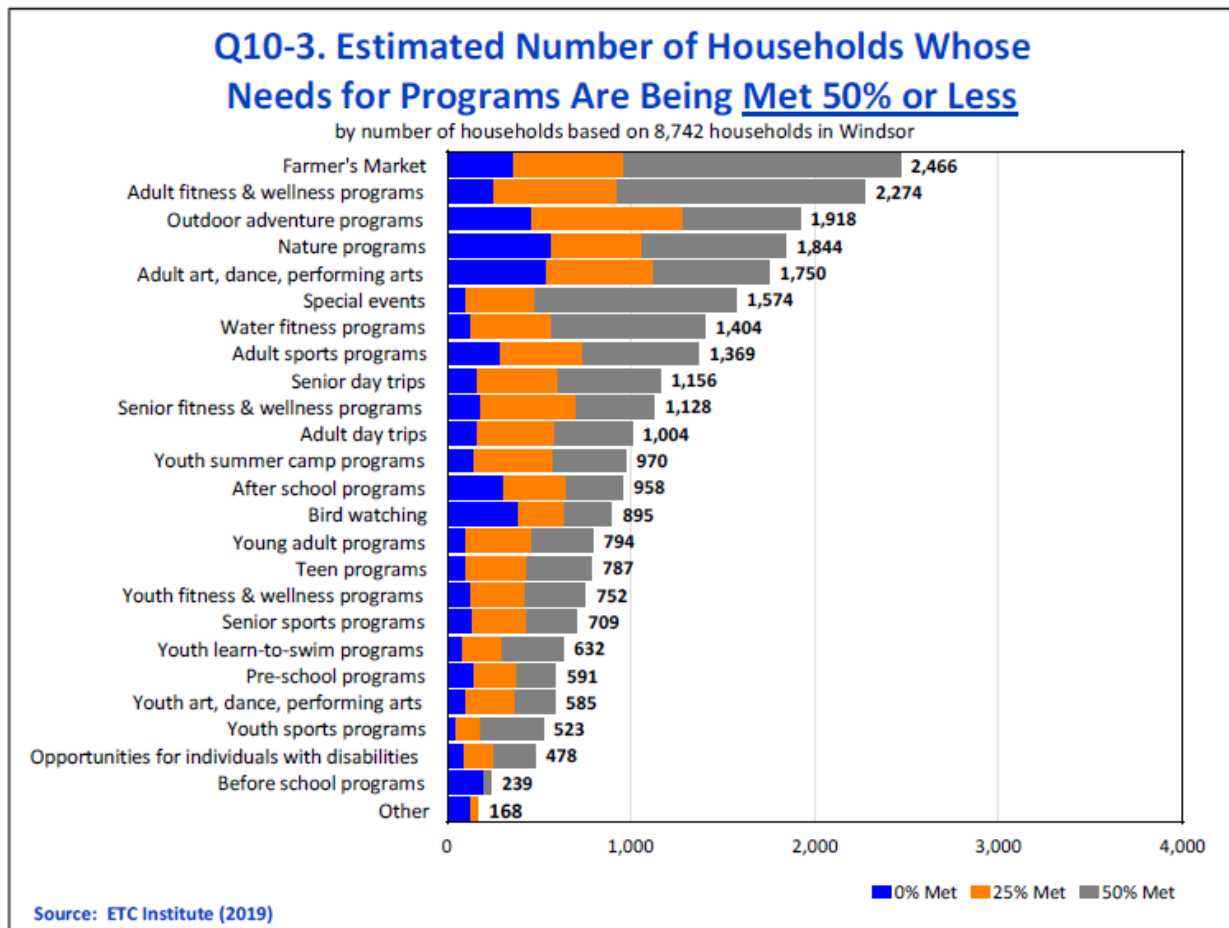
3.2.5 PROGRAMMING NEEDS AND PRIORITIES

Programming Needs. Respondents were also asked to identify if their household had a need for 25 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The four recreation programs with the highest percentage of households that have an unmet need were:

1. Farmer’s market - 2,466 households (or 28%),
2. Adult fitness and wellness programs - 2,274 households (or 26%),
3. Outdoor adventure programs - 1,918 households (or 22%), and
4. Nature programs - 1,844 households (or 21%).

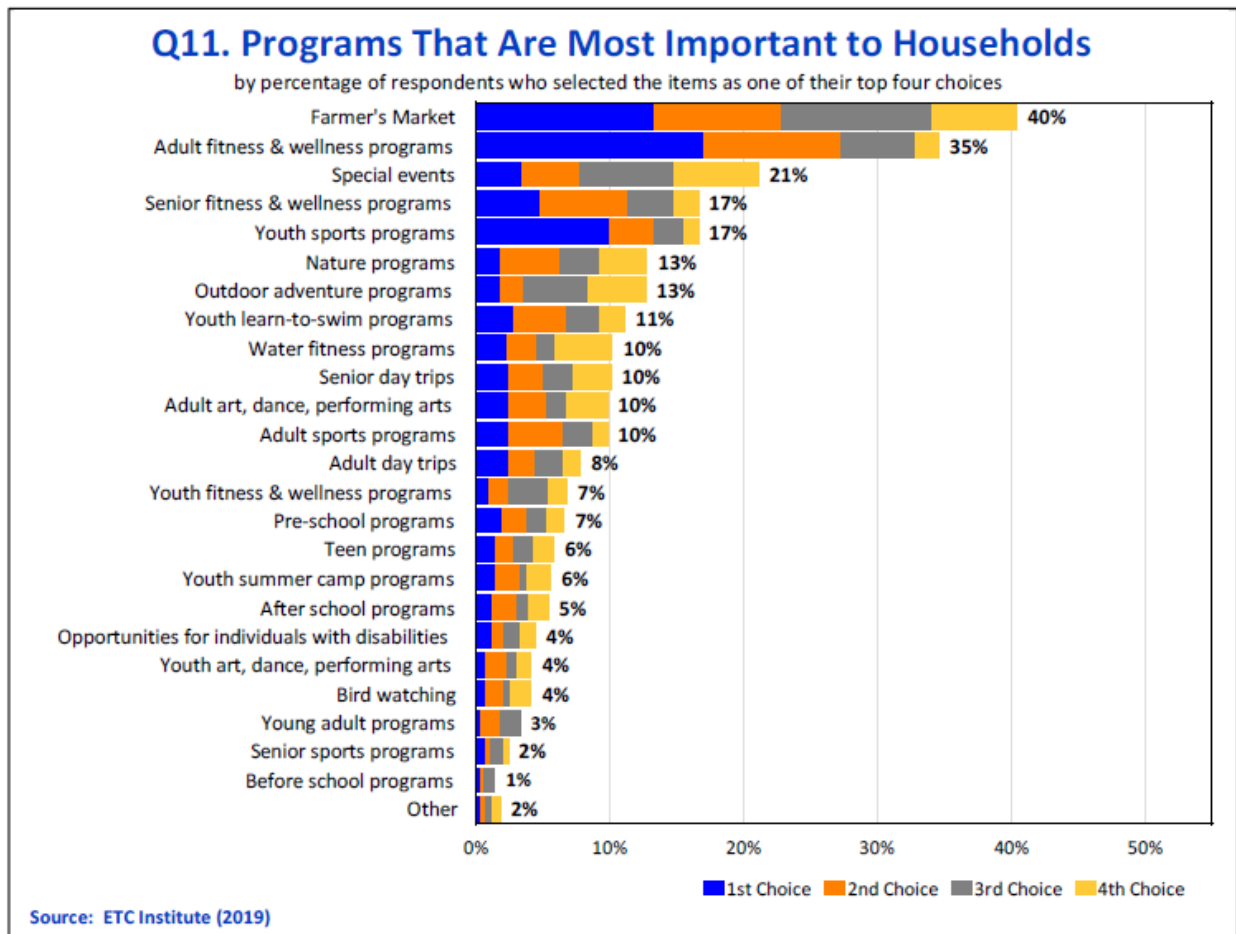
The estimated number of households that have unmet needs for each of the 25 programs that were assessed is shown in the chart below.



Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were:

1. Farmer's market (40%)
2. Adult fitness and wellness programs (35%)
3. Special events (21%)

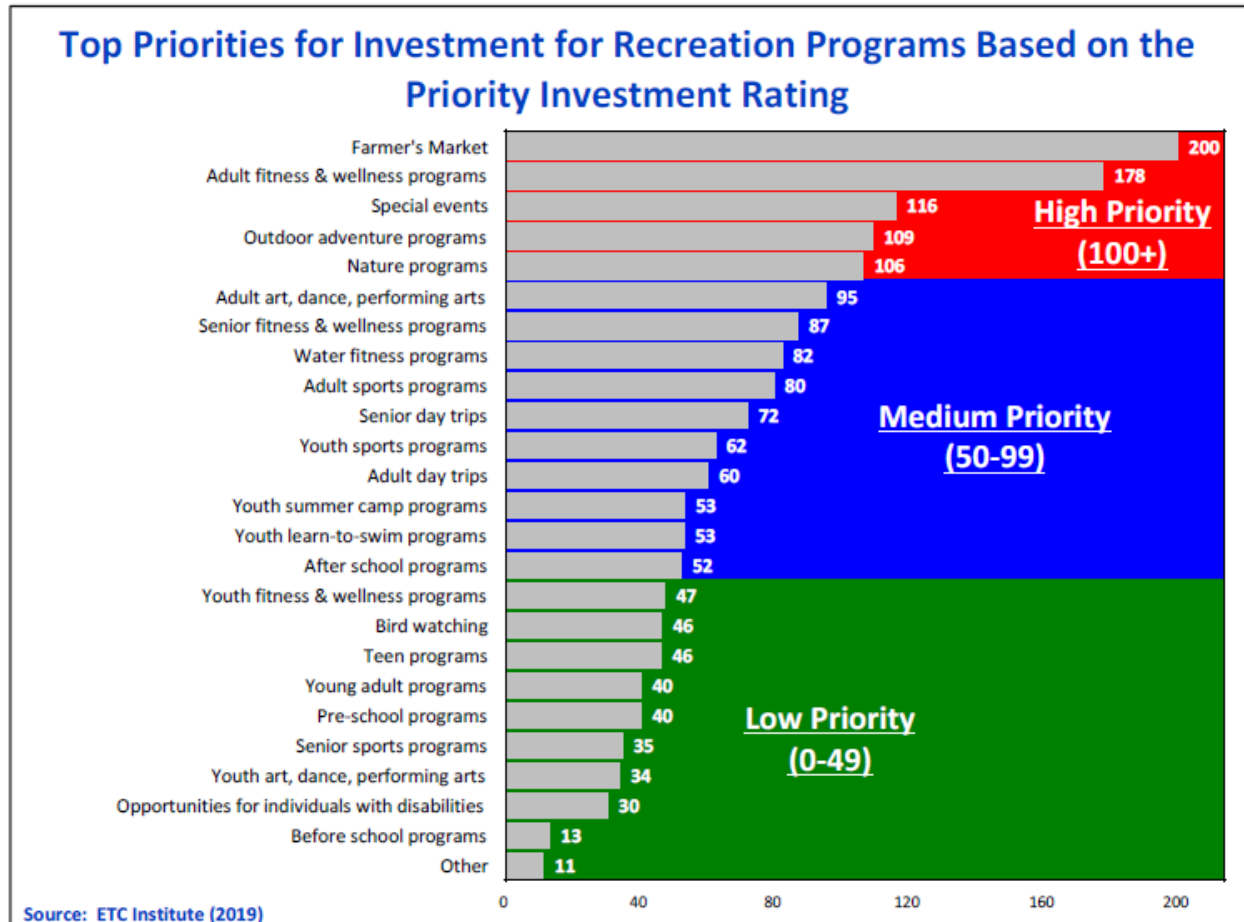
These were the same three programs that respondents indicate their household currently participate in most often. The percentage of residents who selected each program as one of their top four choices is shown in the chart below.



Priorities for Programming Investments. Based the priority investment rating (PIR), the following five programs were rated as “high priorities” for investment:

- Farmer’s market (PIR=200)
- Adult fitness and wellness programs (PIR=178)
- Special events (PIR=116)
- Outdoor adventure programs (PIR=109)
- Nature programs (PIR=106)

The chart below the Priority Investment Rating (PIR) for each of the 25 programs that were rated.



3.2.6 BARRIERS TO USAGE AND PARTICIPATION

Respondents were asked to indicate all the reasons that prevent their household from using parks, recreation facilities, and programs of the Department more often. Twenty-eight percent (28%) of respondents indicated they do not have enough time, 23% indicated they do not know what is being offered, 20% indicated that the program times are not convenient, and 18% indicated classes were full which was 13% above the national average for this response.

The Town of Windsor, national parks, and Colorado State parks are the most used organizations for parks and recreation programs, services, and facilities. These organizations do a great job meeting the needs of Town residents.

3.2.7 INFORMATION SOURCES

Respondents were asked to indicate the ways they learn about Department programs and activities. Word of mouth (60%), the Activity Guide (58%), and the Town of Windsor website (54%) were the most used. When asked to indicate which sources of information are the most preferred the activity guide and the website received the greatest number of responses.

The Town has done an excellent job of ensuring respondents are well informed which contributes a great deal to the overall participation and usage rates.

3.2.8 MAJOR ACTIONS

Respondents were given a list of 14 potential major actions that the Town could take to improve the parks and recreation system. Respondents were asked to indicate how supportive they were of each potential action. Based on the sum of “very supportive” and “somewhat supportive” responses the following actions received the highest levels of support: acquiring open space for passive activities (81%), developing additional trails and connectivity of trails throughout the community (81%), and upgrading existing multipurpose trails (73%).

These three actions were also the items respondents indicated they would be most willing to fund with their tax dollars. Upgrading the existing skate park (31%), developing a sheet of ice, and upgrading existing or developing additional dog parks (24%) received the highest levels of “not supportive” responses.

Respondents were also asked to indicate which funding mechanisms they most support using for the actions they were most willing to fund with their tax dollars. Forty-nine percent (49%) of respondents indicated they want user fees paid by patrons to fund the actions and 46% indicated they would support a local sales tax increase. Most (55%) respondents who did not support any of the funding mechanisms or were not sure need more information before they can answer. There was little to no support for an increase to local property taxes among respondents.

3.2.9 CONCLUSIONS

To ensure the Town continues to meet the needs and expectations of the community, ETC Institute recommends that they sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

FACILITY PRIORITIES

- River access/Riverwalk (PIR=160)
- Mountain bike and hiking trails (PIR=149)
- Natural areas and wildlife habitats (PIR=149)
- Walking trails (PIR=148)
- Outdoor splash parks (PIR=141)
- Community recreation centers (PIR=138)
- Paved greenway trails (PIR=130)
- Boating, canoeing, kayaking facilities (PIR=128)
- Indoor swimming pool (PIR=125)
- Botanical gardens, arboretum (PIR=108)

PROGRAM PRIORITIES

- Farmer’s market (PIR=200)
- Adult fitness and wellness programs (PIR=178)
- Special events (PIR=116)
- Outdoor adventure programs (PIR=109)
- Nature programs (PIR=106)

CHAPTER FOUR – PARKS SITE ASSESSMENTS

The consultant team conducted in-person site assessments of Town parks over a two-day period in October 2019. This assessment establishes a base-line understanding and “snapshot” of the system’s existing conditions and amenities. This assessment does not account for additions and improvements to the system that have occurred since the date it was conducted. It will be utilized with other technical research reports to assist with the final Plan including recommendations and action strategies.

4.1 METHODOLOGY

The consultant team used a site assessment form to document observations. One form was completed for each park and facility within the Windsor Parks, Recreation & Culture system. The assessment form includes:

- General description
- Park classification & observed use
- First Impressions
- Access & visibility
- Site structures & amenities
- Site/amenity conditions
- Site furnishing conditions
- General landscape/hardscape
- Signage
- NRPA 3 Pillars (National Recreation and Park Association 3 Pillars: Health and Wellness, Conservation, and Social Equity)
- Any identified corrective actions needed
- Planned capital improvements
- Strengths, challenges, and opportunities

Park conditions were rated using a differential scale of excellent, good, fair, or poor with a grading component. The table below provides the condition descriptions utilized in this analysis.

Scale of Conditions	
Assessment Finding	General Description
Excellent Score: 76-100	Facilities/amenities are in excellent condition and feature little or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Good Score: 51-75	Facilities/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

Fair Score: 26-50	Facilities/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and heavy use. Some maintenance issues may be compounding over time due to being deferred because of budget and/or resource limitations. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.)
Poor Score: 1-25	Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use, and generally are compounding over time due to being deferred because of budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

The following sites were assessed during the two-day review period:

Sites and Facilities Assessed	
Aberdour Circle Park	Founders Green Park
Arts & Heritage Center	Kodak Trailhead
Belmont Ridge Open Space	Kyger Open Space
Bison Ridge Park	Main Community Park
Boardwalk Community Park	Northern Lights Park
Boardwalk Park Museum	Poudre Heights Park
Brunner Farm Park	Trails (#2 Ditch and Poudre River)
Chimney Community Park	Village East Park
Community Recreation Center	Westwood Park
Covenant Park	Windshire Park
Coyote Gulch Park	Windsor Highlands Park
County Road 13 Trailhead	Windsor Village Park
Eastman Community Park	Windsor West Park

4.2 SYSTEM SUMMARY

The Town of Windsor Parks, Recreation & Culture Department has an excellent park system with quality facilities and amenities. The level of service with several experiences at each park and facility is top notch. The maintenance of the park system is more consistent than most parks and recreation systems in the country. The level of pride that the staff demonstrates for delivering a quality service to the community is greater than most.

The system is so well designed, developed and maintained that some of the items recognized as corrective actions needed and challenges might seem small. That is because staff are engaged in planning, asset preservation, routine maintenance, problem-solving and helping outside just their area of responsibility. The following are the high-level system wide Strengths, Challenges and Opportunities:

4.2.1 STRENGTHS

- Overall the level of service provided by the Town and Department staff is **EXCELLENT!**
- Parks and facilities are clean and well maintained to achieve the full lifecycle of the assets
- The Town and community care immensely about preserving the cultural heritage and artifacts
- The Town has developed at least three experiences or more in each neighborhood park and at least 8 experiences in each community park
- Windsor Community Recreation Center is heavily utilized
- Open Space being preserved will help the community avoid feeling urbanized as development continues
- ADA Accessibility to most key locations within each park
- Incorporating interpretive signs about the park properties, the environment, and cultural heritage adds value to the system
- The Department maximizes open spaces of parks to overlay with sports fields to help with capacity as it continues to grow
- New facility under construction at the Department of Public Services Campus
- NRPA Pillars - Health & Wellness, Conservation and Social Equity have a strong presence and foundation in the development of the system
- Playgrounds have a variety of fun and challenging features for toddlers and youth often times combined in one location
- A sound level of service with trail miles and a variety of trail surfaces

4.2.2 CHALLENGES

- Limited on appropriate indoor space for new Priority Investment Programs from the survey with high demand and lack of capacity
- Updating historic facilities with infrastructure and technology to better accommodate needs and growth of the Department
- Trailheads and trail access points could be better defined for easy recognition
- Some areas of the trails have sections that are deteriorating or becoming unsafe
- Some operational challenges were present with tire ruts, flowerbeds / landscaping needed more mulch, and various small items
- Storage is at a premium and outside storage and hallway storage are unsightly
- Trail crossings and crosswalks should be designed to be highly visible and where possible separate trail users from vehicular traffic with tunnels and bridges

4.2.3 OPPORTUNITIES

- Trail crossings and crosswalks should be designed to separate trail users from vehicular traffic with tunnels and bridges, where possible
- Continue trail connectivity to new parks as they are developed
- Continue the incorporation of public art into the parks and facilities
- Add splash pads to existing parks serving multiple large neighborhoods where demographics align with age segments that benefit from water play
- Implement the Museum Plan to celebrate all of Windsor's Cultural Assets - identify potential future cultural assets within Town worth preserving, and explore developing a cultural trail connecting these locations
- Develop a land management policy to define the level of developed acres vs. undeveloped acres, Open Space uses/acreage/management, land acquisition criteria, and to continue the integration of nature and man-made recreation amenities
- Develop a Parks, Recreation & Culture Foundation to harness the caring community for long-term sustainability and preservation of all that is Windsor
- Develop site master plans for all parks open spaces and facilities to define programming/activity uses, environmental conditions, and operations and maintenance manuals for all assets
- Develop the Riverwalk at Eastman Park with extended natural and landscaped areas
- Conduct a capacity study of existing spaces to help forecast needed indoor spaces to handle the growth of the Town
- Enhance digital marketing at parks and facilities
- Repurpose underutilized spaces from capacity study for Priority Investment Programs

4.3 SITE ASSESSMENT SUMMARIES

The following pages are the site assessment summaries for the parks, facilities, open spaces, trails and trailheads. These site assessment forms will be found in the appendix of the Strategic Plan.

Aberdour Circle Park

6600 Aberdour Circle
Size: 4 Acres



Excellent
Park Rating

Category Ratings

First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Well maintained and clean park
- Unique stone park signs
- Four or more experiences within this neighborhood park (basketball, shelter gathering space, open space, playground)
- CPTED practices visible within the park - open line of sight
- Well landscaped with irrigation
- Stones as seating and benches in key locations for child observation and shade
- Ample playground surfacing

CHALLENGES

- Mulch in thin and nonexistent in some flowerbeds

OPPORTUNITIES

- Incorporate standard trash and recycling receptacles to replace plain black open-air trash cans
- Potentially incorporate the trash receptacle art on existing cans
- Develop a more prominent edge around flowerbeds with slopes to contain mulch



Playground and shelter



Area needing mulch



Basketball court

Arts & Heritage Center

116 5th Street



Good
Facility Rating

Category Ratings

First Impressions	Access & Visibility	Interior Furnishings	Interior Spaces
Excellent	Good	Good	Good

STRENGTHS

- Historic building to incorporate the arts and culture into programming for the Department
- Part of the synergy of Downtown, Boardwalk Park, and the Boardwalk Park Museum Village
- Spaces are used for cultural heritage artifacts and artists in the community and region as exhibition space
- Spaces for intimate classes and programs

CHALLENGES

- Historic buildings typically have small rooms and this limits programming and exhibition space - These spaces would be smaller if this were not previously a fire station
- Tight walkways / hallways and office space
- Storage is tight in the building
- Lack of a fire suppression system is a concern for artifacts and art

OPPORTUNITIES

- Implement the Museum Plan and conduct a cultural resources assessment to define the Culture Division and set priority for staff to achieve the outcomes
- Develop a vibrant public art program as outreach by the Arts & Heritage Center



Ramp to exhibit area



Hallway



Main room off entrance

Belmont Ridge Open Space



7005 Aladar Drive
Size: 110.4 Acres

STRENGTHS

- Preserved Open Space for public use
- Natural trails for hiking and mountain biking
- Signage for how to use the property

CHALLENGES

- Trail access points to the open space are not easy to find
- Signage is faded and will need replaced soon

OPPORTUNITIES

- Develop site master plan for open spaces to define uses and identify any environmental issues that may need addressed



Bison Ridge Park

1990 Yonkee Drive
Size: 2 Acres



Excellent
Park Rating

Category Ratings

First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Unique stone retaining wall with climbing holds for kids to develop rock climbing skills
- Four experiences within this neighborhood park (shelter gathering space, open space, playground, walking loop)
- CPTED practices visible within the park - open line of sight
- Well landscaped, well maintained and clean park
- Benches in key locations for child observation and contemplation
- Rubber playground surfacing

CHALLENGES

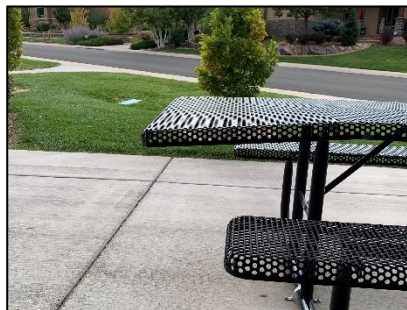
- Bent accessible picnic table
- No tether ball for this feature

OPPORTUNITIES

- No real opportunities to improve or add amenities to this park



Playground



Damaged table



Open space

Boardwalk Community Park

100 N. 5th Street
Size: 12.5 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Unique park just off of Main Street with a grand entrance
- Ten or more experiences within this community park (shelter gathering space, open space, playground, Boardwalk Park Museum, Trail around lake, dog park, bandshell, concession, fishing, swimming, kayaking/canoeing)
- Grand Pavilion just off of the entrance
- Benches in key locations in the park where people would gather
- Site amenities are well located throughout the property
- Well landscaped, well maintained and clean park
- CPTED practices visible within the park - open line of sight
- Boundless Playground with rubber surfacing
- Interpretive signs and public art within the park
- Synergy created from public space, public facilities, private businesses and restaurants in the Downtown area
- Windsor Lake with boat ramp, piers and docks

CHALLENGES

- Ruts and bare spots in the grass of various areas of the park
- Playground steps are showing signs of rust in the typical joints, worth keeping an eye on

OPPORTUNITIES

- Implement the Boardwalk Museum Plan



Bandshell



Public Art & Grand Pavilion



Trash / Recycling receptacles



Shade and boat dock



Playground stair joint



Sign standard and tire ruts

Boardwalk Park Museum

100 N. 5th Street



Excellent
Facility Rating

Category Ratings			
First Impressions	Access & Visibility	Interior Furnishings	Interior Spaces
Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Collectively the Boardwalk Park Museum, Arts and Heritage Center, and the Windsor-Severance Fire Museum creates synergy in the area along with Boardwalk Park and the Downtown
- The Boardwalk Park Museum preserves the old Windsor Depot and School House, Farm House, Beet Shack and Chapel all build between 1882 and the 1920s.
- The preservation of artifacts within the buildings - the number of artifacts is incredible and does not include everything that is being preserved
- The history of the railroad and the graffiti of the people who rode the rails is unique
- Creative approach to telling the story considering the limitations of space in the buildings
- It is important to pass along the cultural heritage of a community and the Museum does this
- Programming tours for schools and camps

CHALLENGES

- No electricity to some of the buildings
- Lack of temperature-controlled environment
- Lack of regular hours of operations make reaching the community challenging

OPPORTUNITIES

- Outdoor classroom in the center of the Boardwalk Park Museum buildings for staging groups and classroom discussions about the cultural heritage observed
- Implement Museum Plan to harness the synergy of all in the area
- Add concrete to the interpretive signage base for clean look and better accessibility
- Consider adding landscaping to the area that is consistent with the era



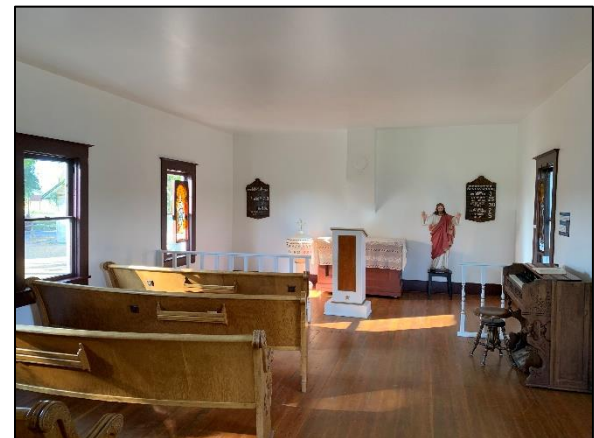
Living on the Plains Exhibit



Graffiti from train travelers



Inside the Farm House



Inside the Chapel



Farm House



Interpretive signs for the Museum

Brunner Farm Park

305 Prospector Street
Size: 4.5 Acres



Excellent
Park Rating

Category Ratings

First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, fitness components, trail access)
- CPTED practices visible within the park - open line of sight
- Well landscaped, well maintained and clean park
- Benches in key locations for child observation and contemplation
- Rubber playground surfacing
- Walking path connects to the Greely #2 Canal Trail
- Seating wall along the walkway for open space observation of activities
- Less than a half of a mile away from Founders Green Park with different amenities for older age segment

CHALLENGES

- Play features are for toddlers to six years of age - monitor the demographics of this neighborhood to transition the park as the demographics change
- Neighbors parking trailers in park's roadside parking

OPPORTUNITIES

- Improve play features as the neighborhood demographics change to continue filling the need



Shelter



Play features



Fitness component

Chimney Park

200 E. Chestnut Street
Size: 20.7 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Chimney Park Pool
- Five shelters for gatherings by sports teams, families and friends
- Three ball diamonds, four batting cages and well shaded spectator areas
- Open space is used for youth sports fields and cut to competition height when fields are painted
- Support facility on site for operations with material stockpile for servicing the park
- Youth sport rectangular fields are overlaid into the outfield of the ball diamonds
- Three parking areas for the facilities
- Play unit for kids not involved in sports
- Four or more experiences within this community park (shelter gathering space, open space, playground, pool)
- Well landscaped, well maintained and clean park
- Site amenities are well located throughout the property
- Ample playground surfacing - integrated mulch/rubber surfacing
- Walking path connects to the diamonds, pool and restrooms from each parking lot
- Community involvement in helping to develop the park with donations

CHALLENGES

- Largest lot is a gravel lot and does not match the other parking lot standards

OPPORTUNITIES

- Opportunity to incorporate additional play features east of the existing playground
- Opportunities to improve the southwest section of the park with natives and pollinators
- Infrastructure exists for a recirculating splash pad
- Improve the two small ball diamonds to the north for competition



Chimney Park Pool Bathhouse



Pool facility slide



Restrooms/Concession



Community Donation Board



Ball diamond



Playground & shelter

Community Recreation Center

250 11th Street



Excellent
Facility Rating

Category Ratings			
First Impressions	Access & Visibility	Interior Furnishings	Interior Spaces
Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Inviting entrance with artistic bike racks and gathering space provided through a memorial
- Open inviting entrance into the lobby with digital marketing present and seating areas
- Public art and cultural heritage artifacts in the facility create a lively atmosphere with pride
- Active Adult Lounge for seniors to participate in activities
- Childcare room for members to be able to use the facility
- Meeting and gathering space for the Department and community including the large room transformation into three rooms with serving areas
- Gathering area with pool table
- Well designed and nice layout of the locker and restrooms
- Colorful and well-designed Indoor aquatic center with slide that exits the building and returns, lap lanes, zero depth water play area, hot tub, and current channel.
- Outdoor patios off the meeting rooms and the indoor pool
- Group fitness and dance rooms with storage
- Wide walkways/hallways with smaller spaces for members to use (fitness, seating, stretching)
- Office and support staff spaces
- Gymnasium with a walking track above, ability to divide into four courts and support multiple recreational activities
- Commercial Kitchen space for supporting events
- Signage throughout the facility is well done and easily identifiable
- Basement storage is space that all parks and recreation departments would envy
- Access to the Community Recreation Center by several neighborhoods along the #2 Ditch Trail

CHALLENGES

- Overall use of the facility is high and in high demand by members and by program participants limiting the creativity of staff and having waitlists for programming - this creates capacity issues and impedes the service delivery of the Department

- When dividing the large room into sub-rooms volume from another room can interrupt other sub-rooms
- Storage is a premium or overflowing with all the Department provides in the facility - A good example would be in fitness and dance rooms storage are full and overflowing into the rooms against the wall
- Hallways can become tight even while designed bigger, during facility high use periods

OPPORTUNITIES

- Add a digital marketing screen in front of the cardio equipment in the fitness room
- As the Town is expected to continue growing at a fast pace, additional space for Town services may become necessary - If this becomes such for the Police Department, the current facility and property could help with the capacity challenges of the Community Recreation Center or become outdoor park space to compliment the facility
- Repurpose commercial kitchen into a demonstration kitchen and program the area for culinary arts
- Develop additional indoor recreation and program space that compliments the Community Recreation Center - An example would be a fieldhouse
- Develop a business plan for the facility to include identifying and defining priorities for the facility (rentals, memberships, programming, partnerships)
- Conduct a capacity study to determine needed indoor space to meet the current demand



Entrance / gathering area /
bike racks



Lobby inside the entrance



Larger Reception Room



Reception Room Sub-section



Cultural Heritage and Art



Gathering space with pool table



Indoor Aquatic Center



Gymnasium & Walking Track

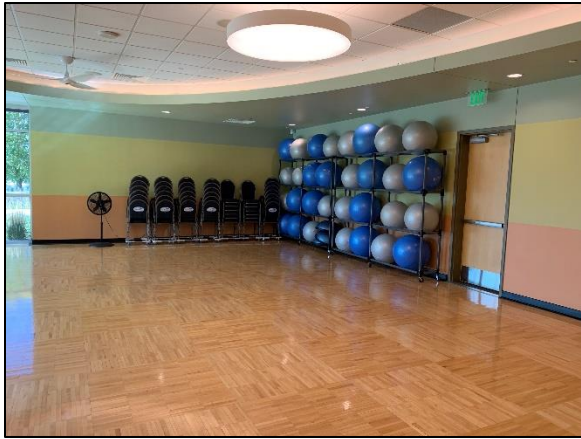
TOWN OF WINDSOR



Fitness Room



Cubbies and towels



Group Fitness Room



Commercial kitchen



Indoor Storage



Artwork

Covenant Park

1401 Fernwood Drive
Size: 3.5 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Good	Excellent	Excellent	Excellent

STRENGTHS

- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball, sand volleyball, horse shoes)
- CPTED practices visible within the park - open line of sight
- Well landscaped, well maintained and clean park
- Benches in key locations for child observation
- Ample playground surfacing - integrated mulch/rubber surfacing

CHALLENGES

- Aging playground with repairs needed to rubber surfacing

OPPORTUNITIES

- Update the playground as the neighborhood demographics change to continue filling the need



Playground



Sand Volleyball



Surfacing repair needs

Coyote Gulch Park

7005 Aladar Drive
Size: 7 Acres



Excellent
Park Rating

Category Ratings

First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Connects to trails in Belmont Ridge Open Space
- Seven or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball, bocce ball, horse shoes, hiking and biking in Belmont Ridge Open Space)
- CPTED practices visible within the park - open line of sight
- Well landscaped, well maintained and clean park
- Natural stone benches at each activity area for seating
- Site amenities are well located throughout the property and include bike repair station
- Rubber playground surfacing
- Newer playground with several climbing features

CHALLENGES

- No challenges observed at this park

OPPORTUNITIES

- Add sign to Belmont Ridge Open Space by playground and the access points on Highland Meadows Pkwy



Playground features



Horseshoes & Bocce Ball



Open space trail access

CR 13 Trailhead

Poudre River Trail



Excellent

Park Rating

Category Ratings

First Impressions	Connectivity	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Decorative stone signs
- Interpretive signage on the Poudre River and trail
- Access to the Poudre River Trail and into Eastman Park and Town by the neighborhoods
- Well-marked and visible

CHALLENGES

- As the area develops the crosswalk may become perceived as unsafe during high traffic times
- Explore opportunity to increase the parking lot and improve circulation

OPPORTUNITIES

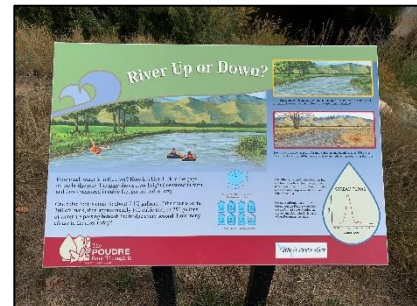
- Decrease speed limit approaching the crosswalk and add traffic calming measure for higher visibility and recognition of crosswalk as the area develops



Interpretive signs



Decorative stone



River education

Eastman Community Park

7025 Eastman Park Drive

Size: 76.3 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Poudre Pooch Park is attached by walkway to the park
- Large open space allows for many rectangular fields for sports
- Large playground with many levels and features next to grand pavilion, restrooms and story walk around the pond
- Ten or more experiences within this community park (shelters, open space, playground, trail, river access, fishing pond, basketball, skate park, dog park, garden, disc golf, concessions)
- Well landscaped, well maintained and clean park
- Site amenities are well located throughout the property
- Ample playground surfacing
- Walking path connects to all areas of the park
- Treasure Island Demonstration Garden
- Eastman Trailhead to the Poudre River Trail

CHALLENGES

- Parking challenges when sports fields are in use and overflow is using the church across the street
- Damaged areas of skate park need repaired and unsightliness of the soccer goal storage area
- High grass in the pooch park (around trees and along the fence line) does not match standards set in other parks
- Make the Eastman Trailhead more prominent for easier access

OPPORTUNITIES

- Interpretive signs could be updated to meet the standard displayed at other parks in the system
- Finish the river walk at Eastman
- Screen storage area of soccer goals



Concession Stand



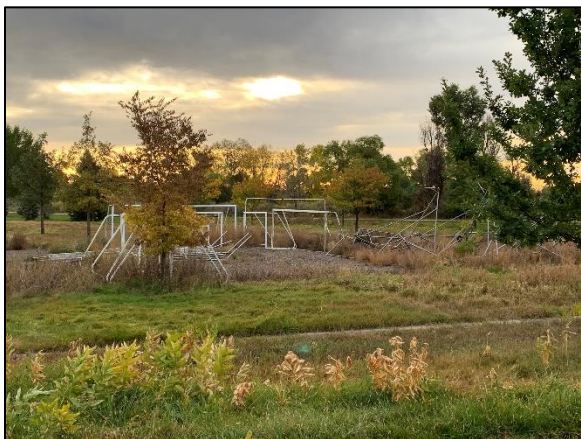
Playground



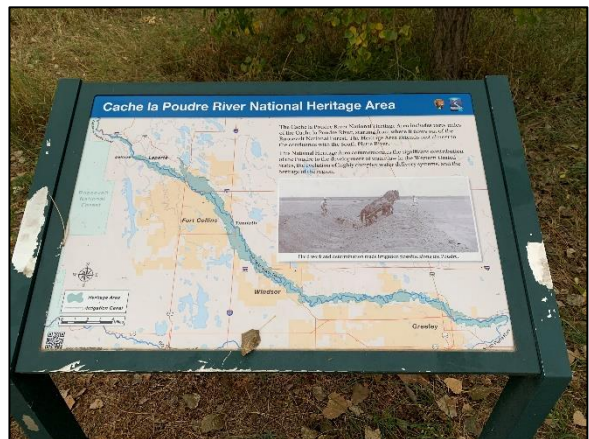
Poudre Pooch Park



Skate park



Soccer goal storage



Example Interpretive Sign

Founders Green Park

1201 Grand Avenue
Size: 2.1 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Park is closely located to Greely Number 2 Canal Trail and the Community Recreation Center
- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball, nature play features)
- CPTED practices visible within the park - open line of sight
- Stormwater best management practices are incorporated into the park
- Well landscaped, well maintained and clean park
- Satellite storage site for location needs
- Ample playground surfacing
- Nature play features between playground and swing

CHALLENGES

- No challenges were observed at this park

OPPORTUNITIES

- No new opportunities observed at this park



Shelter & Playground



Nature play features



Satellite storage

Kodak Trailhead

CR 19 & Poudre Trail Rd.
Size: 2.4 Acres



Good
Park Rating

Category Ratings

First Impressions	Connectivity	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Excellent	Excellent	Good	Good

STRENGTHS

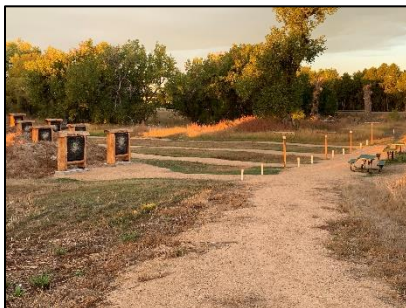
- Archery range just off the trailhead for programming
- Decorative stone signs
- Interpretive signage on the Poudre River and trail
- Access to the Poudre River Trail, into Eastman Park and Town

CHALLENGES

- Storage container on site is unattractive
- Stumps from what looks to be sign posts should be removed
- Parking lot is aging
- The Crosswalk at Kodak Drive is unsafe, especially during high traffic times (speed limit is too high)

OPPORTUNITIES

- Better define the location of the trailhead from the road and parking lot
- Decrease speed limit approaching the Kodak Drive crosswalk and add traffic calming measure for higher visibility and recognition of crosswalk
- If feasible, a pedestrian bridge over County Road 19 would remove the chance of contact



Archery range



Kodak Dr. Crosswalk



Stumps to remove

Kyger Open Space



Weld County Road &
County Road 13

STRENGTHS

- Preserved Open Space for public use
- Large body of water on the property
- Currently a blank canvas for design

CHALLENGES

- Access points to the open space are not easy to find

OPPORTUNITIES

- Develop site master plan for open space to define uses and identify any environmental issues that may need addressed
- Connect to Poudre River Trail
- Connect to #2 Ditch Trail



Main Park

300 Locust Street
Size: 9.2 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- A few open space areas adjacent to shelters and playground
- Large newly constructed playground with many challenging levels and a smaller playground on the other side of the park
- Rubber playground surfacing
- Two basketball courts
- Six dedicated pickleball courts
- Large horseshoe area for competitions
- Gazebo in the middle of the park
- Seven or more experiences within this community park (shelter gathering space, open space, playground, basketball, pickleball, horseshoes, sand volleyball)
- Large fireplace between two of the shelters and a unique shelter next to the large playground
- Well landscaped, well maintained and clean park
- Site amenities are well located throughout the property

CHALLENGES

- Bare spots in grass at various locations of the park including around double shelter

OPPORTUNITIES

- Opportunity for a splashpad at this park
- Make fire chimney functional again extending the shelter rental season



Pickleball Courts



Horseshoe pits



Double shelter with firepit



Skate park



Large Playground



Smaller playground

Northern Lights Park

550 Saratoga Way
Size: 5.6 Acres



Excellent
Park Rating

Category Ratings

First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball, skate park)
- CPTED practices visible within the park - open line of sight
- Well landscaped, well maintained and clean park
- Rubber playground surfacing
- Open space is overlaid with sport field
- Basketball court area has rock seating wall

CHALLENGES

- No challenges observed at this park

OPPORTUNITIES

- Potential for small spray pad next to playground



Skate park



Basketball court and seating wall



Open space, shelter & playground

Poudre Heights Park

1670 Green River Drive
Size: 5.2 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- CPTED practices visible within the park - open line of sight
- Stormwater runoff best management practice in place in the park
- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball, backstop for ball diamond, horseshoes)
- Ball diamond lined and cut to competition standards for practices
- Well landscaped, well maintained and clean park
- Rubber playground surfacing
- Open space is overlaid with sport field
- Basketball court area has rock seating wall

CHALLENGES

- Mulch was thin or missing in some flowerbeds exposing the fabric underneath

OPPORTUNITIES

- No opportunities observed for this park



Horseshoe pits



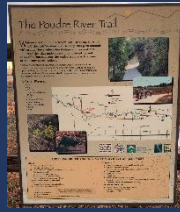
Flowerbed fabric exposed



Shelter & basketball court

Trails

#2 Ditch and
Poudre River Trail



Excellent
Park Rating

Category Ratings

First Impressions	Connectivity	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Well landscaped, well maintained in appropriate areas, and natural areas
- Paved surfacing - mostly in good to excellent condition for both trails
- Beautiful trail locations with turns and views that make visitors want to continue on farther
- Great informative interpretive signs and maps along the trails
- Windsor Trails brochure and map

CHALLENGES

- Sections of paved surfacing are in need of replacement
- Trailhead recognition is inconsistent and access points should have a standard and it be applied across the system

OPPORTUNITIES

- Improve trail access point visibility
- Ensure all crosswalks meet the minimum standard outlined by ASSHTO Guide for safety
- Repair sections of the trail that are cracking and heaving



Poudre River Rail (East)



Access point at
Community Center



#2 Crossing at Windsor Lake

Village East Park

865 Parks Edge Circle
Size: 3.08 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- CPTED practices visible within the park - open line of sight with exception of mounds
- Natural play elements and unique natural seating areas
- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball half court, nature play)
- Well landscaped, well maintained and clean park
- Playground areas incorporates the mound with the slide
- Rubber playground turf surfacing
- Basketball court area has rock seating wall

CHALLENGES

- No challenges were observed in this park

OPPORTUNITIES

- No opportunities were observed at this park



Nature play and play features



Basketball half court



Hillside slide

Windshire Park

1520 Dartford Drive
Size: 3 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Stormwater runoff best management practices are in place on the property
- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball court)
- Well landscaped, well maintained and clean park
- CPTED practices visible within the park - open line of sight
- Playground areas have rubber playground turf surfacing
- Basketball court area has bench seating

CHALLENGES

- Standing water along walkway observed from mud collection - when conducting the assessment, staff were on site improving the drainage to this area

OPPORTUNITIES

- Opportunity for a spray pad as this park serves a large number of homes



Basketball court



Shelter & bike rack



Stormwater improvements

Windsor Highlands Park

7985 Highland Meadows Pkwy
Size: 7.5 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Creative park layout with elevation changes, natural areas, and some unique features
- Four or more experiences within this neighborhood park (shelter gathering space, open space, playground, basketball court, sand volleyball, Stone prairie)
- Well landscaped, well maintained and clean park
- CPTED practices visible within the park - open line of sight
- Two playground areas have rubber playground turf surfacing, castle themed with a resting dragon play feature
- Basketball court area has bench seating
- Open space has sport fields overlaid and cut to competition standards
- One shelter has storage underneath it and concealed because of the topography - great utilization of space

CHALLENGES

- Stone repairs needed to dragon concrete area and rock façade of the shelter posts is missing some rocks

OPPORTUNITIES

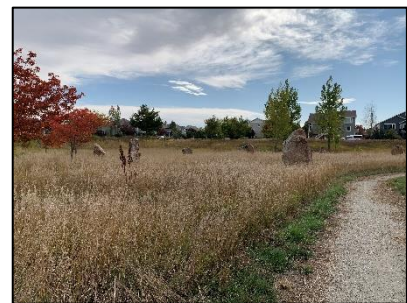
- Resurfacing of parking lot and improvements to the sports fields.



Shelter



Small playground with seating



Stone prairie

Windsor Village Park

55 Rochester Drive
Size: 1.7 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

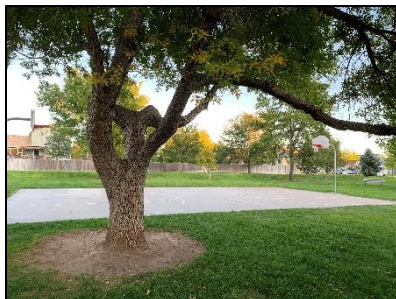
- Four or more experiences within this neighborhood park (shelter gathering space, playground, basketball court, sand volleyball)
- Well landscaped, well maintained and clean park
- Stormwater runoff best management practices are in place on the property
- CPTED practices visible within the park - relatively open line of sight
- Ample playground surfacing

CHALLENGES

- No challenges were observed at this park

OPPORTUNITIES

- Tie in walkway from Sandstone Ct. to the basketball courts, playground and shelter



Shade tree and basketball



Sand volleyball



Shelter & playground

Windsor West Park

500 10th Street
Size: 2.7 Acres



Excellent
Park Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS

- Four or more experiences within this neighborhood park (shelter gathering space, playground, basketball court, sand volleyball)
- Well landscaped, well maintained and clean park
- Walkway to all activity and gathering spaces in the park
- Plenty of mature trees and shade in this park
- Ample playground surfacing

CHALLENGES

- Two different style benches in the park - updated older benches to new standard in the park

OPPORTUNITIES

- Potential for splash pad in this park with large neighborhoods surrounding it



Open space / sport field overlay



Basketball



Shelter & playground

CHAPTER FIVE – PROGRAM AND FACILITY ANALYSIS

5.1 PROGRAM ASSESSMENT

As part of the overall Plan, the Consulting team performed a Recreation Program Assessment of the services offered by the Department. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. It also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.



The planning team based these program findings and comments from a review of information provided by the Town including program descriptions, financial data, website content, statistically significant survey feedback, demographic information, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, which will help align program offerings with community needs.

5.1.1 FRAMEWORK

The Department provides a broad range of recreation and leisure programming for all ages including

- Active Adults
- Aquatics
- Classes
- Dance & Cheer
- Events
- Fitness
- Sports for Youth & Adults
- UPWARD

Recreation programs are supported with dedicated spaces at Community Recreation Center, Art & Heritage Center, and Boardwalk Park Museum facilities with other facilities across Windsor including developing HOA, Metro District, Schools, Power to Play, Future Legends, and Arena Sports. These organizations have partnered to help expand the capabilities and provide facilities and services to the residents.

5.2 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify core program areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the core program is to assist staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.

- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

5.2.1 EXISTING CORE PROGRAM AREAS

In consultation with the Department staff, the planning team identified the following Core Program Areas currently being offered:

Core Program Area
Active Adults
Aquatics
Classes
Dance & Cheer
Events
Fitness
Sports- Youth & Adult
UPWARD

ACTIVE ADULTS

The Active Adult Programs provide opportunities for physical, social and emotional health at reduced or subsidized rates for senior aged residents. Opportunities include: hot lunch meal program, basic transportation, exercise, educational classes, general interest classes, tax preparation, adventure trips, extended travel and social entertainment. The goal of the Active Adult Programs is to offer a variety of activities that interest a wide age group of active adults. The desired outcome of these programs is that active adults maintain a happy, healthy and independent life style for as long as possible. Programs include:

- Senior Special Interest Trips
- Senior Education Classes
- Pickleball
- Senior Line Dancing

AQUATICS

The Aquatics Program offers a diverse array of recreational water activities and programs that are monitored in a safe and healthy environment. In addition to the indoor facility, aquatics offers an outdoor pool for the summer season, and Windsor Lake accommodates all boaters and features a swim beach and year-round fishing. Lifeguarding, lake staff, swim lesson and coaching positions provide younger employees with a job opportunity that teaches them key skills such as responsibility, safety, leadership, teamwork, self-confidence, communication and interpersonal skills as they continue through life.

The goal of this program is to continue providing leisure and physical water activities for a variety of needs and abilities; while looking to evaluate current programs as well as develop new ones to keep up with trending growth and demand. The desired outcome is to continue to provide a program to the public and the staff that continues to grow, educate, and maintain a healthy lifestyle through water safety awareness and physical activity.

- Paddle Board Lessons
- Swim Lessons
- Water Fitness
- Open Swim
- Boat Rentals
- Master Swim Team



CLASSES

The Museums are a cohesive system of educational facilities that focus on serving the Windsor community through high-quality, low-cost programming. Each museum site focuses on educating the community about relevant topics such as local history, art, science, and other aspects of our region. Their inter-generational programming is engaging, interactive and supports the Department mission by creating an impact through education and giving residents the knowledge they need to take pride in their community and its history. The mission of the museums is to build community through discovery and creativity. The



general classes/programs provide opportunities for social interaction, learning/ education, reduce stress, eliminate loneliness and make new friends for youth and adults. Programs include:

- Chinese Calligraphy, Crafts, Singing & Dancing
- Photography Programs
- School Day Out Programs
- Break Camp
- Messy Minis
- Safe Sitter

DANCE & CHEER

These general classes/programs provide opportunities for social interaction, learning team work and making new friends. The goal is to allow kids of all skill levels to experience these programs with a desired outcome of learning new skill sets and having fun.

- Recreation Cheer
- Tumbling
- Acro Dance
- Hip Hop Dance
- Ballet

EVENTS

Community and Program Events provide opportunities for the general public (of all ages) for social interaction, build community pride, reduce stress, and promote cultural diversity. The goal of community and program events is to offer a variety of events to community members that appeal to youth and adults in a safe, friendly environment at a subsidized level of cost (free or very low cost). The desired outcome of these community and program events is to build community pride, enjoy social interaction and celebrate/enjoy living in the community. Events include:

- Elevation 5003 Distillery Tour
- Night of the Stars
- Father and Son Roughing It
- Mother and Daughter Dance
- Sick Tree Day
- Easter Eggstravaganza



FITNESS

The health and wellness benefits of the fitness program are widely known. Physical fitness is known to make a person feel happier, help with weight loss, increase energy levels, help with relaxation and sleep. The goal is to offer a wide variety of classes that appeal to a wide segment of the population. The desired outcome is that people attend classes and use the facilities, receiving the benefits and sharing their experience with family and friends. Programs include:

- TRX
- Indoor Cycle Class
- Body Pump
- Foam Roller Workshop
- Morning Yoga

SPORTS - YOUTH & ADULT

The Department understands that participation in sports has proven to build self-esteem, promote teamwork, develop the body as well as the mind, and is an integral part of the maturing process. Involvement in youth sports should promote learning and participation first, and competition second. The goal of the youth sports program is to provide quality programs for young people of all backgrounds and skill levels. Participants are encouraged to enjoy a variety of recreational sports activities in a safe and wholesome environment. Programs include:



- Kickball League
- Cornhole League
- SNAG Golf
- Basketball
- Volleyball
- Soccer
- Track
- Tennis
- Lacrosse

UPWARD

The UPWARD programs provide Windsor residents with disabilities, an opportunity for physical, social and emotional health at reduced or subsidized rates. Opportunities include: active recreation (bowling, hikes, gardening and swimming), social recreation (dinner night out, gardening, photography and movie nights) and day trips (hiking, glow golf, Rockies games, area parks).

The goal of the UPWARD program is to offer a variety of activities for residents with disabilities that includes reasonable accommodation, reduced rates and assistance with transportation. The desired outcome of the UPWARD program is to add meaning and richness to participants' lives. Programs include:

- Market to Meal
- Learn to Cook
- Winter Walking
- Bowling
- Trips & Travel
- Summer Swimming

5.2.2 CORE PROGRAM AREA RECOMMENDATIONS

Based upon the observations of the planning team, demographic and recreation trends information, Department staff should evaluate core program areas and individual programs annually to ensure offerings are relevant to Windsor's fast-growing community. Some recommendations for new core program areas include:

Cultural Arts: To align programming with community needs, the Department should consider creating Cultural Arts as a core program area. This program area could encompass Dance and Cheer and widen appeal to a broader community by offering youth and adult art, dance, and performing arts. This core program area can also include operations of the cultural heritage buildings and preservation of assets.

Nature and Outdoor Adventure: Another opportunity is adding a Nature & Outdoor core program area given that nature programs and outdoor adventure being high priority investments identified by the community survey results.

5.2.3 ALIGNMENT WITH COMMUNITY PRIORITIES

COMMUNITY PRIORITY RANKINGS

The purpose of the Program Priority Rankings is to provide a prioritized list of recreation program needs for the community served by the Department.

The Program Priority Ranking was developed to provide organizations with an objective tool to prioritize recreation programs that are, both, important to the community and perceived as a high unmet need by them.

- Farmer's Market
- Adult fitness & wellness programs
- Nature programs
- Outdoor adventure programs
- Special events
- Senior fitness & wellness programs
- Adult sports programs
- Adult art, dance, and performing arts

Program Priority Rankings	Overall Ranking
Farmer's Market	1
Adult fitness & wellness programs	2
Nature programs	3
Outdoor adventure programs	4
Special events	5
Senior fitness & wellness programs	6
Adult sports programs	7
Adult art, dance, performing arts	8
Water fitness programs	9
Youth sports programs	10
Senior day trips	11
Adult day trips	12
Youth learn-to-swim programs	13
After school programs	14
Youth summer camp programs	15
Bird Watching	16
Youth fitness and wellness programs	17
Pre-school programs	18
Teen Programs	19
Young adult programs	20
Youth art, dance, performing arts	21
Senior Sports programs	22
Opportunities for individuals with disabilities	23
Before school programs	24

CURRENT ACTIVITY LEVELS

Working with staff, the planning team identified current participation levels and cancellation rates for each core program area. Fitness participation currently represents the highest level of participation while UPWARD has the highest cancellation rate, which is expected due to the challenges participants face in completing everyday tasks most people take for granted.

When a program cancellation rates exceeds 20%, a strategic marketing plan should be developed to improve efficiency. If the cancellation rates continue to increase, re-evaluate the community wants and needs to updated core program areas.

The Department is constantly innovating in its program offerings to respond to new trends and user surveys. It stands to reason that not all program offerings will succeed and lack of awareness may also play a role in hindering participation as evidenced in the statistically-valid survey results.

Program Performance Measurements	Active Adults	Aquatics	Classes	Dance & Cheer	Events	Fitness	Sports -Youth & Adult	UPWARD
Total Participants	917	3,009	3,349	1,715	1,724	46,115	5,489	489
Program Cancellation Rate	27%	17%	35%	19%	18%	7%	12%	36%

5.3 PROGRAM STRATEGY ANALYSIS

5.3.1 AGE SEGMENT ANALYSIS

The table depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many core program areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Primary are the main target of programs within a core program area, the age segment that benefits the most. Secondary is an age segment that is not the target of services, but are enticed to participate from either interest or specific marketing.

Age Segment Analysis	Active Adults	Aquatics	Classes	Dance & Cheer	Events	Fitness	Sports - Youth & Adult	UPWARD
Ages Targeted								
Preschool		P	P	P	P		S	
Elem. School (Grade K-5)		P	P	P	P		P	
Middle School (Grades 6-8)		P	P		P	S	P	
High School (Grades 9-12)		P	P		P	S	S	
Young Adult (Age 18-24)		P	P		P	P	P	P
Adults (25-44)		P	P		P	P	P	P
Middle-age Adults (Age 45-64)	P/S	S	P		P	P	P	S
Senior Adults (Ages 65+)	P	S	P		P	P	P	
Families		P	P		P	S		

Opportunities exist in creating programs and messaging for specific age segments. Fitness programs for youth such as kids adventure expo, conditioning for adventure, and life skills are opportunities where programming could be introduced. It could also be useful for the staff to perform an age segment analysis by individual program, in order to gain a more detailed perspective of the data. This could open up opportunities for expanding program's reach into other age segments and demographics. Classes, while being developed for all ages, may need to develop more of a focus in marketing rather than mass marketing to increase participation and cancellation rates

Based on the age demographics noted previously in this report, current programs seem to be fairly well-aligned with the community's age profile. Three age segments where there could be more of a primary targeted set of program offerings and approach to marketing are middle school, high school and families. Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met.

It would be best practice to establish a program development process and recreation services plan including what age segment to target, establish the message, which marketing methods to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

5.3.2 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth, mature or decline for each. This provides a key performance indicator which helps make informed decisions about the overall mix of programs managed by the agency. This will ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas and participation history.

The following table shows the percentage distribution of the various life cycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	17%	53% total	50-60% total
Take-Off	Rapid participation growth	2%		
Growth	Moderate, but consistent population growth	34%		
Mature	Slow participation growth	24%	24%	40% total
Saturation	Minimal to no participation growth; extreme competition	6%	23% total	0-10% total
Decline	Decline participation	17%		

While the combined total of the Introduction, Take-off, and Growth stages are on target, 34% of programs fall into the Growth stage and could soon transition into Mature. It is useful to have a higher percentage in the Introduction stage and Take Off stage to ensure the Department continues to stay true to its core value of innovation and ensures a pipeline for new programs. It is also important to recognize that indoor recreation capacity and program time limitations could also play a role in limiting participation growth - as survey respondents have indicated in their response as a barrier to participation being “classes are full”.

According to staff, very few programs are saturated (6%) with many in the decline stage (17%). Together these should be under 10%. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that there is not as much of a demand for the programs. As programs enter into the Decline stage, they must be reviewed and evaluated for repositioning or elimination.

For program lifecycle distributions that are over the recommended level in saturated and declining, the Department should look at the program participation levels to see whether they are trending up or down. If they are trending down, this could indicate that underperforming programs are sustained for too long. If a program is in Saturation stage, it may not necessarily need to be retired - it could be that it is a legacy program that is beloved by the community. However, this is where it is useful to look at attendance trends - "do you have fewer participants over the last few offerings?" If so, the community may be looking for a different type of program. While there are exceptions, most programs in the Saturation and Decline stages are ready to retire. An alternative to retiring is to develop a new component or activity within the program to revitalize it.

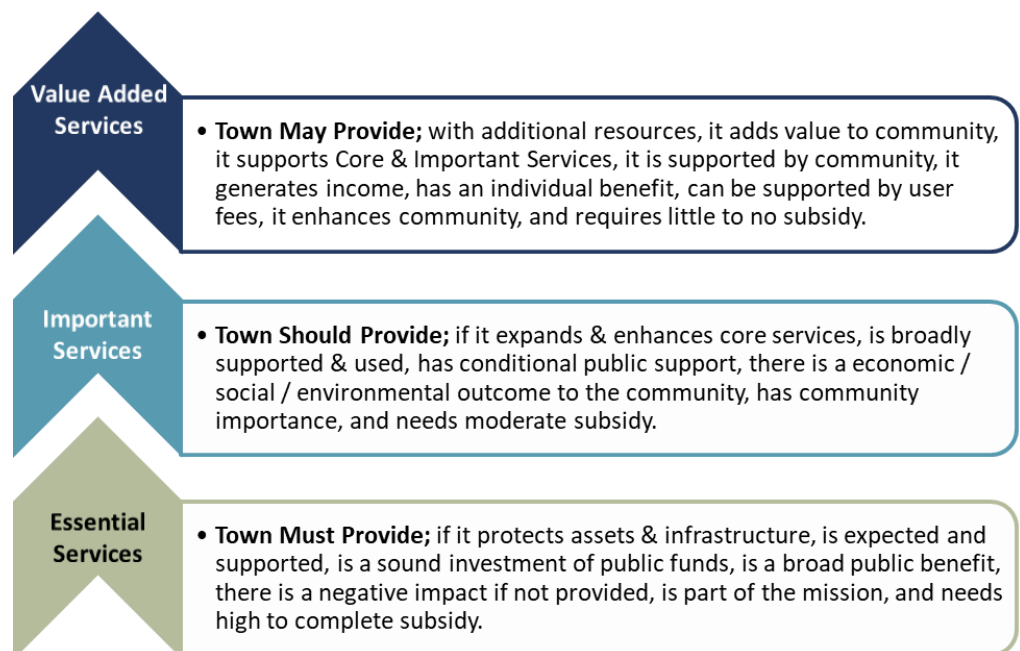
The Department should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

5.3.3 PROGRAM CLASSIFICATION

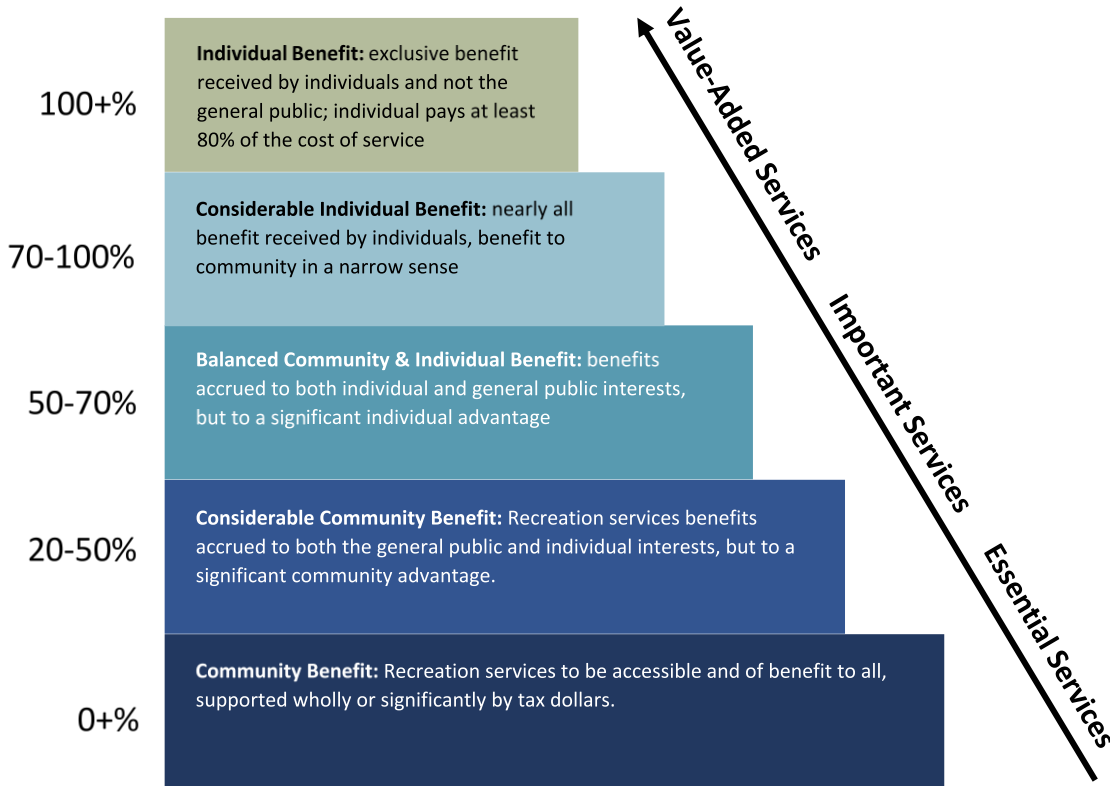
Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies. Classification also ensures that programs and services essential to the public that fill an identified need are continued.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

The Department uses a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications in the Department.



As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below.



Cost Recovery Model for Sustainable Services

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results presented in the following table represent the current classification of recreation program services. There are three classification areas, Essential Services, Important Services and Value-Added Services. Currently, 6 % of total programs are considered Essential, 48% are considered Important and 46% are value added. Programs should be assigned cost recovery goal ranges within those overall categories.

Given the broad range of cost recovery goals (i.e. 0% - 40% for Essential Services or 40% to 80% for Important Services, it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the chart above. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program's goals e.g. Pure Community services versus Mostly Community Services (under Essential Services) or Community and Individual Mix versus Mostly Individual Mix (under Important Services).

TOWN OF WINDSOR

<i>Essential</i>	<i>Important</i>	<i>Value-Added</i>
Senior Lunch Program	Senior Education Classes	Senior Gambling Trips
Senior Ride Program	Senior Pickleball Programs/Drop In	Senior Trips & Travel
Senior AARP Driver Safety Classes	Senior Social Opportunities/Programs	Senior Line Dancing
Swim Lessons	Open Swim	Private Swim Lessons
Summer Enrichment Expo	Water Fitness Classes	Paddle Board Lessons
Family Health & Fitness Day	CARA Swim Team	Boat Rentals
Magical Forest	School Out Days	Motorized Boating
	CPR/FA/AED Trainings	Non-Motorized Boating
	School Break Camps	Water Carnival
	Youth Science Programs	Master's Swim Team
	Camp Windsor - Summer Day Camp	Preschool General Programs
	Recreation Cheer Program	Music Programs
	Mother Daughter Mad Hatter Tea Party	Karate Programs
	Daddy Daughter Dance	Fencing Program
	Family Game Night	Adult General Education Programs
	Mom Prom	Museum General Education Programs
	Sick Tree Day	Art Programs
	Fishing Derby	Adult Cooking Programs
	Father Son Roughing It	Tumbling
	Mud Volleyball Tournament	Acro Dance
	Windsor Cruise In Car Show	Hip Hop Dance
	The Amazing Windsor Race	Ballet Dance Programs
	Youth Fitness Program	Competition Dance Team
	Indoor Cycle Classes	Zumbini
	Shift then Lift	Tiny Gymnastic Dancers
	Body Pump	Competition Cheer Team
	Fun, Fit, Flex	Mini Dance Camps
	Pilates	Distillery/Wine/Brewery Tours - Young Adults
	Soul Sweat	Night of the Stars
	Step	Easter Eggstravaganza
	Yoga Classes	Indoor FUN Triathlon
	Stretch & Meditation	Horseback Riding
	P90X Live	Hiking Club
	RIPPED	White Water Rafting
	RUMBLE	Ugly Sweater Dash
	Silver Sneaker Classes	Foam Roller Workshop
	Zumba	TRX Classes
	Senior Shape Up	Tai Chi Chih Classes
	Revive	Boot Camp
	Recreation Basketball	Adult Men's Basketball
	Lacrosse	Youth Lacrosse Clinic
	Soccer - Fall and Spring	Learning League - Indoor Soccer
	Start Smart Programs	Intermediate Basketball
	Little Wizards Soccer	Competitive Baseball
	Comp. Softball	Softball/Baseball Camps
	Recreation Baseball	Adult Softball
	Recreation Softball	Adult Kickball
	Comp. Baseball	Cornhole League
	Tackle Football	Soccer Camps
	Flag Football	Volleyball Camps
	CARA Track	Basketball Camps
	CARA Tennis	SNAG Program
	Volleyball	Adult Volleyball
	UPWARD Classes & Programs	Turkey Ball Tournament
	UPWARD Bowling	UPWARD Trips & Excursions
	UPWARD Social Outings	
	UPWARD Fitness Programs	

ACTIVE ADULTS

AQUATICS

CLASSES

DANCE & CHEER

EVENTS

FITNESS

SPORTS - YOUTH & ADULT

UPWARD

5.3.4 COST OF SERVICE & COST RECOVERY

The Department has just undergone a cost of service exercise to identify and document the true cost of service. The next step is to identify and set a cost recovery goal for individual core programs and for the Department as a whole.

Cost recovery targets should be identified for each core program area, at least, and for specific programs or events where realistic. The previously identified core program areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.

CURRENT COST RECOVERY

With regard to the Department's cost recovery, an overall goal of 86% for the Recreation drives the efforts of staff. Department prices programs considering cost recovery goals for core program areas. The table shows current cost recovery goals for those core program areas that have a goal in place.

Cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

Cost Recovery Goals by Core Program Area	
Core Program Area	Current Cost Recovery Goal Percentage
Active Adults	100%
Classes	100%
Classes- Culture	75%
Fitness	100%
Recreation Center	80-85%
Sports- Youth	80%
Sports- Adult	100%
UPWARD	50%

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the planning team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs**-category are critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
 - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). In the industry, important programs support facility use by activating spaces within facilities.
 - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

5.3.5 PRICING

Overall, the degree to which pricing strategies are used currently is fairly limited. Current pricing tactics are concentrated in the cost recovery goals, a customer's ability to pay and age segments. Used as a supplement in the core area of sports is residency.

Other than Sports Programs, residency is not used as a pricing strategy by the Department. There are some limitations in certain areas such as the Community Recreation Center where the sales tax-based funding model used to construct the facility may not allow for a non-resident fee.

The current pricing model is stable for the Department to reach cost recovery goals, however considering location and market rate is also valuable when setting prices if program goals are not reached. These untapped pricing strategies could also be useful to help stabilize usage patterns.

The planning team recommends that all core program areas continue to use cost recovery goals as a major factor in determining pricing. Using dynamic pricing to entice participation during low volume times and manage excessive demand for programs as well. Residency and competition can also contribute to overall management of demand for services. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary.

It is also important to continue monitoring for yearly competitor and other service providers benchmarking. The table below details pricing methods currently in place by the core program area and additional recommendations for strategies to implement over time. A current service provider benchmark can be found in **APPENDIX XX**.

Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Active Adults	X								X	X
Aquatics	X								X	X
Classes	X								X	X
Dance & Cheer	X								X	X
Events	X								X	X
Fitness	X								X	X
Sports - Youth & Adult	X		X						X	X
UPWARD	X								X	X

5.3.6 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department's program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. As seen in the following figure, community input can help staff focus in on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

The two templates below are simple, easy-to-use tools that will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

If the program / service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the figure below.

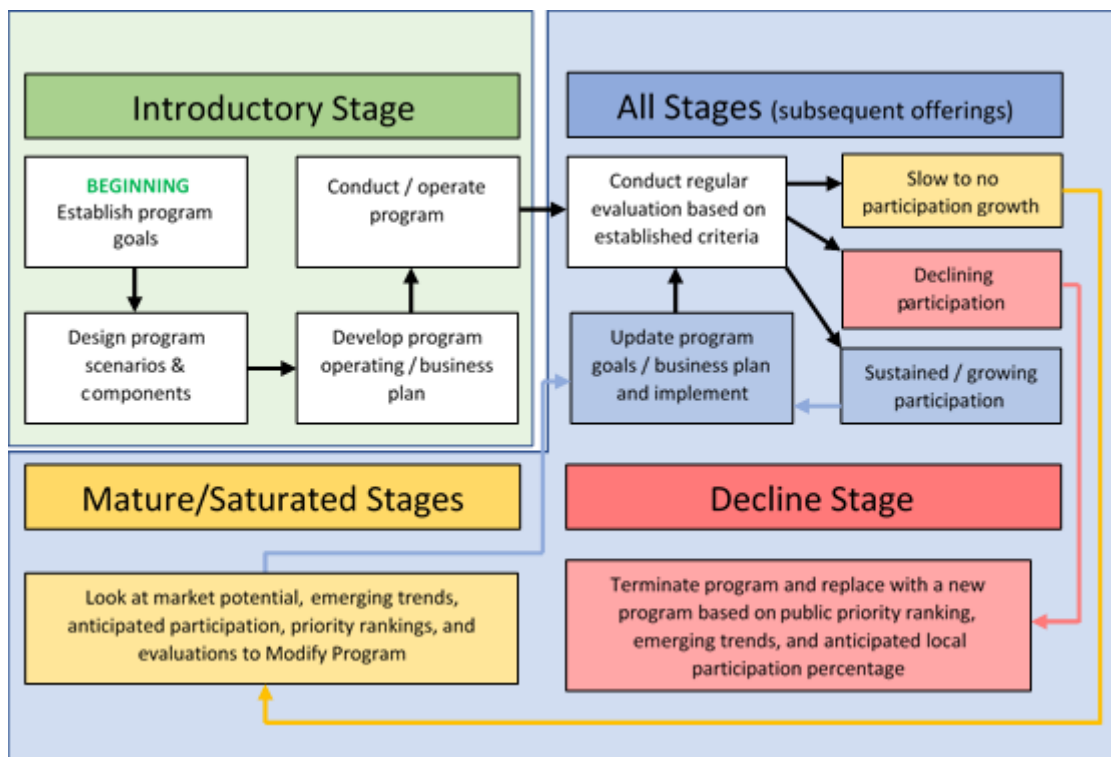
Marketing & Promotion Methods			
Program Idea (Name or Concept): _____			
Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

Program Idea (Name or Concept): _____			
Internal Factors			
Priority Ranking:	High	Medium	Low
Program Area:	Core	Non-core	
Classification	Essential	Important	Discretionary
Cost Recovery Range	0-40%	60-80%	80+%
Age Segment	Primary	Secondary	
Sponsorship/Partnership			
Potential Partnerships	Monetary	Volunteers	Partner Skill
Potential Sponsors	Monetary	Volunteers	Sponsor Skill
Market Competition			
Number of Competitors	_____		
Competitiveness	High	Medium	Low
Growth Potential	High	Low	

5.3.7 PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Lifecycle analysis, program staff should evaluate programs on an annual basis to help determine program mix. This can be incorporated into the program standards, program development process, and mini business plans. A diagram of the program evaluation cycle and program lifecycles can be found below. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program.

If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking, in activity areas that are trending, while taking into consideration the anticipated local participation percentage.



5.4 VOLUNTEERS AND PARTNERSHIPS

5.4.1 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come. Volunteer and partnership best practices can be found in **Appendix XX**.

CURRENT VOLUNTEER MANAGEMENT

When managed with respect, educated about the impact of their volunteer efforts and the outcomes being achieved, volunteers can serve as the primary advocates for the Department and its offerings. Currently, the Department has limited volunteer opportunities to help supplement the labor needs of the Department. Management of volunteers should include regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the Department is able to leverage limited resources.

Volunteers		
Source of Volunteers	No. Volunteers Provided Annually	By Program or Event
Museum Volunteers (Community Members)	5	5
Youth Sport Coaches (Community Members)	1,128	
Rotary Club (Teen Nights)	15	3
Senior Lunch Volunteers (Community Members)	20	10

Home > Government > Departments > Human Resources > Volunteer Opportunities

Volunteering

The Town of Windsor understands the value of volunteers and the positive impact that a coordinated volunteer program has on the community. Volunteers are essential for community outreach and help to influence the future of Windsor.

Volunteers must be 18 years of age and are subject to a background screening. Families and youth organizations may volunteer as long as youth under age 18 are directly supervised by their parent/legal guardian or a representative of a formal organization during the time they are volunteering.

The following volunteer positions are available:

- [Museum Collections](#)
- [Exhibitions Committee Member](#)
- [Museum Education](#)

GET STARTED!

VOLUNTEER COACHES

LOCAL OUTREACH AGENCIES

All volunteers (non youth sports coaches) must create a Sports Engine account through the following link:

- [Volunteer with the Town of Windsor](#)
- Each volunteer will complete a volunteer application and complete a background check.
- An email address is required for this process. If you do not have a current email address, you can create a free one using [Gmail](#).
- Contact [Jaci Kremser](#), Risk Manager, with questions about the application process..

5.4.2 RECREATION PROGRAM PARTNERSHIPS

The Department currently works with five public partners, six not-for profit partners and 16 private partners within the community. While good detail was provided as part of the program assessment, it is best practice to have a centralized database for tracking partnerships and assigning management to oversee the desired outcomes are reached. The Department can use the templates made with existing partners as the database. As with tracking of volunteer hours, tracking partnerships helps show leadership, making budget decisions, how well the staff are able to leverage resources.

Existing Partnerships			
Public Partner	Agreement	Description of Partnership and Rationale Behind Creating it	Measurable Outcomes
School District	Yes	Shared use of facilities	Rec Trac Reports on Usage
Surround PR Districts	Yes	Shared use of facilities during shut down week; program partnering when groups don't have the number to create their own leagues	Registration Numbers
Library	No	Shared use of facilities; program and special event partnering.	Quarterly Check Ins
Windsor Severance Fire Dept	Yes	Shared use of facilities; program partnering; safety training guidance and partnering	
WS Historical Society	Yes	Culture team is involved in their society/meetings. Partnered on public art piece.	Relationships

Existing Partnerships		
Not for Profit Partner	Agreement	Description of Partnership and Rationale Behind Creating it
Sports Clubs	No	Utilize our fields and facilities for a fee
United Way	Yes	Support our reduced fee scholarship program
Windsor Lacrosse Club	No	Utilize our fields for a fee
Area Agency on Aging	Yes	Provides us with resources for our aging population
CCMFL	No	Youth Football league partnership
NCYFA	No	Youth Football league partnership

Existing Partnerships			
Private Partner	Agreement	Description of Partnership and Rationale Behind Creating it	Measurable Outcomes
Aspen Club	Yes	Provide health related educational programs to our seniors.	Registration Numbers
Banner Health	Yes	Provides health related programs and events to our users and employees.	Registration Numbers
UC Health	Yes	Provides health related programs and events to our users and employees.	Registration Numbers
Arena Sports	Yes	Agreement to host our indoor soccer leagues	Registration Numbers
Music Together	Yes	Provides music programs to our users	Registration Numbers
P2P	Yes	Agreement to host our adult basketball leagues	Registration Numbers
Confucius Institute CSU	Yes	Provides Chinese cooking classes for our members	Registration Numbers
Columbine Health Care Facility	Yes	Provides us a facility to offer aging adults art programs	Relationships/Sponsorships in return
Spokes	Yes	Provides educational material and support with biking and trails	relationships
Natures educators	Yes	Provides outdoor nature programming	Registration Numbers
Cheer Spirit CO	Yes	Provides cheer and tumbling programs	Registration Numbers
Lil' Dancers	Yes	Provides dance programs	Registration Numbers
Rocky Mtn Raptors	Yes	Provides educational material on raptors	Registration Numbers
STEM Program	Yes	Provides STEM & Lego programs for users	Registration Numbers
Kids Night Out	Yes	Provides weekend evening fun for youth in the Recreation Center	Registration Numbers
Noco Sports Officials	Yes	Provides officials and supervisors for our Youth & Adult Sports Programs	Contractual

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.

- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

PARTNERSHIP OPPORTUNITIES

The Department currently had a great network of recreation program partners. These recommendations are both an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

5.4.3 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Continue background checks for all volunteers working with all programs.

5.5 SUMMARY

The planning team has highlighted a few important recommendations from the report. These recommendations may change with any shifts in demographics, department, community and town priorities.

- **Core Program Areas:** The Department should consider creating Cultural Arts as a core program area. This program area could encompass Dance and Cheer. Area can also include operations of the cultural heritage buildings and preservation of assets. The addition of Nature & Outdoor as a core program area due to community priorities identified through the surveys.
- **Priority Rankings** should be considered when developing new programs, retiring programs, developing facilities, and allocating funds within the department to be in line with community wants and needs.
- **Age segments** where there could be more of a primary targeted set of program offerings and approach to marketing are middle school, high school and families. Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met.
- The Department should complete a **Program Lifecycle Analysis** on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.
- **Cost recovery** targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.
- Using dynamic **pricing** to entice participation during low volume times and manage excessive demand for programs as well. Residency and competition can also contribute to overall management of demand for services.
- Using the **Lifecycle analysis**, program staff should evaluate programs on an annual basis to help determine program mix. This can be incorporated into the program standards, program development process, and mini business plans.
- **Partnership policies** will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts.

5.6 LEVEL OF SERVICE

Level of Service (LOS) standards is a matrix displaying inventory for the Town of Windsor. By totaling the inventory and applying Windsor's population, we can understand the current level of service.

The LOS can help support investment decisions related to parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change.

The recommended standards were evaluated using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2019 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Windsor area, community and stakeholder input, statistically-valid survey, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized for Windsor.

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified.

The standards that follow are based upon population figures for 2020 and 2025.

Windsor Parks, Recreation, and Culture Level of Service Standards

PARKS: 2020 Inventory - Developed Facilities											2020 Facility Standards			Anticipated Future Park Development 2020 - 2025		2025 Facility Standards		
Park Type	Windsor Inventory	School Parks	HOA/ Metro District	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Inventory	Total 2019-2024	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Neighborhood Parks	52.60			52.60	1.54	acres per	1,000	1.50	acres per	1,000	Meets Standard	-	Acre(s)	-	-	Need Exists	10	Acre(s)
Community Parks	136.30			136.30	3.99	acres per	1,000	4.00	acres per	1,000	Need Exists	0	Acre(s)	-	-	Need Exists	32	Acre(s)
Regional Parks	452.60			452.60	13.24	acres per	1,000	13.00	acres per	1,000	Meets Standard	-	Acre(s)	-	-	Need Exists	93	Acre(s)
Total Park Acres	641.50	-	17.99	659.49	19.29	acres per	1,000	18.50	acres per	1,000	Meets Standard	-	Acre(s)	-	-	Need Exists	117	Acre(s)
Open Space	159.60			159.60	4.67	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	-	-	Meets Standard	-	Acre(s)
Undeveloped Parks	98.90	-	-	98.90	2.89	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	-	-	Meets Standard	-	Acre(s)
Total Park Acres	900.00	-	17.99	917.99	26.85	acres per	1,000	18.50	acres per	1,000	Meets Standard	-	Acre(s)	-	-	Meets Standard	-	Acre(s)
TRAILS:																		
Trails (paved and unpaved)	17.25	-	3.73	20.98	0.61	mile per	1,000	0.75	mile per	1,000	Need Exists	5	Mile(s)	Kyger Trail	1.97	Need Exists	9	Mile(s)
OUTDOOR AMENITIES:																		
Basketball Courts	13.50		-	13.50	1.00	court per	2,533	1.00	court per	2,500	Need Exists	0	Court(s)	-	-	Need Exists	3	Court(s)
Tennis Courts	-	1.98	2.31	4.29	1.00	court per	7,971	1.00	court per	8,000	Meets Standard	-	Court(s)	-	-	Need Exists	1	Court(s)
Pickleball Courts	6.00	-	2.00	8.00	1.00	court per	4,274	1.00	court per	8,000	Meets Standard	-	Court(s)	-	-	Meets Standard	-	Court(s)
Diamond Fields	4.00	1.98	-	5.98	1.00	field per	5,718	1.00	field per	4,000	Need Exists	3	Field(s)	-	-	Need Exists	5	Field(s)
Multi-purpose Rectangular Fields	9.00	2.97	-	11.97	1.00	field per	2,857	1.00	field per	5,000	Meets Standard	-	Field(s)	-	-	Meets Standard	-	Field(s)
Playgrounds	14.00	3.30	1.32	18.62	1.00	site per	1,836	1.00	site per	2,500	Meets Standard	-	Site(s)	-	-	Meets Standard	-	Site(s)
Picnic Shelters Pavilions	27.00	-	0.33	27.33	1.00	site per	1,251	1.00	site per	2,000	Meets Standard	-	Site(s)	-	-	Meets Standard	-	Site(s)
Sand Volleyball Courts	5.00	-	-	5.00	1.00	site per	6,839	1.00	site per	12,000	Meets Standard	-	Site(s)	-	-	Meets Standard	-	Site(s)
Outdoor Swimming Pools	1.00	-	1.65	2.65	1.00	site per	12,904	1.00	site per	50,000	Meets Standard	-	Site(s)	-	-	Meets Standard	-	Site(s)
Skate Parks	1.00	-	0.33	1.33	1.00	site per	25,711	1.00	site per	50,000	Meets Standard	-	Site(s)	-	-	Meets Standard	-	Site(s)
Splash Pads	-	-	-	-	1.00	site per	N/A	1.00	site per	40,000	Need Exists	1	Site(s)	-	-	Need Exists	1	Site(s)
Dog Parks	2.00	-	0.33	2.33	1.00	site per	14,676	1.00	site per	10,000	Need Exists	1	Site(s)	-	-	Need Exists	2	Site(s)
Disc Golf	1.00			1.00	1.00	site per	34,195	1.00	site per	10,000	Need Exists	2	Site(s)	-	-	Need Exists	3	Site(s)
INDOOR AMENITIES:																		
Indoor Aquatic Space	11,970.00	-	-	11,970.00	0.35	SF per	person	0.50	SF per	person	Need Exists	5,128	Square Feet	-	-	Need Exists	9,015	Square Feet
Indoor Recreation Space	46,429.00	-	-	46,429.00	1.36	SF per	person	2.00	SF per	person	Need Exists	21,961	Square Feet	-	-	Need Exists	37,511	Square Feet
2020 Estimated Population	34,195																	
2025 Estimated Population	41,970																	

Notes:
School Parks and HOA/Metro District inventory has been reduced to a third of total amount due to the lack of accessibility to the general public.
Private Providers such as Power To Play, Future Legends, and Sports Arena are other providers that help meet unmet needs found within the Park District.
Windsor also provides the community with 22.75 miles of bike lanes found on roads.

5.7 EQUITY MAPPING

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Windsor's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is over saturated.

Based on this, the Department leadership can make appropriate capital improvement decisions to meet system-wide needs while assessing the ramifications of the decision on a specific area.

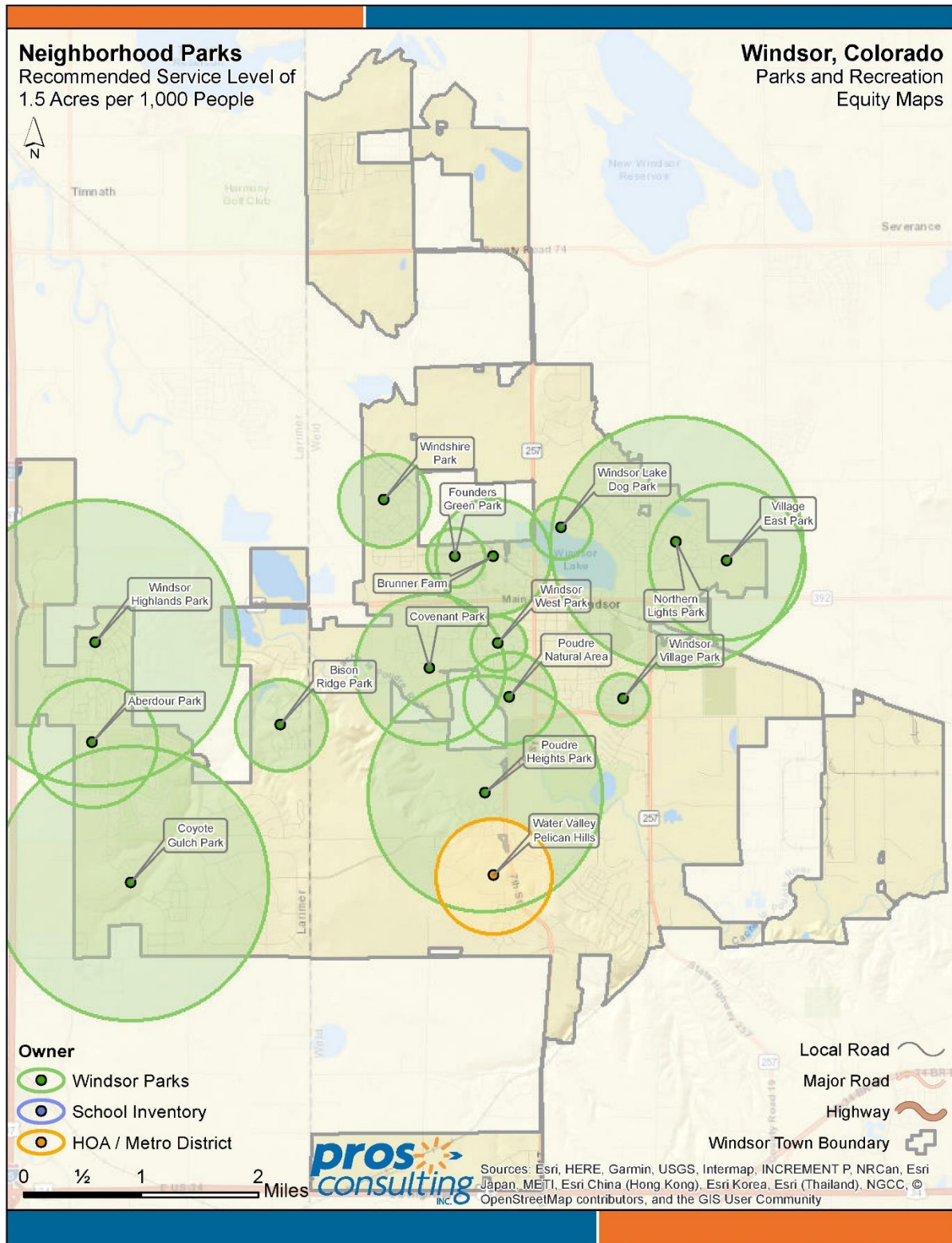
The following list shows the service area maps that were developed for each of the major assets:

- Parkland
 - Neighborhood Parks
 - Community Parks
 - Regional Parks (including Open Space)
- Trails
 - Paved and Unpaved Trails
- Outdoor Amenities
 - Basketball Courts
 - Diamond Fields
 - Dog Parks
 - Multi-Purpose Rectangular Fields
 - Outdoor Swimming Pool
 - Pickleball Courts
 - Picnic Shelters/ Pavilions
 - Playgrounds
 - Sand Volleyball Courts
 - Skate Parks
 - Splash Pads
 - Tennis Courts
- Indoor Facilities
 - Indoor Aquatic Space (Sq. Ft.)
 - Indoor Recreation Space (Sq. Ft.)

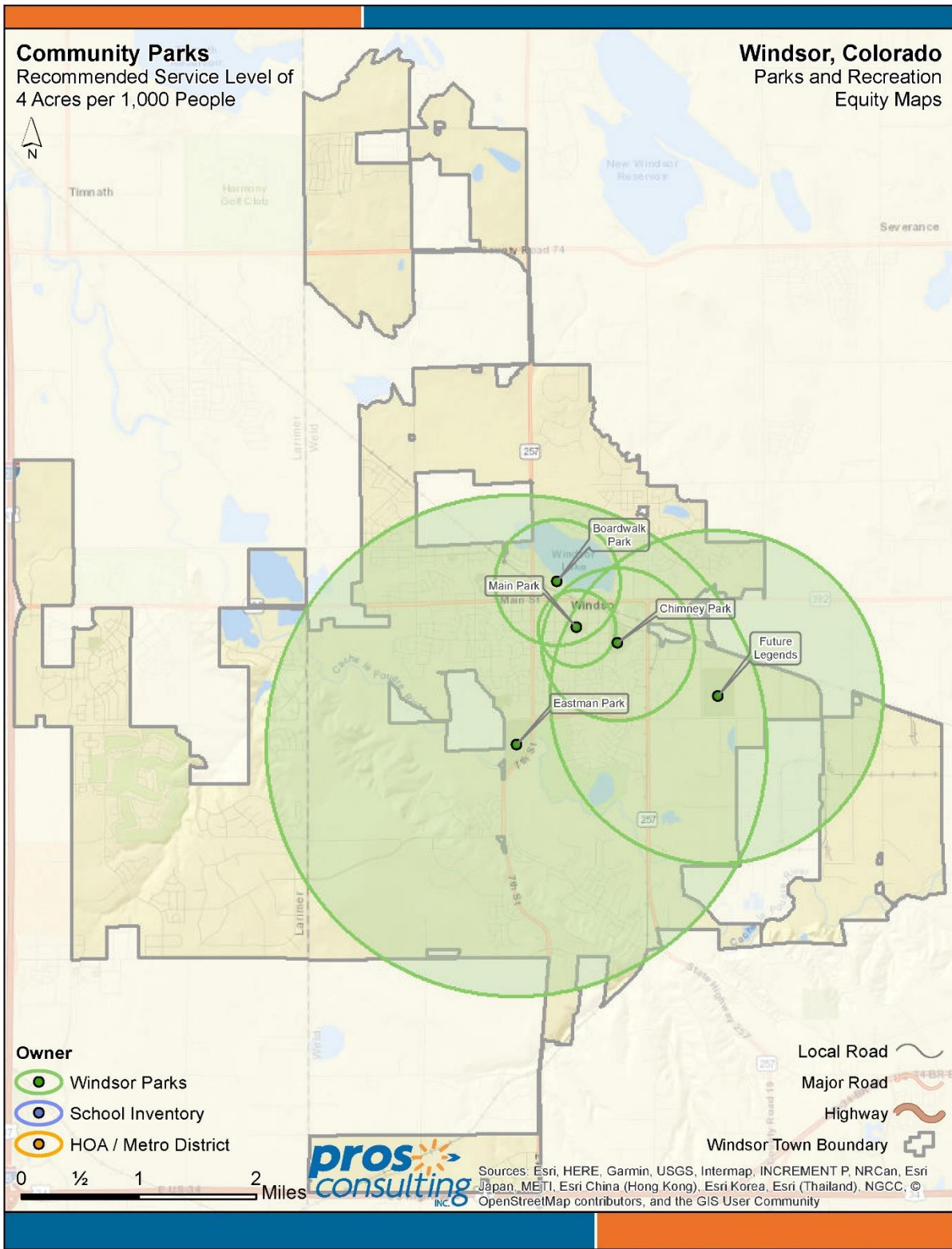
The source for the population used for standard development is the estimated 2019 population and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The circles' size varies dependent upon the quantity of a given amenity (or acre type) located at one site and the surrounding population density. The bigger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, some circles are shaded a different color which represents the "owner" of that particular amenity or acre type.

There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

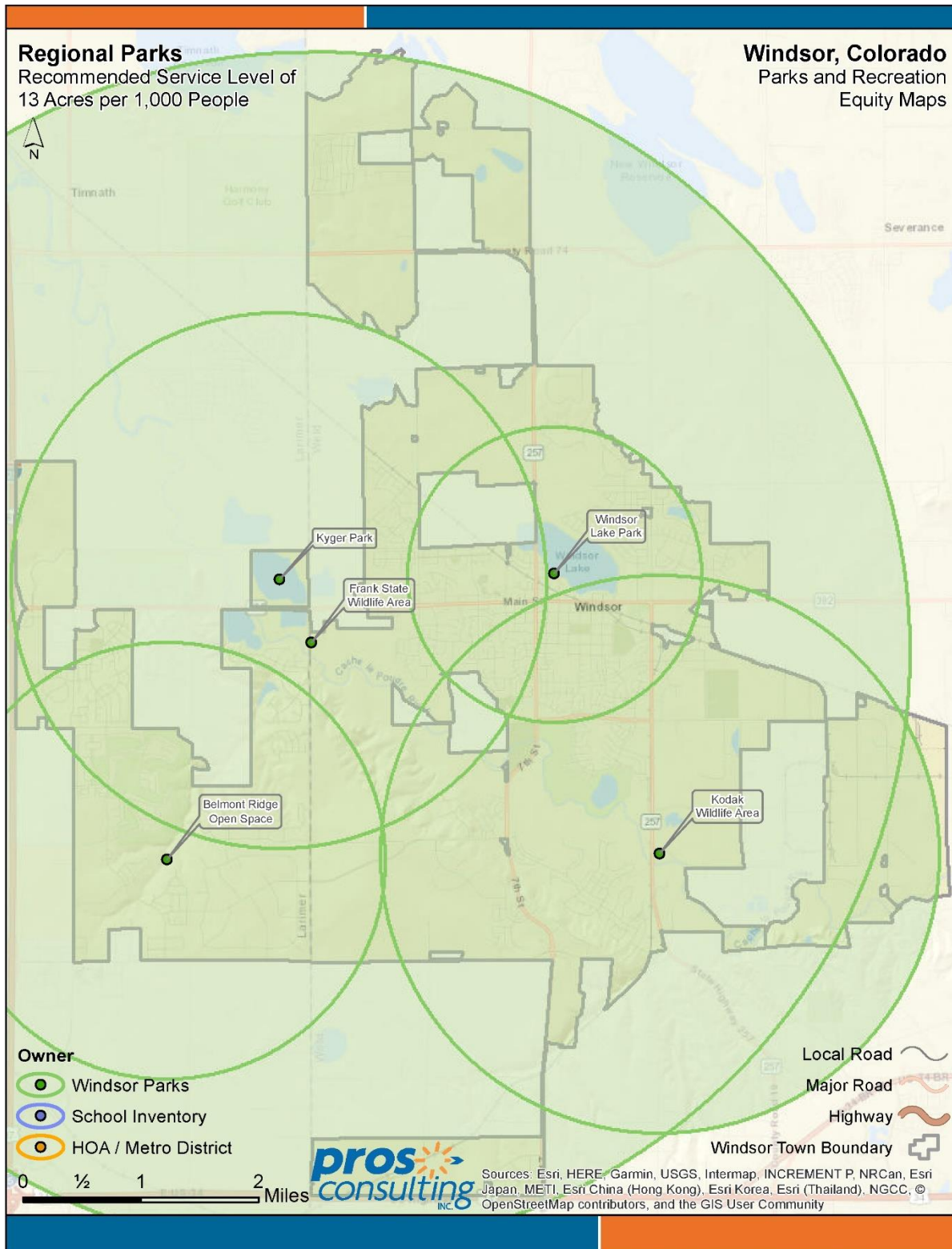
5.7.1 NEIGHBORHOOD PARKS EQUITY MAPS



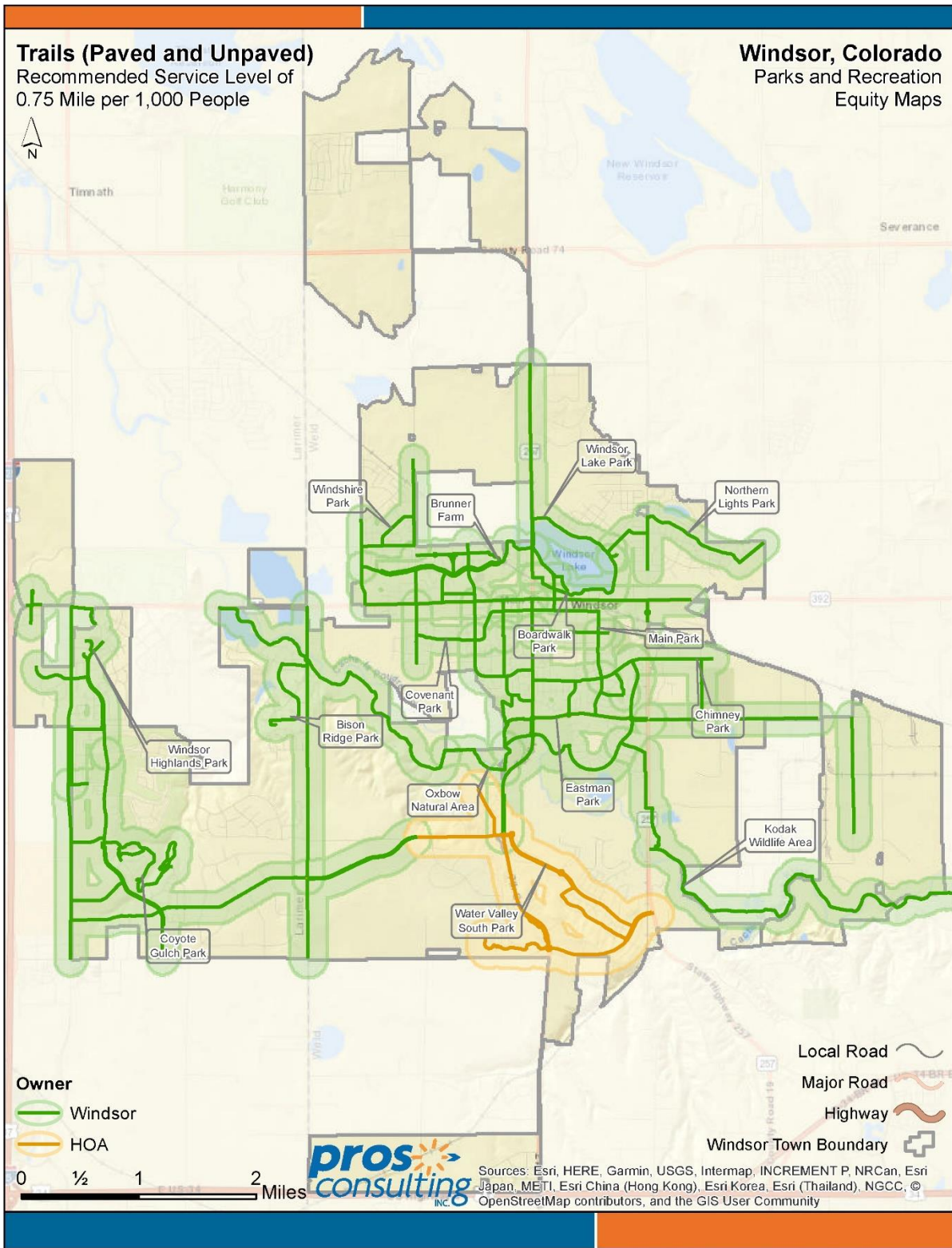
5.7.2 COMMUNITY PARKS EQUITY MAP



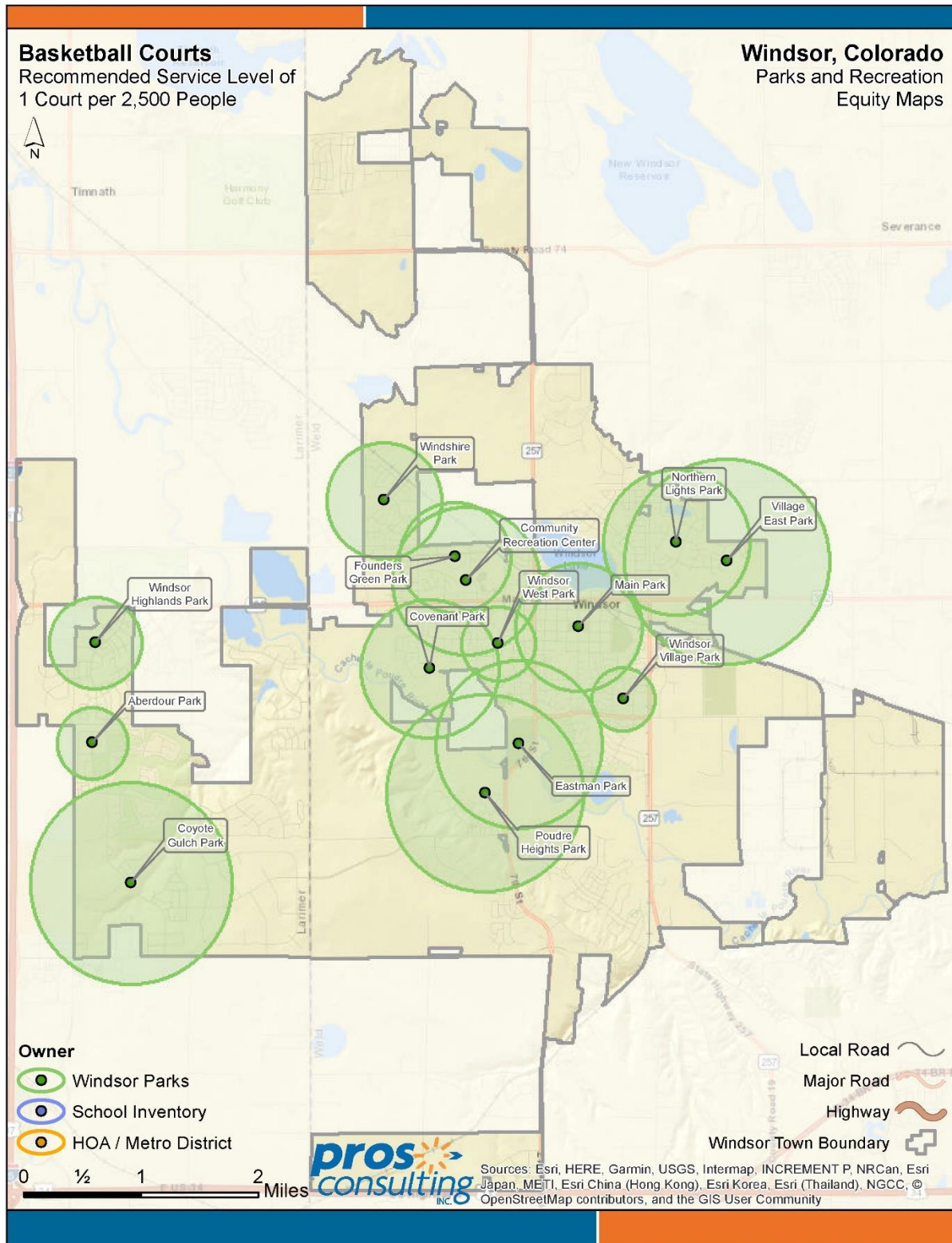
5.7.3 REGIONAL PARKS EQUITY MAP



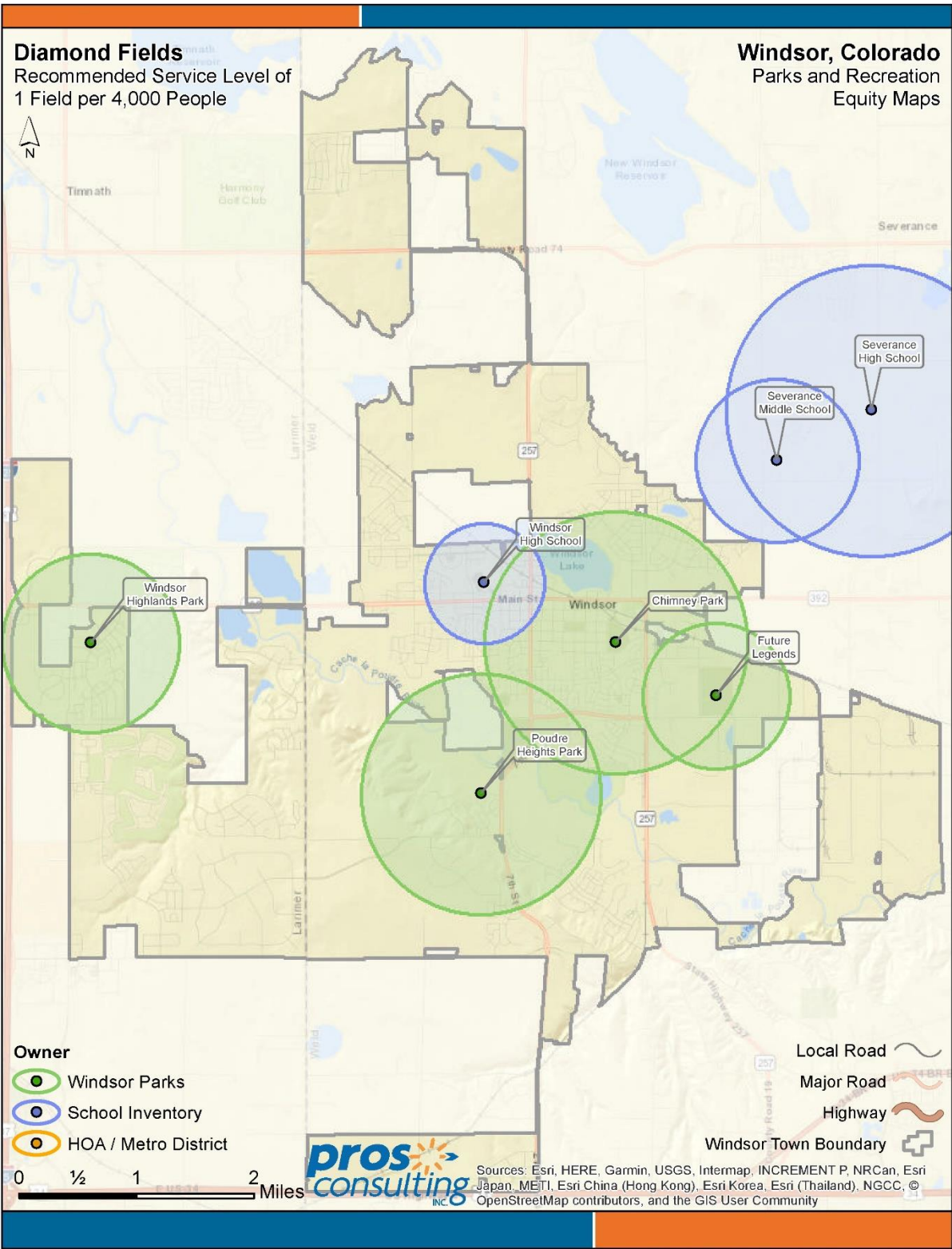
5.7.4 TRAILS EQUITY MAP



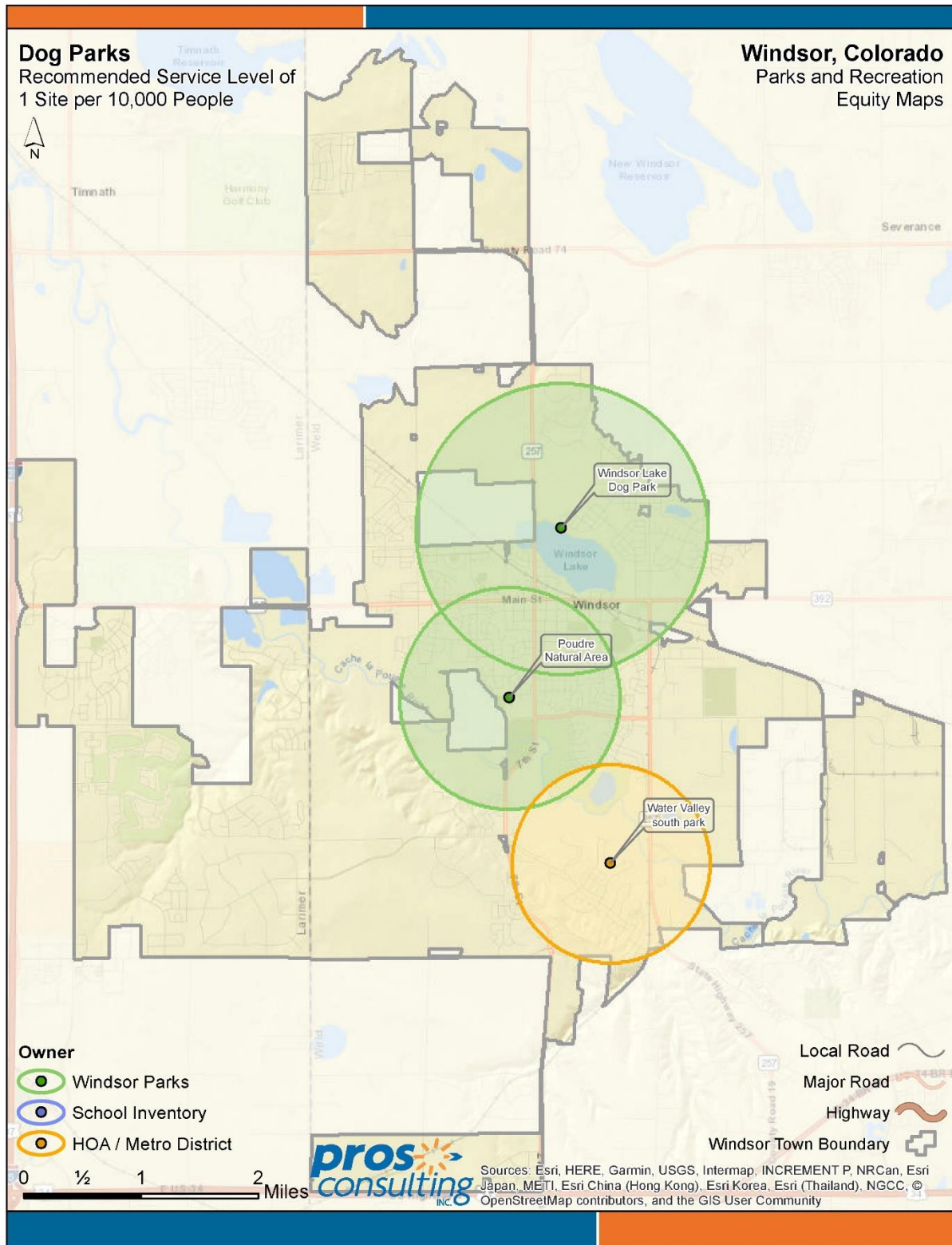
5.7.5 OUTDOOR BASKETBALL COURTS EQUITY MAP



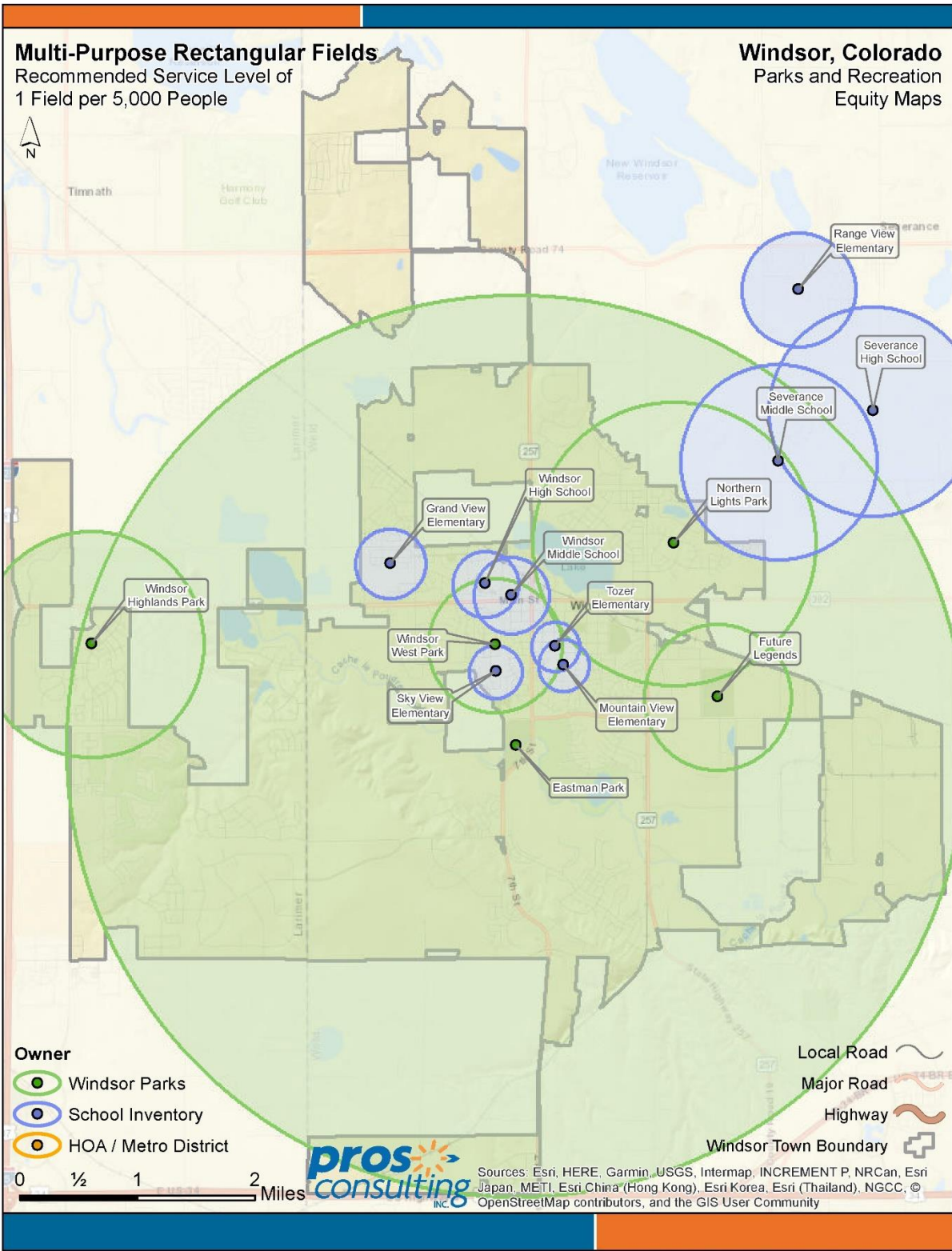
5.7.6 DIAMOND FIELDS EQUITY MAP



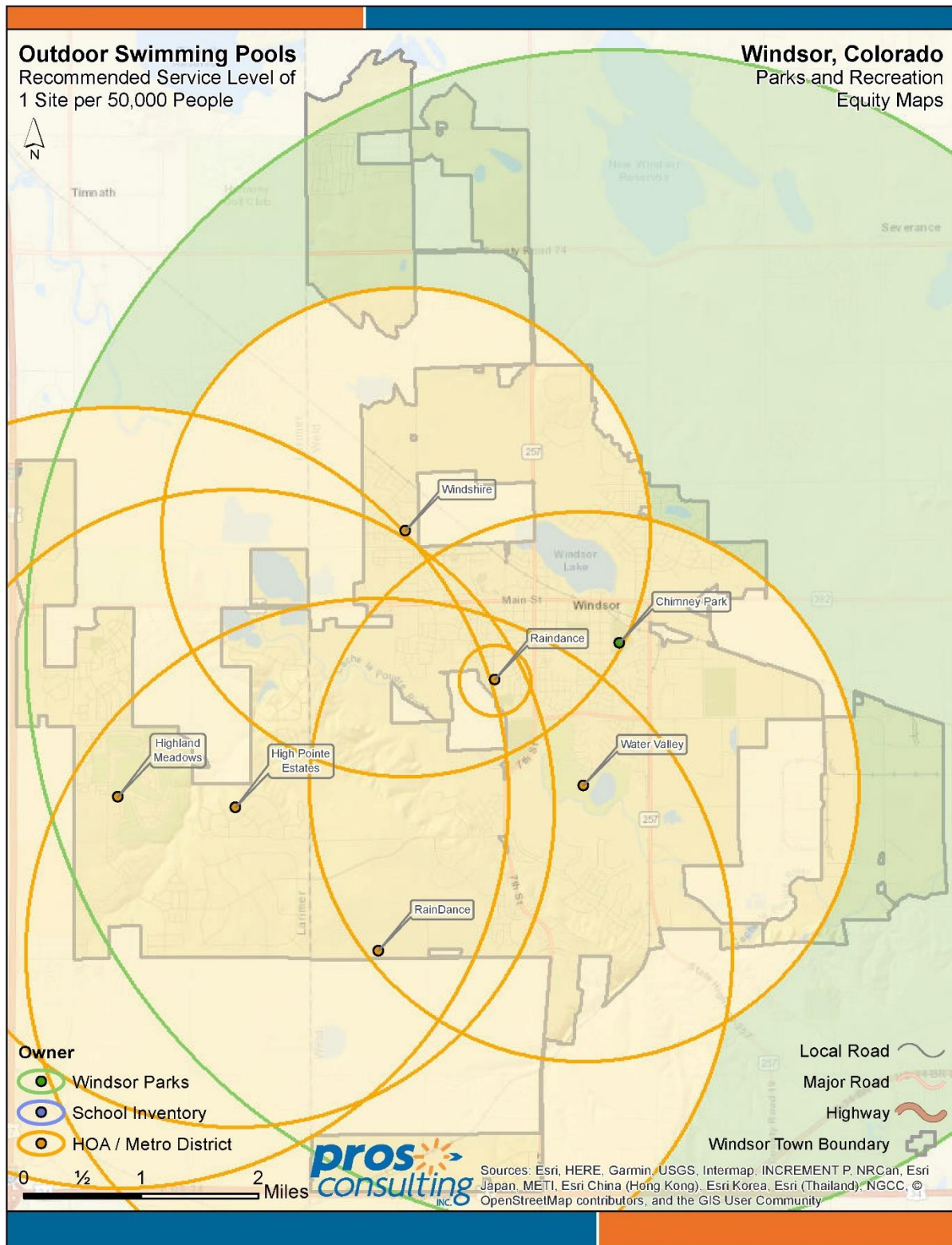
5.7.7 DOG PARKS EQUITY MAP



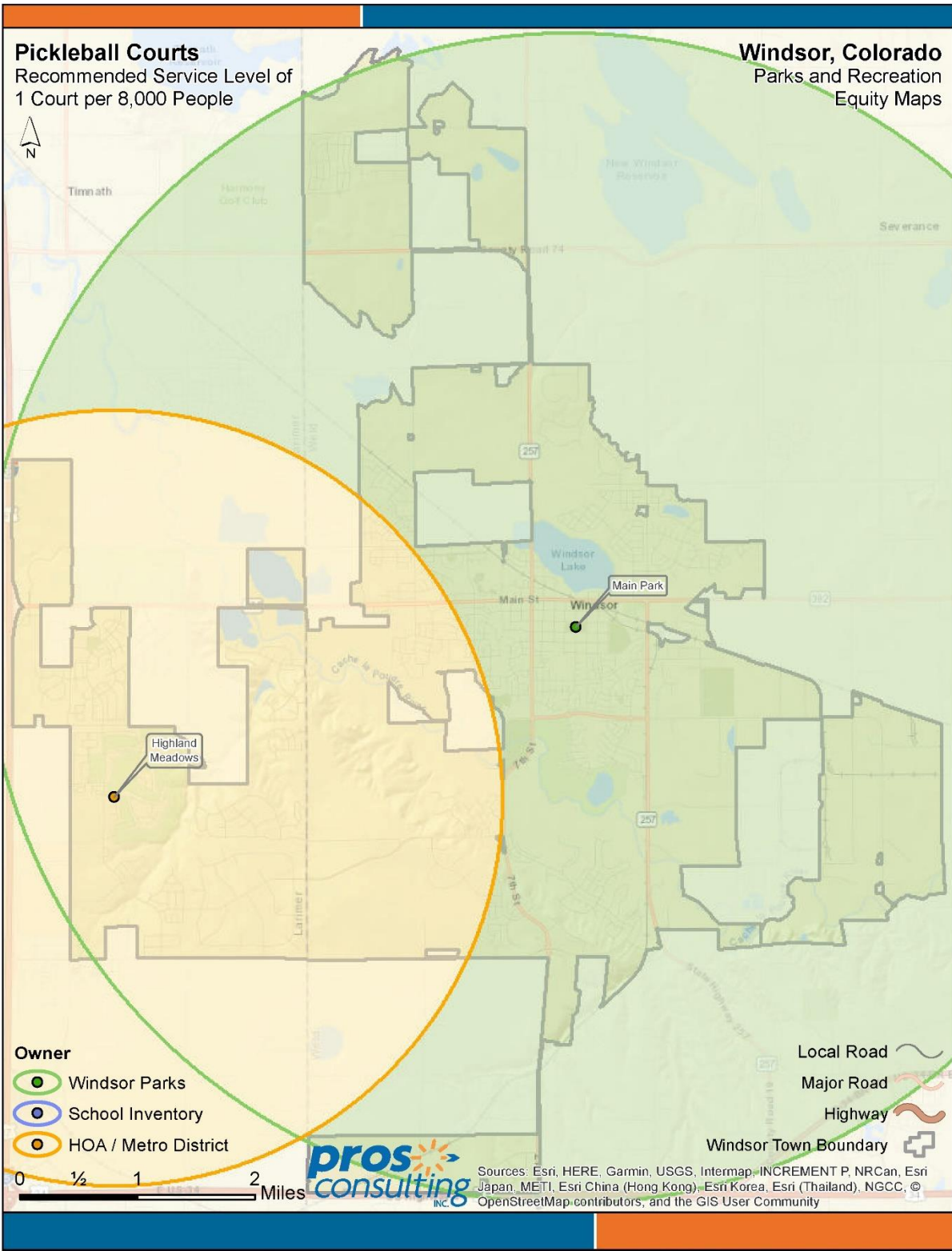
5.7.8 MULTI-PURPOSE RECTANGULAR FIELDS EQUITY MAP



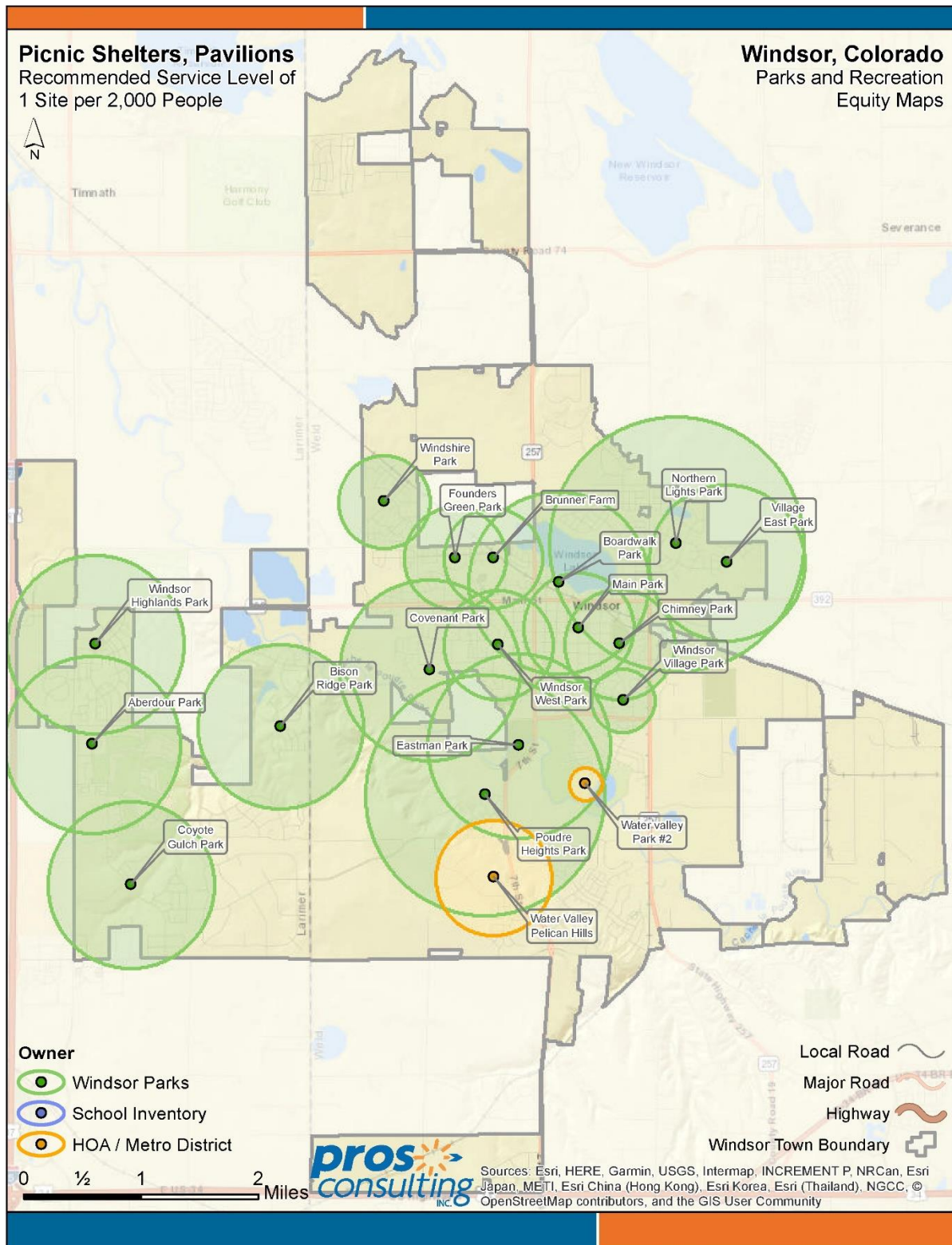
5.7.9 OUTDOOR SWIMMING POOLS EQUITY MAP



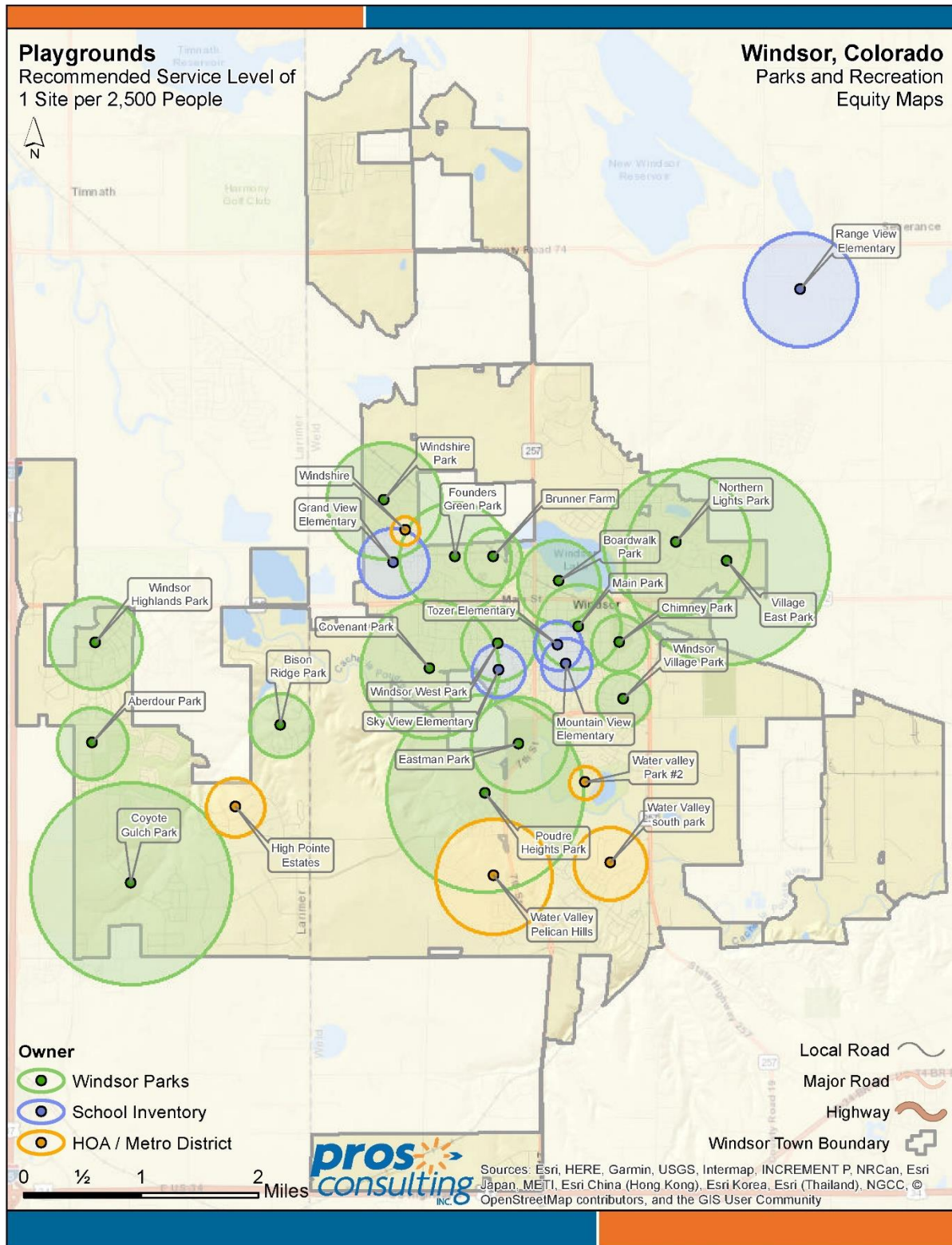
5.7.10 PICKLEBALL COURTS EQUITY MAP



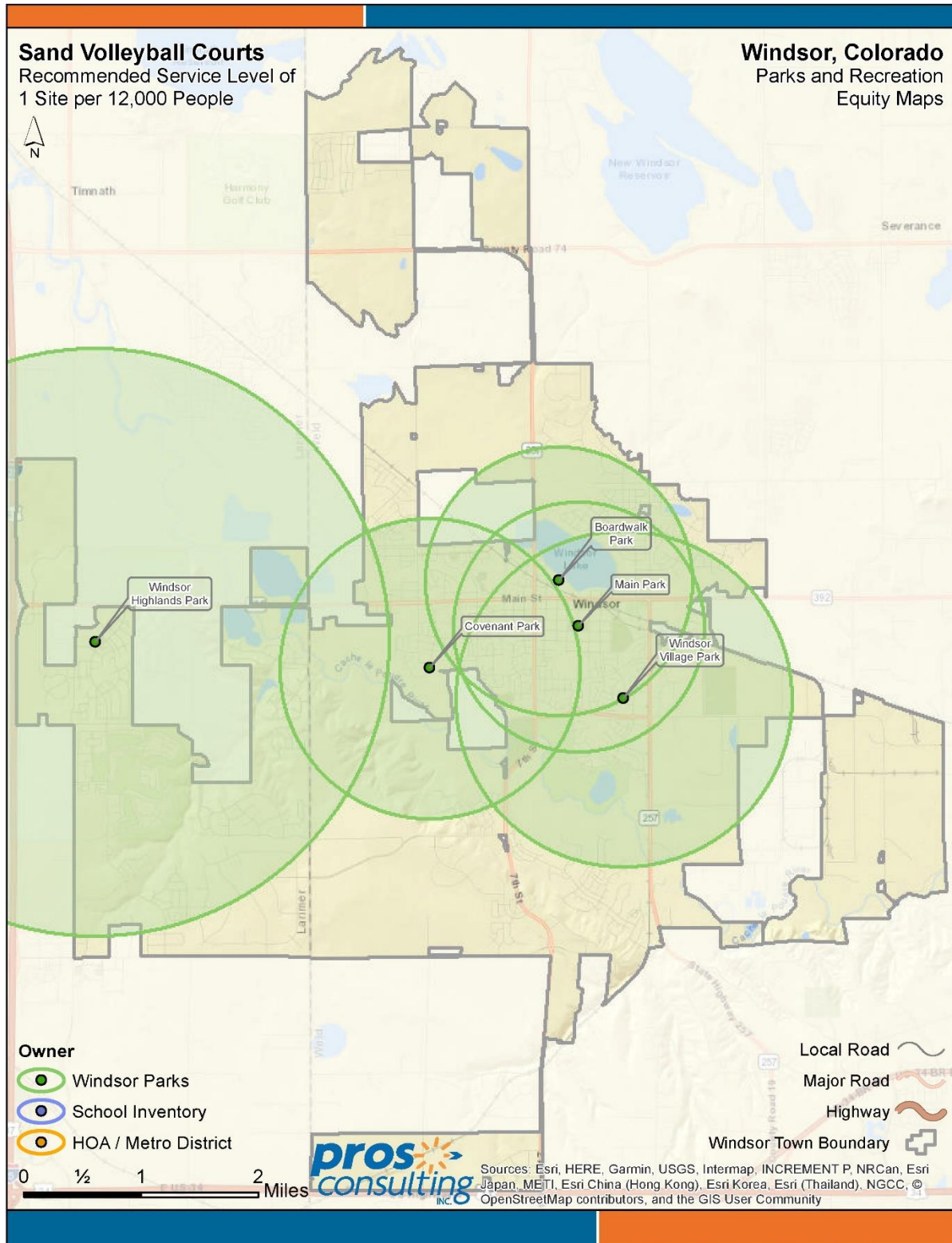
5.7.11 PICNIC SHELTERS, PAVILIONS EQUITY MAP



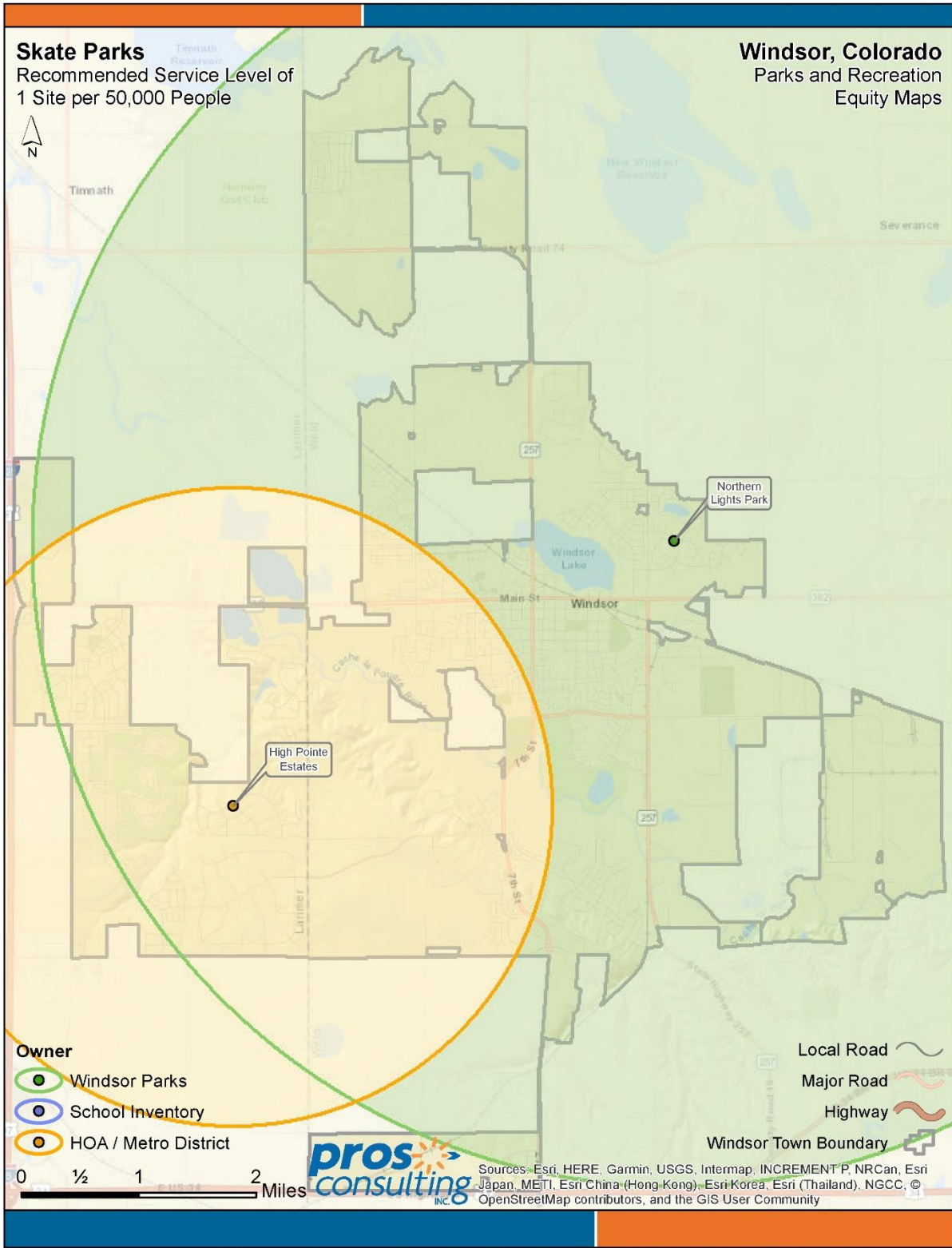
5.7.12 PLAYGROUNDS EQUITY MAP



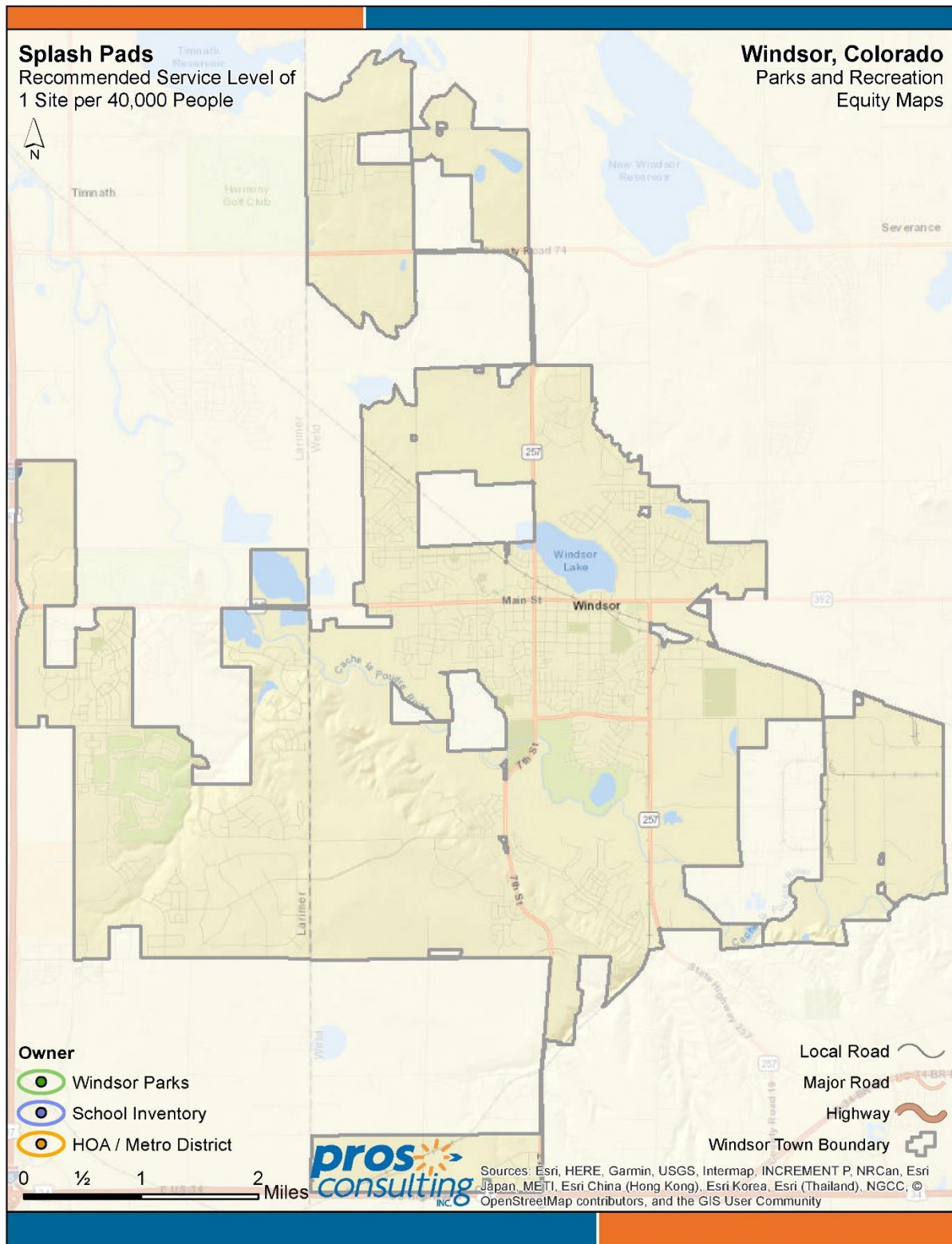
5.7.13 SAND VOLLEYBALL COURTS EQUITY MAP



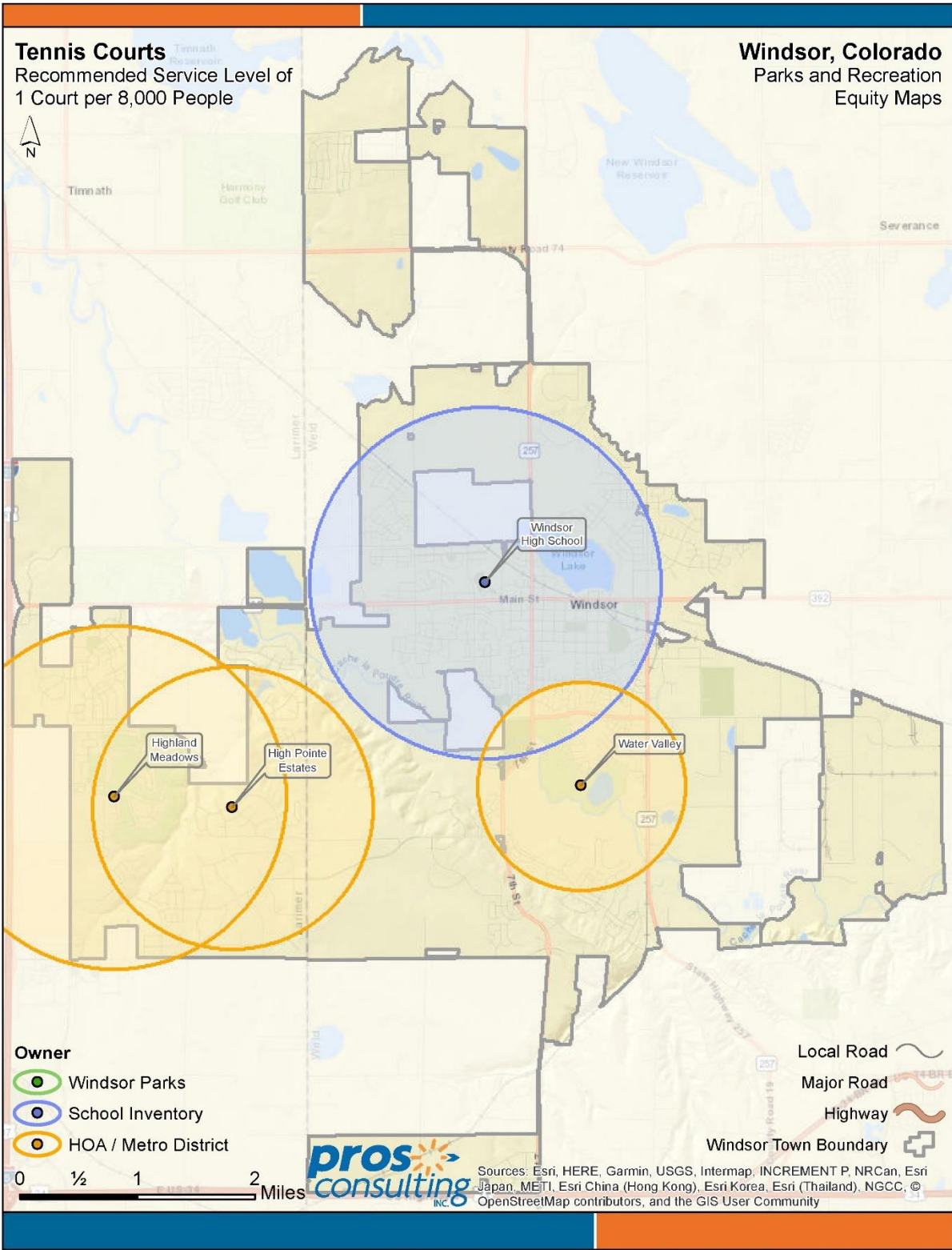
5.7.14 SKATE PARKS EQUITY MAP



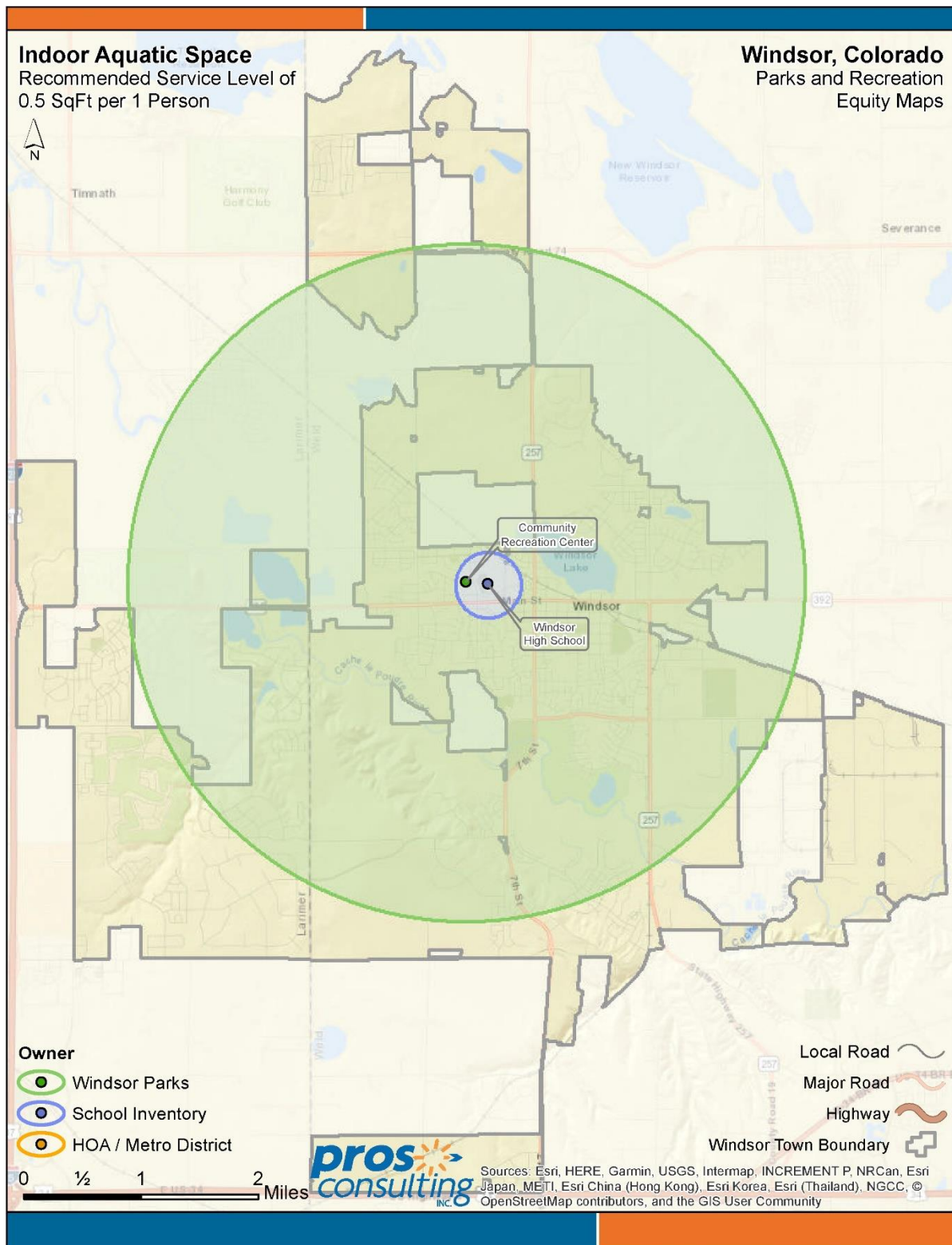
5.7.15 SPLASH PADS EQUITY MAP



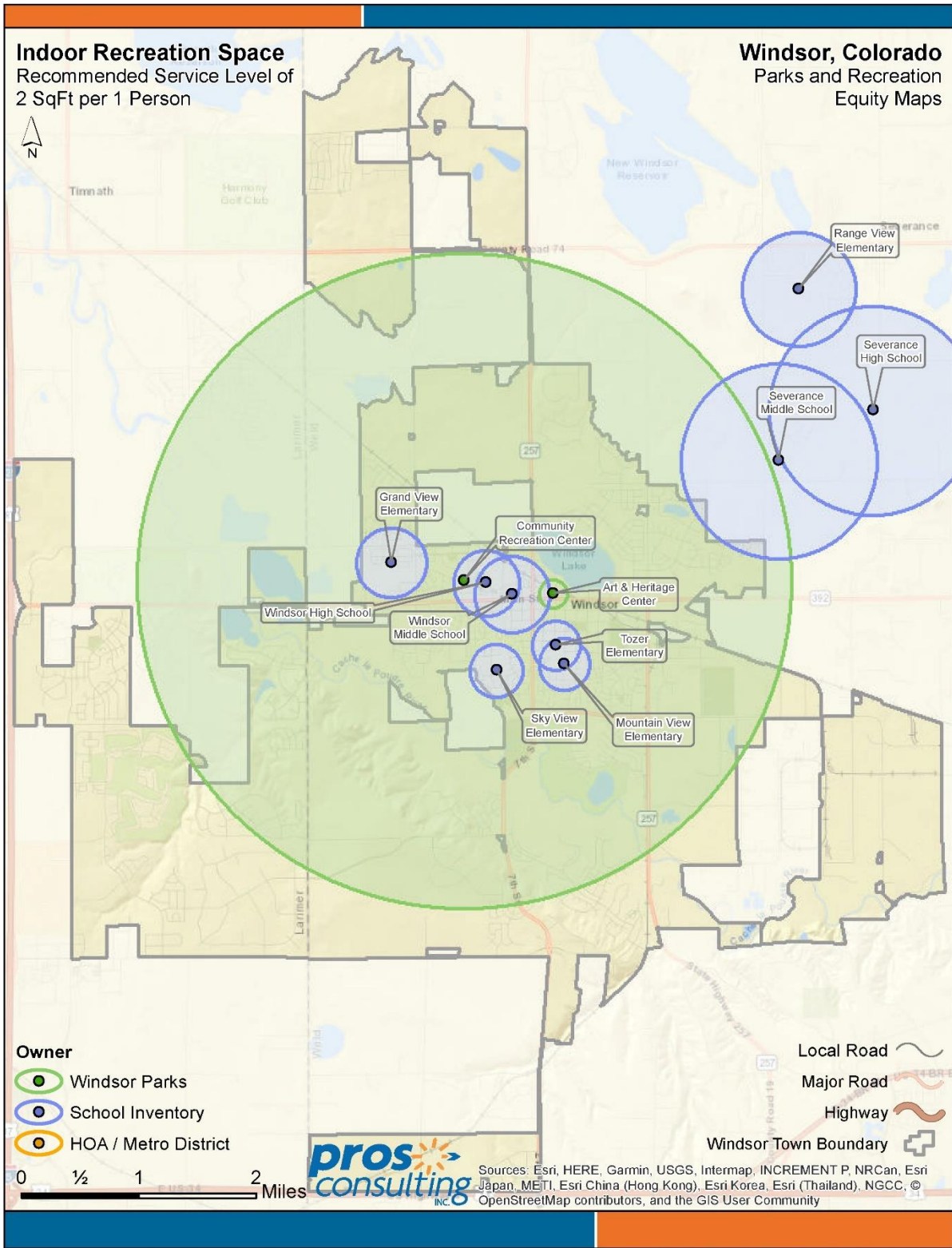
5.7.16 TENNIS COURTS EQUITY MAP



5.7.17 INDOOT AQUATIC SPACE EQUITY MAP



5.7.18 INDOOR RECREATION SPACE EQUITY MAP



5.8 FACILITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity and recreation program needs for the community served by the Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance, as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 33 different facilities/ amenities and 24 recreation programs.
 - Importance ranking for facilities - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

As seen below, outdoor splash parks, community recreation centers, natural surface mountain bike and hiking trails, river access/Riverwalk and paved walking trails rank as the top five highest facility / amenity priorities in Windsor.

Facility/Amenity Priority Rankings	Overall Ranking
Outdoor splash parks	1
Community recreation centers	2
Mountain bike & hiking trails (natural surfaces)	3
River access/riverwalk	4
Walking trails (paved surfaces)	5
Natural areas/wildlife habitats	6
Indoor swimming pool	7
Camping facilities	8
Paved greenways trails	9
Botanical garden/arboretum	10
Boating/canoeing/kayaking facilities	11
Dog parks	12
Outdoor swimming pools	13
Performing arts center	14
Community parks	15
Small neighborhood parks (1-10 acres)	16
Senior Center	17
Outdoor amphitheater	18
Indoor walking & running tracks	19
Soccer/football/lacrosse fields	20
Playgrounds	21
Outdoor tennis courts	22
Baseball & softball fields	23
Historical facilities	24
Outdoor running track	25
Picnic facilities	26
Pickleball courts	27
Artificial turf	28
Indoor volleyball & basketball courts	29
Indoor court sports (handball, racquetball)	30
Outdoor sand volleyball courts	31
Outdoor basketball courts	32
Skateboard park	33

As seen below, farmers market, adult fitness and wellness programs, nature programs, outdoor adventure programs and special event programs rank as the top five highest recreation program priorities in Windsor.

Program Priority Rankings	Overall Ranking
Farmer's Market	1
Adult fitness & wellness programs	2
Nature programs	3
Outdoor adventure programs	4
Special events	5
Senior fitness & wellness programs	6
Adult sports programs	7
Adult art, dance, performing arts	8
Water fitness programs	9
Youth sports programs	10
Senior day trips	11
Adult day trips	12
Youth learn-to-swim programs	13
After school programs	14
Youth summer camp programs	15
Bird Watching	16
Youth fitness and wellness programs	17
Pre-school programs	18
Teen Programs	19
Young adult programs	20
Youth art, dance, performing arts	21
Senior Sports programs	22
Opportunities for individuals with disabilities	23
Before school programs	24

CHAPTER SIX - OPERATIONS AND MAINTENANCE REVIEW

The Department is a 2018 National Gold Medal Finalist and this award honors communities throughout the United States that demonstrate excellence in long-range planning, resource management and innovative approaches to delivering superb park and recreation services with fiscally sound business practices.

This is a highly functional team of individuals that operate and maintain the system's parks, facilities and programs in order to provide an exceptional level of service to residents and visitors.

Even more impressive is the level of service continues to increase as the community grows at a fast pace. This has placed a strain on the system and department's capacity to keep pace with the growth. For this reason, the Department has requested an operational analysis to ensure this high level of service continues as the system evolves.

The operational analysis looks at the current practices, future organization and staffing needs, improved operational efficiencies, policy development, technology improvements and marketing/communication opportunities. While the main focus is maintenance, the planning team is also looking to see if there are opportunities to improve overall operations and the Department's capacity to implement the Plan.

The process included

- Review of existing Department policies
- A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- Interviews of key staff
- Facilities tours
- Reviews of Department processes, reports, and organizational structure



6.1 DEPARTMENT OVERVIEW

OVERVIEW:

This overview of the Department shows the multitude of responsibilities including:

- Just over 900 acres of park land including neighborhood parks, community parks, regional parks, open space, cemeteries and undeveloped properties.
- Windsor residents enjoy over 17 miles of trails
- Staff: 51 full-time and part-time staff.
- Parks, Recreation and Culture Advisory Board

The following indoor facilities are under the management of the Department:

- Windsor Community Recreation Center and indoor pool
- Arts & Heritage Center
- Boardwalk Museum (consisting of Train Depot, School House, Farm House, Beet Shack, and Chapel)
- Chimney Park Pool

In addition to the responsibilities and facilities above, the Town also maintains many outdoor amenities, outdoor facilities, and a large variety of programs throughout the system.



6.2 DEPARTMENT OPERATIONS

Operational reviews seek to identify opportunities for change and modification of operations management. This includes looking for opportunities that could lead to efficiency, cost containment, and increased capacity to meet the needs of the community. In addition, recommendations will focus on optimizing operational performance. Properly aligning people, processes, resources, and technology with the right strategy helps staff discover and create unique solutions to challenges. The Operations section is focusing on the functional operations of the Department and the interaction between divisions.

6.2.1 DEPARTMENT MANAGEMENT

The Department's operations exhibit a high level of teamwork and focus to achieve the outcomes under conditions where demand for services is creating capacity concerns. The public observe the culture of the Department through interaction with staff and see a strong willingness to help others. This is a supportive culture where staff empowerment has helped achieve outcomes and create a synergy that is welcoming and uplifting.

The Department strives to create positive experiences for the residents and have developed a sense of community through programs and development. The staff clearly receive a great level of satisfaction from providing for others. This makes it difficult for staff to say no or discontinue services. Rather, staff seek out a deeper understanding of challenges to adapt and succeed in delivery of services to the community. The Department has a high level of commitment to each other internally and to other departments within the Town. The collaboration between Town leaders and Town Departments is a key factor in the success of parks, recreation, and culture services.

6.2.2 DEPARTMENT STAFFING

The internal teamwork and solution-minded approach is strong, as demonstrated with staff stepping up and stepping down to fulfill responsibilities in absences and during times of open positions. The Department operations are predominantly reliant on part-time and seasonal staff. There are periods of long hours and heavy workloads, especially during peak season. Best practice for attracting and retaining employees is to highlight the agency culture, identify investment in workforce development, features of employment and how they will benefit from employment. The Department is already investing in employees and recognizing capabilities for growth opportunities.

The Department will need to promote the culture and investment it makes into employees as part of job postings to attract and retain employees that exhibit a passion for service to be adequately staffed and add capacity.

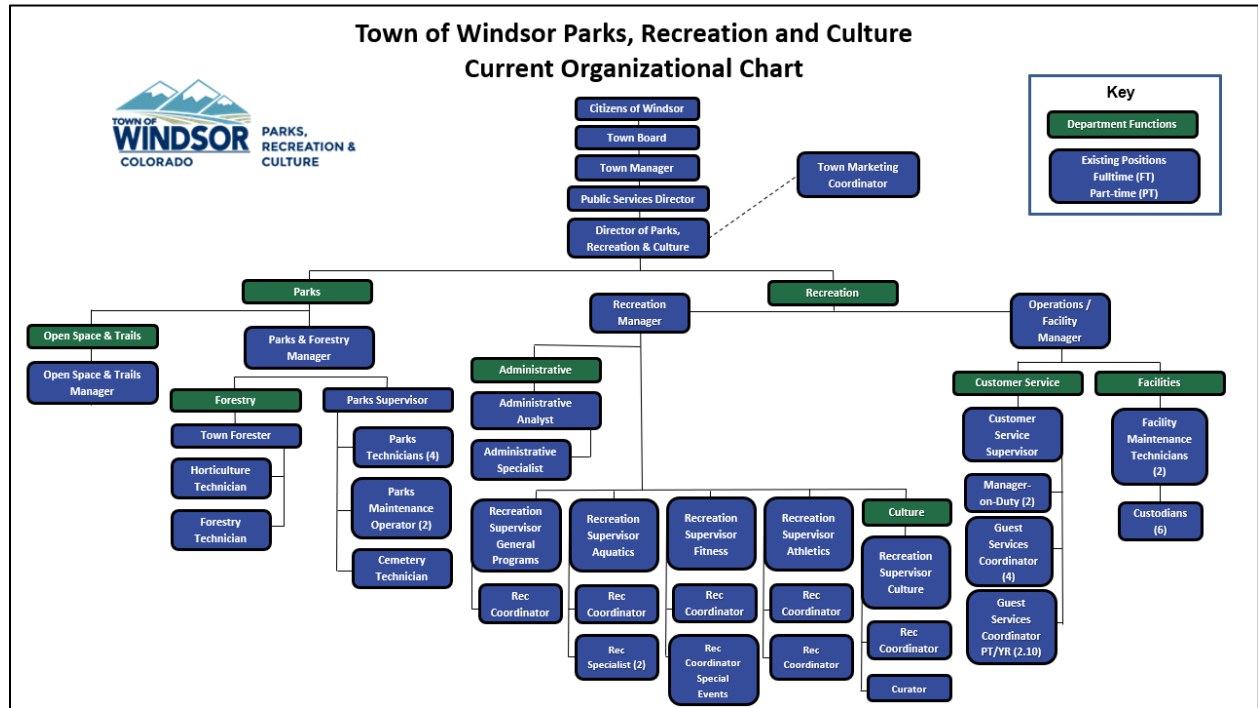
CONTRIBUTING FACTORS TO STAFFING NEEDS

In addition to the attraction and retention of staff contributing to capacity issues, so does the system level of service. Some examples of the level of service that can impact the need for staffing are total number of acres, percentage of acres developed, special facilities, historical buildings, indoor recreation spaces, and the level of maintenance. The expectation by residents is very high in Windsor and it has created a beautiful park system with several experiences at each park and the assets are maintained very well for their enjoyment and safe use.

The preservation of cultural heritage is of great value to the community as well. These facilities and artifacts require expertise in preservation and use. In addition, the amount of marketing the benefits, amenities, activities and the story of the Department is increasing as the system evolves.

ORGANIZATIONAL CHART

The Department current organizational chart shows the Department Functions in green. They are Administrative, Parks, Open Space, Forestry, Recreation, Culture, Customer Service and Facilities. Existing Fulltime Positions are identified in blue. A functional organization chart is the most common method to organize a Department's delivery of services for efficiency and effectiveness.



6.2.3 DIVISION OPERATIONAL FINDINGS

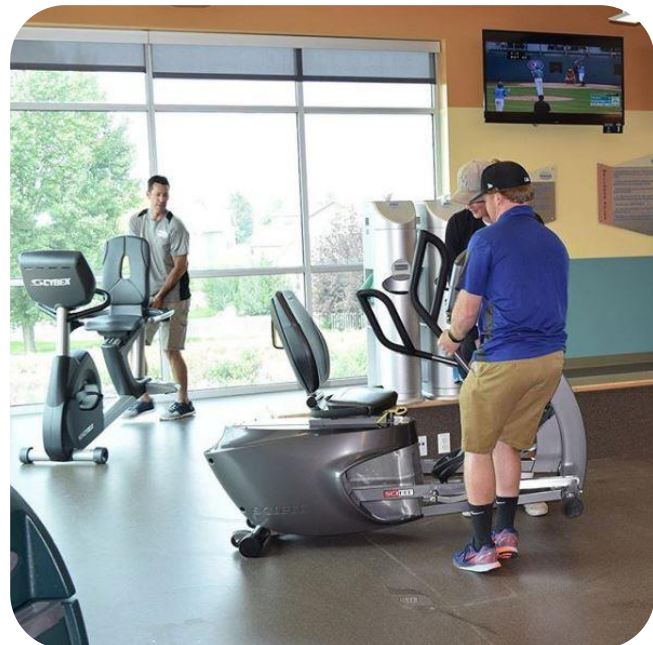
An Operational Summary Matrix has been developed for each Division to capture the Strengths, Challenges, Tracking (Metrics) and Opportunities. This analysis includes identifying Parks, Recreation & Culture Department staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. Below are the categories and definitions and they apply to each Division Matrix.

<u>Processes</u>	<u>Management</u>	<u>Resources</u>	<u>Technology</u>	<u>Communications</u>
a series of actions or steps taken in order to achieve outcomes identified through approved plans, policies, and standards for parks and recreation services.	The organization, coordination, and supervision of all business activities in a parks and recreation agency to achieve defined outcomes.	a stock or supply of money, inventory, staff, information, and other assets in a parks and recreation agency that can be utilized in order to function effectively.	the application of software, devices, tools and equipment for practical parks and recreation purposes, especially to increase efficiency.	the internal and external exchange of information regarding parks and recreation operations, promoting services and capital projects.

DIVISION MATRICES

Following are the matrices for each Division. The findings have come from document review, staff interviews and consulting team observations. Some Divisions have been combined with major functions to make up the following categories as part of the analysis.

- Parks
- Recreation & Aquatics
- Culture
- Customer Service & Facilities



PARKS					
	Process	Management	Resources	Technology	Communications
Strengths	- Teamwork is very strong - Processes added to Maintenance Management Plan in development	- Well-maintained parks, facilities, and amenities - Overlay of sports fields in diamonds and open space - Overlaid sports fields are maintained to competitive standards	- Training on policies, procedures, workplace culture, and equipment safety - Staff overlap to assist and this increases knowledge base	Documentation in software helps to track and educate leaders of Parks, Open Space & Forestry needs	- Established weekly meetings - Schedules created for routine maintenance - Monthly reports - Topic specific meetings, as needed
Challenges	- Process and flow are interrupted with changing priorities that become immediate needs - Can become reactive when several priority changes and immediate needs arise	- Heavy programming of indoor and outdoor spaces impacts maintenance efficiency - Emerald Ash Borer Impact on Forestry - Changes in shelter rental needs and special circumstances	- Workload capacity and changing priorities - Workload impacts availability for training	Mobility (mobile workstations) could increase efficiency	- Telling the Parks Division story - Workload can impact Identifying opportunities where Parks can contribute photos and content for marketing - Periodic communication breakdowns between Recreation and Parks Divisions on programs and events
Tracking	- Inspections - Routine maintenance - Special projects	Level of Service (i.e. acres, miles of trails, amenities, park type)	Equipment maintenance and lifecycle	Technology allows for easier tracking of Parks operations	Progress on goals and objectives
Opportunities	Identify and document a list of preferred vendors to contract out with when changing priorities and immediate needs arise	- Special Projects Crew to address immediate needs and priority changes - Define Open Space and trails standards and identify needs	Update an annual training calendar for Division needs at the end of the previous year to ensure time is dedicated and training is implemented	Identify opportunities to decrease windshield time and capture tracked data in real time	- Conduct training for Parks, Open Space and Forestry to identify opportunities, capture moments with camera phones, and important information to build content - Identify program development process and all instances where communication is necessary in the process.

Recreation & Aquatics					
	Process	Management	Resources	Technology	Communications
Strengths	- Teamwork is a high priority - Trust in processes and results - Aquatic control points are main focus of training - Developing quality programs for	- Supported by Leadership - Staff management of periods when there is high use and short staffed - Programs serve many segments of the community - Many partnerships to provide services	- Creative Staff - Partnerships - Staff not afraid to ask for help and supportive - Commitment to staff training for a great customer experience	- RecTrac, When to Work - iPads are used at Windsor Lake - Use of connect2 for syncing field data to workstation	- Regular meetings and monthly reporting - Activity Guide - Website update - Obtaining customer feedback and engagement - Customer Service is top notch
Challenges	- Different hours of Parks Division and Recreation Division when issues at parks - Temporary repairs are used during priority challenges with pools until time permits to address in full - Onboarding could be streamlined	- Making time to document when spending more time in the field - Additional responsibilities impact creativity and completing all responsibilities in a timely manner - Aquatic staffing levels when demand is high	- Attracting and retaining staff - Transportation for those who need services - Aging aquatic infrastructure	- Manual data entry is required to build reports across software applications for reporting - Maximizing existing software	Communication can become surface level and details missed when workload capacity is low
Tracking	- Facility workorders - Orientation progress	- Open hours - Scheduling of staff - Participation - Cost recovery - Age segments served - Program lifecycle - Community needs	- Training attendance - Mandatory certifications and training	Technology is used for tracking and reporting	- Social media likes, followers, shares and reach - Marketing methods used
Opportunities	- Document the Program Development process to include content development with Marketing - Develop onboarding checklist with priorities and have key staff assist with developing new employees	- Anticipate and manage priority changes and immediate needs as they arise - Develop a reward and recognition program for volunteers, seasonal and part-time employees	- Promote culture and investment in skills development in job postings - Program underutilized parks and spaces - Build capacity by contracting for recreation services	- Internal specialist and representative for each software is needed to train others and resolve issues - Explore software opportunities to streamline the customer feedback process	- Video content development and YouTube channel - Continue Activity Guide, Website and Social media as preferred methods to reach customers - Develop Recreation Lives here style guide and marketing plan

Culture					
	Process	Management	Resources	Technology	Communications
Strengths	• Creative programming is being developed to meet the needs of the community • Culture Division has evolved rather quickly to fill the needs	• Facility and program management is coordinated from location of services • Museum visits are free and the Culture Division is community-based programming	• Arts & Heritage Center • Boardwalk Park Museum buildings • Expertise of staff • Programming space is an intimate setting • Volunteers to assist the Division	• Use of software for operations and reporting	• Regularly develops content and collaborates with marketing coordinator to increase awareness • Supported internally and externally by Administration
Challenges	• Being removed from the bulk of the Recreation Division and Marketing requires extra effort to collaborate	• Managing the use of space with small spaces • Cohesive Culture Services Plan to identify and achieve best outcomes	• Ability to grow programming and services is limited by spaces within the historical buildings • Small volunteer core • Enough staff for open hours & outbuilding tours	• Challenges to updating historical buildings infrastructure and technology needs (electricity & temperature control, A/V capabilities)	• Awareness and reaching the outer edges of the community with culture programming to draw them in
Tracking	• agreements with artists and vendors	• Tracking participation, visitation and exhibits	• Cataloging artifacts • Volunteers and hours	• Technology is used to track important information	• Tracking reach and likes of social media posts
Opportunities	• Continue to build relationships and strengthen them within the Department	• Museums business plan to include cultural resources assessment, define Culture Division and set desired outcomes	• Conduct a capacity study to determine level of use in existing spaces and identify new locations to provide programs and service • Build volunteer program with recognition and reward	• As part of the business plan, identify cultural assets and improvements that are consistent with historical requirements and enhance the customer experience	• Develop an outreach and awareness campaign for Culture Division • Use the business plan and collateral created from the process to help convey the story of Culture and assets

Customer Service & Facilities					
	Process	Management	Resources	Technology	Communications
Strengths	- Flow of information - Teamwork and assistance in aspects of operation - Process has been developed for communicating when shift changes occur	- Safe and enjoyable environment - Unified vision and direction for customer service - Childcare staff are incredible - Good synergy with part-time staff as valued members of the team	- Trained to know answers or know where to get them for Department and Town - Staff take pride in the facility being top notch	- Have software system that checks in visitors and registration for programming (RecTrac) - Cartegraph and symanage are used for task management	- Great customer service - Strong relationships are built with customers and visitors - Continuous daily communication on facility needs
Challenges	- Demand and peak use times can keep some things from getting addressed - Refund policy and approach make it cumbersome for customers and programmers - So much to do, finer details can get missed	- Communication between the Recreation staff and front desk staff can breakdown periodically - Obtaining all the necessary forms from parents of kids in programs - Waitlists are used frequently - Demand and use of CRC make routine cleaning and maintenance challenging during operational hours	- Gym space open for memberships and not programmed heavily - When short-staffed, meeting the customer expectation on responsiveness is difficult - Lack of pool vehicle for maintenance needs - CRC takes about 60% of time and all other facilities 40%	- Signature pads freeze impacting customer experience - IT and functionality are inconsistent - During peak times, the front desk can be crowded	Customer service needs to be hands free to address customer needs when using the computer
Tracking	- Daily visitors through check-in - Changes to schedule	- Daily registration and revenues - E-commerce (online registration)	- Space use and availability - Childcare visits	Technology is used for tracking all business in the Community Recreation Center	Program changes and cancellations are tracked and relayed to participants
Opportunities	- Communicate any items that are unable to be addressed from shift to shift to keep them from falling out of sight - Update the refund policy to empower frontline staff to provide credits, if desired over a refund	- Find an electronic software to share and receive parental forms for youth programs - Waitlist strategy defining when to open an additional class or something for the inconvenience to customers placed on the waitlist	- Develop a culture of customer service across the Department with regular training - Additional indoor recreation space would alleviate the demand and make completing routine maintenance and repairs easier	Mobile registration kiosk in the recreation center to help demonstrate the online registration capabilities	- Video tutorial for use of website and registration to increase e-commerce - Consider earpieces for staff responding to phone calls and navigating the computer

6.2.4 CONCLUSION

In conclusion, the Town has a strong Department where the staff continues to develop skills to ensure they provide a quality system, exceptional customer service, and clean and well-maintained assets. The Department provides a great number of services to the community and with best practices in place is able to do so with a high level of efficiency and effectiveness. This is easier to achieve with the level of teamwork that exists within the Town Departments. In conducting this analysis, the following conclusions and recommendations are made to better position the Department for success moving forward to manage the expectation and continue delivering the quality services the community appreciates:

- **Processes:** The overarching theme is that the Department's high level of communication helps to overcome many challenges. These periods may be challenging with shifting priorities and some responsibilities being placed on hold but the Department has maintained a high level of satisfaction from the community. Procedures are impeded when priorities change and a strategy to minimize the overall impact to the system during these periods can help to reduce the challenge. Documenting this and other processes that have evolved will help manage the system during periods of attrition. In addition, updating the existing policies and procedures and training new employees on these will help continue the consistent delivery of services.
- **Management:** The overarching theme is the Department culture. The culture of teamwork, empowerment and support has allowed the staff to flourish within their respective Divisions. The level of creativity spans across all aspects of operations and staff challenge thinking to ensure the best outcome for the community is achieved. This culture provides much needed support during capacity challenges and the high demand for services. Capacity to meet the demand is one of the greatest challenges the Department is facing. If the Department is not able to grow as the community grows, the level of service will decline over time and have greater negative impacts to the quality of the system. It takes people to provide services to people. To address this, the Department should:
 - Promote the culture, development of employees and support in job postings as workplace culture to attract and retain qualified employees
 - Manage periods of vacant positions by continuing the teamwork developed to fill gaps
 - Identify pinch points in advance to determine if assistance from other Departments or if contracting out temporarily can assist with capacity
 - Develop a formal volunteer and recognition program. Building a volunteer core can help with some of the smaller (non-specialized) tasks during periods when capacity is low
- **Resources:** The level of support that the Town provides is impressive. The Department is in a period of transition and should continue to identify resources needed to maintain the level of service. This includes conducting a feasibility study of additional indoor recreation space that complements what currently exists. Without additional space, the capacity issues will continue and result in decreasing service quality and poorer customer experience.
- **Technology:** Technology development for devices and applications moves at a rapid pace. It requires focus on technology upgrades that increase productivity, cost efficiency, maximization of software components, and achieving outcomes to deliver on the Department's mission. The staff stay informed on new and innovative technologies to solve problems and improve services and it would be helpful for them to designate one or two employees to be software specialists serving:
 - As Department representative, resolving issues

- To schedule regular webinars with software providers as refresher training
 - To help orient new employees to the software during onboarding
- **Communications:** The Department has evolved well in communications over the last five years. There are inconsistencies in content development and telling their story. Divisions need training and scheduled work sessions to develop better content and see opportunities to make a connection with residents. A recent trend in the field of parks and recreation is to have the communications staff also develop and oversee the volunteer program. The key to effective volunteerism is communication. The Department could benefit from a volunteer newsletter that identifies upcoming opportunities and recognizes volunteers in the community.

CHAPTER SEVEN - OUTREACH AND MARKETING

As part of the Parks, Recreation and Culture Strategic Plan development process, the planning team performed an analysis of the marketing and communications services offered by Town of Windsor Department of Parks, Recreation and Culture (“Department”). The analysis offers an in-depth perspective of current marketing methods and helps identify strengths, challenges, and opportunities regarding marketing. The analysis also assists in identifying target segments, marketing gaps within the community, key system-wide issues, areas of improvement, and future marketing development.

The planning team based these program findings and comments from a review of information provided by the Department, website content, statistically significant survey feedback, demographic information, and discussions with staff. This report addresses the Marketing plan for the Strategic Plan.

7.1 BRANDING DEVELOPMENT

When building a brand that reflects an agency’s values, it is important to know that your brand identity is defined by how people perceive the services, the employees and the level of trust for quality services. Consistency in marketing, messaging, and positive customer interaction all build or reinforce the Department’s brand. Seeking behind the scenes photos and operational stories that demonstrate staff living the values and mission of the Department reinforce the brand. Being intentional about communicating and demonstrating your values yields results.

The development of “Recreation Lives Here” through the vision, mission and values workshop provides a new base to empower participation within the Department vision of becoming a leader in exceptional recreation experience by building community with the values of exceptional customer experiences, diversity, equity, inclusion, sustainability, innovation and fun.

New branding is still in the infancy stage, with logo update and a new website set as the first priority of the transition. The Department has had zero, anticipated, decline from the website change. Additions to come include a wrapped vehicle donated by Toyota, updated park signs, staff attire, and video series. Staff members have been given a quick guide while the full standard guide is being developed.

BRANDING STANDARDS

- Email signature protocol
- Flyer development standards (templates)
- Social Media guidelines & set-up
- Media inquiry & response guidelines
- Collateral material guidelines
- Department logo protocol (identity guidelines)

RESOURCE TOOLS

- Program Market & Promotion Methods
- Flyer checklist
- Department, partners, and sponsor logo database
- Media communication templates
- Flyer style guides
- Universal email signature template
- Banner do's and don'ts
- 90-day event checklist
- Marketing ROI model
- Marketing priorities/goals and outcomes
- Social Media Policy

POLICIES TO BE UPDATED/DEVELOPED

- **Earned Income Policy** including partnership/donations/crowdfunding
- Town/Department **Sponsorship Policy** to pursue additional system-wide, packages and long-term sponsorships opportunities.
- **Advertising and Media Buying Policy** pertaining especially to online advertising and media buying

7.2 MARKETING IN DEVELOPMENT

Below are some overall observations that stood out as the Department adopted “Recreation Lives Here,” developed through the Strategic Planning Processes:

- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: print program guides, the Department’s website, brochures and flyers, marquees, in-facility promotions/signage, banners over the road, and word of mouth as a part of the marketing mix.
- Department staff’s **responsibilities** include digital/social media strategy, content creation, photography, and implementation.
- **Key data points** are currently tracked including google analytics, social media engagement rates, in person opportunities/referrals, program registrations and rentals.

7.3 TARGET MARKET

Once the marketing goals and outcomes have been defined, it is important to have a clear definition of the target markets that will be the key revenue drivers. Discussions with staff, past utilization data, information sourced during strategic plans developed and data captured through various demographic sources have been used to define the primary and secondary target markets for the Department.

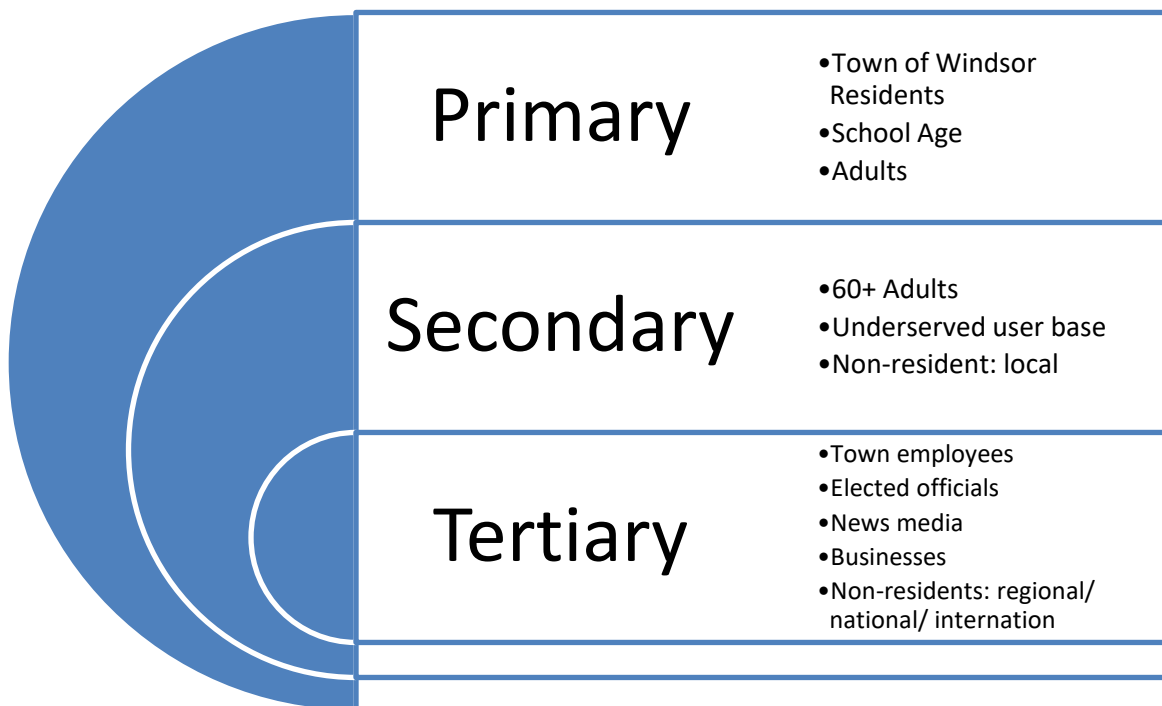
Market segmentation is critical to resource allocation and marketing messages are appropriately focused. It is important to understand that the Department cannot be all things to all people and by categorizing the universe of potential participants into specific categories, it can better focus its marketing efforts. Just like the programming needs drive the facility design, similarly the target markets should drive the marketing initiatives and methods used.

7.3.1 MARKET SEGMENTATION

The **Primary Target Market** is the group that consumes the primary program and facility offerings provided by the Department. These are the groups that have the greater spending emphasis and are primary contributors to the Department's bottom line. The chief focus of the marketing efforts ought to be towards this group.

The **Secondary Target Market** includes audiences that are currently smaller but have the potential to grow and, in some cases, become a primary target market in the future.

The **Tertiary Target Market** includes a small target audience that is important but constitutes a smaller component of the Department's overall user base. Their impact is often felt in terms of important decision-making roles or influencers impacting the primary and secondary target markets. The chart below depicts the target markets for the Department:



AGI

Figure 9: Target Markets

The table depicts each current age target markets for Core Programs. A full analysis of age segment can be found in the Program Assessment completed earlier in this process. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified. Primary are the main target of programs within a core program area, the age segment that benefits the most. Secondary is an age segment that is not the target of services, but are enticed to participate from either interest or specific marketing.

Age Segment Analysis	Active Adults	Aquatics	Classes	Dance & Cheer	Events	Fitness	Sports - Youth & Adult	UPWARD
Ages Targeted								
Preschool		P	P	P	P		S	
Elem. School (Grade K-5)		P	P	P	P		P	
Middle School (Grades 6-8)		P	P		P	S	P	
High School (Grades 9-12)		P	P		P	S	S	
Young Adult (Age 18-24)		P	P		P	P	P	P
Adults (25-44)		P	P		P	P	P	P
Middle-age Adults (Age 45-64)	P/S	S	P		P	P	P	S
Senior Adults (Ages 65+)	P	S	P		P	P	P	
Families		P	P		P	S		

Figure 10: Current Target Markets by Age

TARGET MARKET INSIGHT

As part of the community needs assessment, a statistically valid survey was utilized to gain insight into why households participate in programs and reasons preventing households from using services. When asked what the primary reasons that prevent their household from using parks, recreation facilities, and programs of the Department 28% indicated they do not have enough time, 23% indicated they do not know what is being offered, 20% indicated the program times were inconvenient and 18% indicated that classes were full.

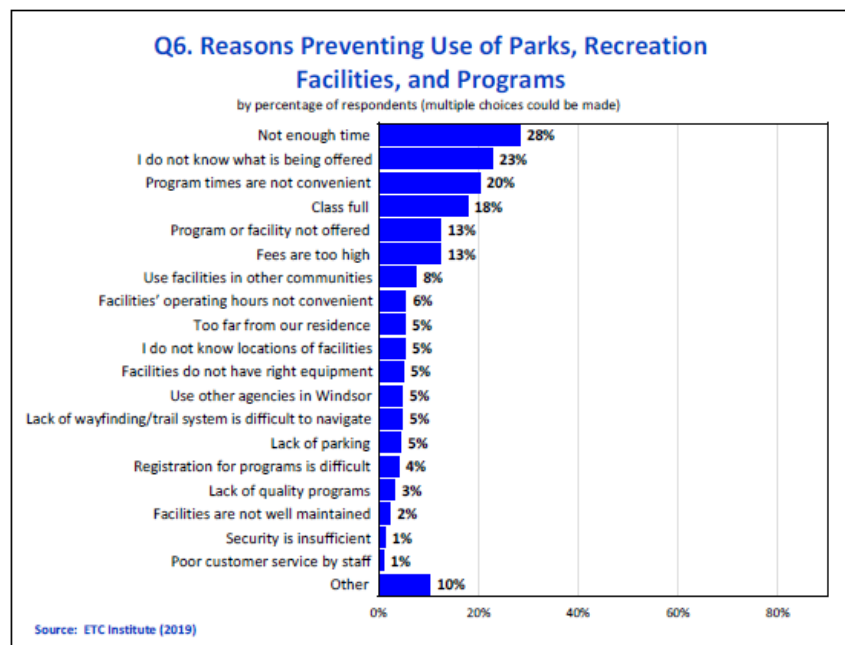


Figure 11: Preventing Use (ETC)

Recreation Lives Here was sparked through the Strategic Planning Process and the need to updated the website.

When looking at the national benchmark for this question, the phrase “I do not know what is being offered”, has a national average response of 34%, the Department is at 23%. This proves the current efforts produce better results than the national average. Addressing lack of awareness requires a sustained effort using all marketing methods available including cross promoting through partnerships.

As a follow up of respondents who did not know what was being offered, the Town respondents who did participate in programs and activities had 60% learn through word of mouth, 58% Parks, Recreation and Culture Guide, 54% from Town of Winsor website, 35% Social media, 18% Utility bill insert, 16% Email notification, 13% Newspaper, 11% Materials at Town facilities, 9% Conversation with staff, and 5% from Other.

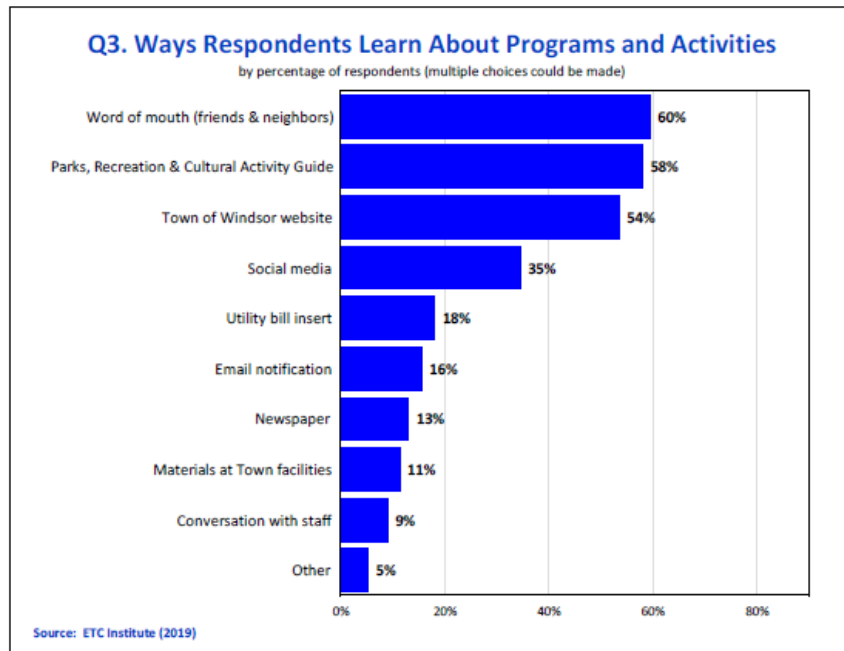


Figure 12: Learning About Programs & Activities (ETC)

CURRENT MARKETING METHODS

The Department currently communicates with residents through the use of media such as seasonal program guides (print and online), the Department website, flyers and brochures, email lists, and Marquees. In addition, the Department advertising across program areas in their facilities, some public service announcements, and through social media such as Facebook and Twitter. At present, recreation staff work with the marketing position shared with the Town.

Methods of Promotion				
Methods	Currently Used	Continue	Add	Eliminate
Program Guides (print)	X	X		
Program Guides (online)	X	X		
Website	X	X		
Smart Phone Enabled Site	X	X		
App			X	
Flyers and Brochures	X	X		
Direct Mail				X
Email Blast	X	X		
PSAs	X	X		
Marquees	X	X		
Paid Advertisements	X	X		
Radio	X	X		
TV			X	
On-Hold Pre-Programmed Phone Messages			X	
SMS Marketing			X	
Newsletters	X	X		
Special Events	X	X		
Word of Mouth	X	X		
In-Facility Promotions and Signage	X	X		
Facebook	X	X		
Twitter	X	X		
Flickr				
YouTube Channel			X	
Blogs / Vlogs				
Webinars			X	
Other - Community Calendars	X	X		
Other - REACH Digital	X	X		
Other - Press Releases	X	X		
Other - Banners	X	X		
Other - Feather Flags	X	X		
Other - Bathroom Flyers	X	X		

Figure 13: Current Methods of Promotion

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is recommended that the Department update the marketing plan that factors in current successes with centralized and decentralized processes that complements any efforts of the Town.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule (content calendar)
- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

Methods of Public Input and Customer Feedback			
Methods	Currently Used	Continue	Add
Pre-Program Evaluation (Lesson Plan)	Yes	Yes	
Post-Program Evaluation	Yes	Yes	
User Surveys	Yes	Yes	
Lost Customer Surveys	No		Yes
Focus Groups	Yes	Yes	
Statistically Valid Survey	Yes	Yes	
Website	Yes	Yes	
Online Survey (e.g. SurveyMonkey.com, Wufoo)	Yes	Yes	
In-park or on-site surveys	No		Yes
Crowdsourcing Peak Democracy, Chaordix, Mind Mixer etc.)	No	No	

Figure 14: Current Customer Input

WAYS PEOPLE LEARN OF PARKS AND RECREATION SERVICES

As part of the statistically-valid survey for the Department Strategic Plan, "most preferred source of information," was asked as a multiple-choice question with more than one answer available to be selected. Parks, Recreation & Culture Activity Guide was the top selected responses followed by Town of Windsor website.

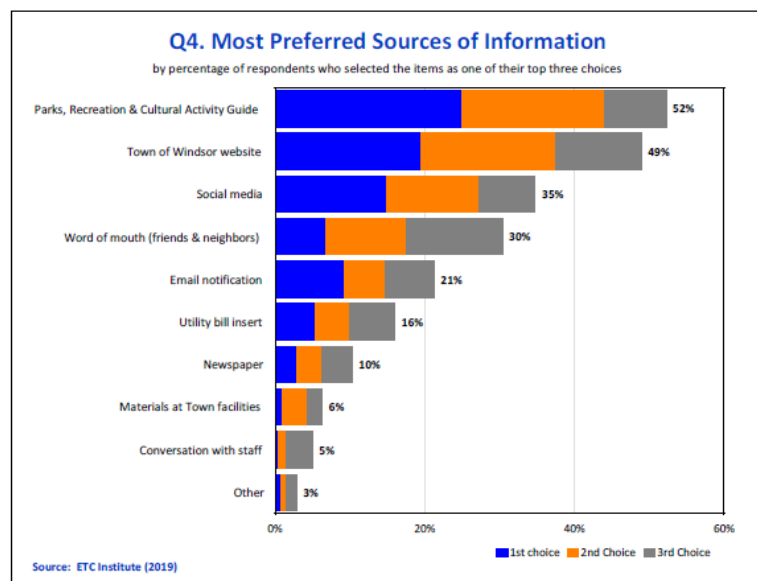


Figure 15: Most Preferred Information Source (ETC)

7.3.2 MARKET DEMOGRAPHIC & TRENDS

To ensure effective marketing outreach and strategies for a target market in the Town of Windsor and the service area, it is important to determine the size of the market and their key demographics. A full demographic report with community and regional trends can be reviewed in Market Analysis of this strategic plan. This summary serves to develop an understanding of the Department's offerings to national and regional trends to align services with community need.

DEMOGRAPHICS SUMMARY

- The Town's **population annual growth rate** (5.38%) is higher than the U.S.'s (0.85%) growth rate.
- Windsor's **household annual growth rate** (5.22%) is also significantly higher than the national (0.80%) average.
- The Town's **racial distribution** has White Alone (93%) population with 10% identifying with Hispanic/Latino ethnicity, when compared to national percentage distribution: White Alone (69.6%) with 18.3% identifying with Hispanic/Latino ethnicity.
- The Town's **per capita income** (\$42,066), as well as the **median house income** (\$88,472) is well above average, when compared to the U.S.'s income characteristics (\$33,028 & \$60,548).

NATIONAL TRENDS SUMMARY

National Trends that are also trends in Windsor are in bold and italicized in the table below.

General Sports	General Fitness	Outdoor Recreation	Aquatics	Water Sports
<i>Basketball 24.2M</i>	<i>Walking 111.1M</i>	<i>Hiking 47.9M</i>	<i>Swimming Fitness 27.6M</i>	<i>Kayaking 11.0M</i>
<i>Golf 23.8M</i>	Treadmill 53.7M	<i>Bicycling (Road) 39.0M</i>	<i>Aquatic Exercise 10.5M</i>	<i>Canoeing 9.1M</i>
<i>Tennis 17.8M</i>	<i>Free Weights 51.3M</i>	Fishing (Freshwater) 39.0M	Swimming Competition 3.0M	Snorkeling 7.8M
<i>Baseball 15.9M</i>	<i>Run/Jog 49.5M</i>	Camping 27.4M		Jet Skiing 5.3M
<i>Soccer 11.4M</i>	Stationary Cycling 36.7M	RV Camping 16.0M		Sailing 3.8M

REGIONAL TRENDS SUMMARY

Regional Trends from parks and recreation agencies that are also offered in Windsor are in bold and italicized in the table below.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Midwest Region (% of agencies offering)
• <i>Team sports (86%)</i>	• <i>Team sports (88%)</i>
• <i>Themed special events (84%)</i>	• <i>Aquatics (88%)</i>
• <i>Social recreation events (81%)</i>	• <i>Fitness enhancement classes (84%)</i>
• <i>Fitness enhancement classes (78%)</i>	• <i>Health and wellness education (81%)</i>

- *Health and wellness education (78%)*

- *Themed special events 79%*

TARGET PROGRAM FOR CHILDREN, SENIOR, AND PEOPLE WITH DISABILITIES SUMMARY

Target programs for children, seniors and people with disabilities that are offered from the Department, are in bold and italicized in the table below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Midwest Region (% of agencies offering)
• Summer camp (84%)	• <i>Senior programs (78%)</i>
• <i>Senior programs (79%)</i>	• Summer camp (69%)
• Teen programs (63%)	• <i>Programs for people with disabilities (61%)</i>

LOCAL MARKET POTENTIAL INDEX (MPI)

The following data show sport and leisure market potential data for the Town's service area, as provided by ESRI. A full look at recreation trends can be found in the Market Analysis completed earlier in this process. A Market Potential Index (MPI) measures the probable demand for a product or service within the Town of Windsor. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The Town is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

GENERAL SPORTS MARKET

When analyzing the general sports MPI chart, Golf (133 MPI), Tennis (126 MPI), and Baseball (117 MPI) are the most popular sports amongst Town residents when compared to the national average.

FITNESS MARKET POTENTIAL

The fitness MPI chart shows Yoga (145 MPI), Weight Lifting (142 MPI), and Jogging/Running (136 MPI) as the most popular activities amongst Windsor residents when compared to the national average.

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Hiking (138 MPI), Bicycling-Road (131 MPI) and Bicycling-Mountain (124 MPI) are the most popular activities amongst Town residents when compared to the national average.

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows Went to art gallery in last 12 months (143 MPI), Went to museum in last 12 months (139 MPI), and Played Board Games in last 12 months (133 MPI) as the most popular activities amongst Windsor residents when compared to the national average.

7.4 DIGITAL MARKETING

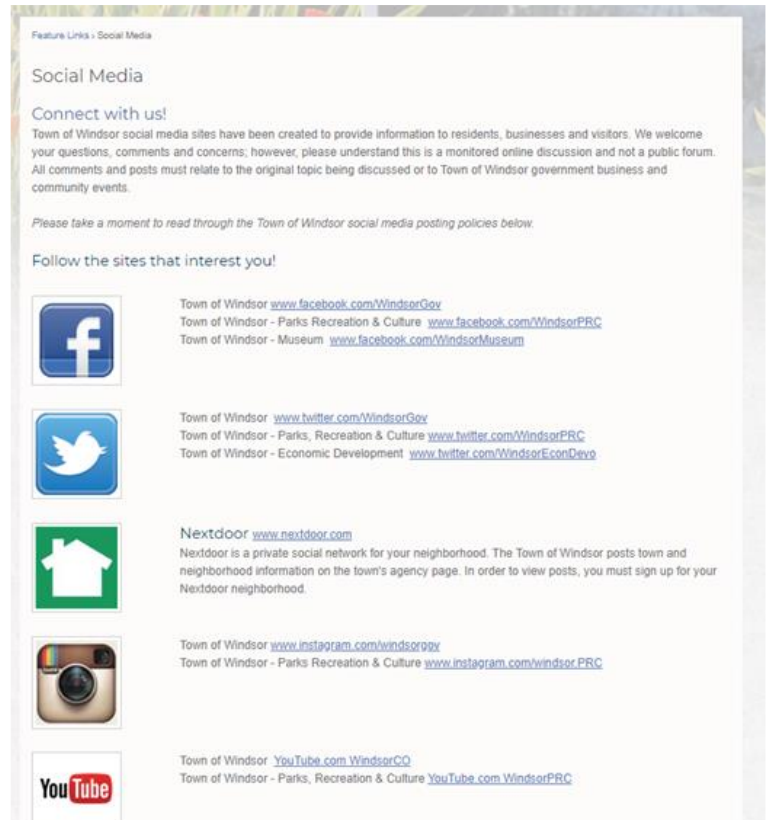
The Department has achieved success in digital marketing but are limited in resources to master the current level of marketing and communications. The current approach is the limit given the marketing staff's capacity. They are hoping to develop training for Department staff to help staff develop better content through highlighting the Features, Advantages and Benefit (FAB) of each post to tell their story. Enhancing customer engagement to a higher level and digital marketing to the next level requires greater focus on developing brand recognition.

The best delivery method for building the brand recognition and telling the Department's story is through digital marketing. Digital marketing allows the Department to keep messaging fresh and update the story easily when something new that demonstrates the values is being implemented. Print marketing does not allow quick and real time updates to the story. Social media is a good example of this as it provides the platform to consistently share behind the scenes activities and reinforce the brand on a weekly, if not daily basis.

7.4.1 SOCIAL MEDIA TRENDS

The Department has great use of Web 2.0 technology with Facebook, Instagram, Twitter, YouTube, and NextDoor. Currently, twitter is being phased out within the Department but will be maintained by the Town for emergencies. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

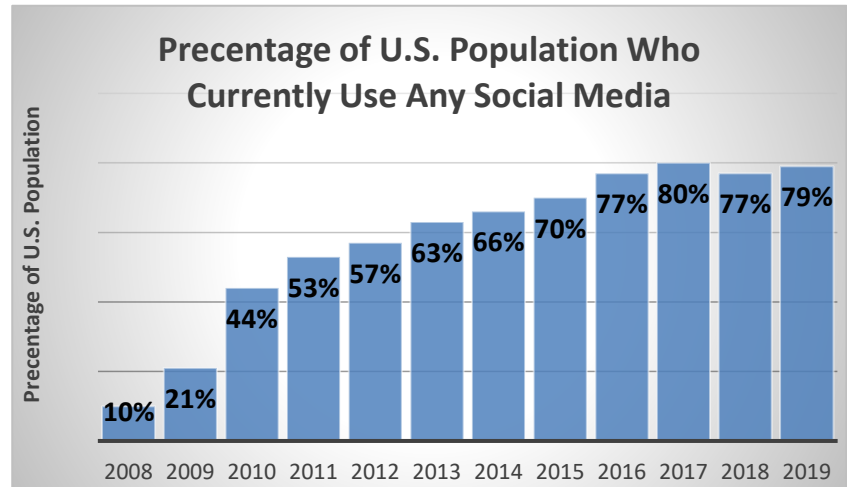
- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the Department's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is use for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal.
 - Some existing resources include mindmixer.com and peakdemocracy.com which can be evaluated if the Department has the resources and can utilize it on an on-going basis.
 - Crowdsourcing options could include printing program guides or developing marketing material
- Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal. It is best practice to work with a third party (friends' group/civic organization) to lead this effort. It is important to be cautious and have a contingency plan if the efforts do not raise the money needed for the initiative.



- [kickstarter.org](https://www.kickstarter.org) / [indiegogo.com](https://www.indiegogo.com) / [razoo.com](https://www.razoo.com) these sites help bring small amounts of money together to create needed capital.
- Maximize the website's revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department's Social Media Trends

Social Media Users

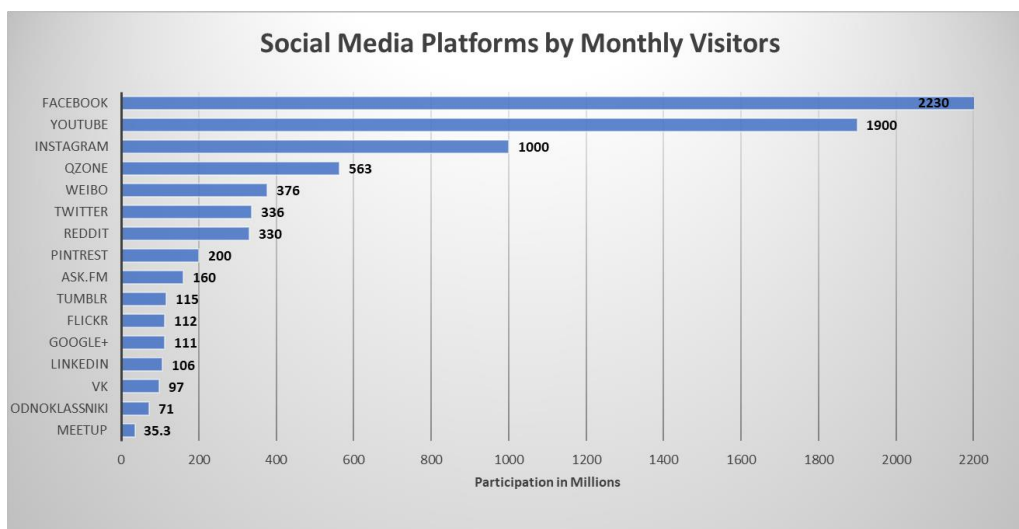
Over the last decade, social media has become one of the Country's fastest growing trends. It has grown from only ten percent of the country using social media in 2008 to an estimated seventy-nine percent of the U.S. population currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to continue to take advantage of these marketing opportunities and new ones that emerge. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.



Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

Social Media Platforms

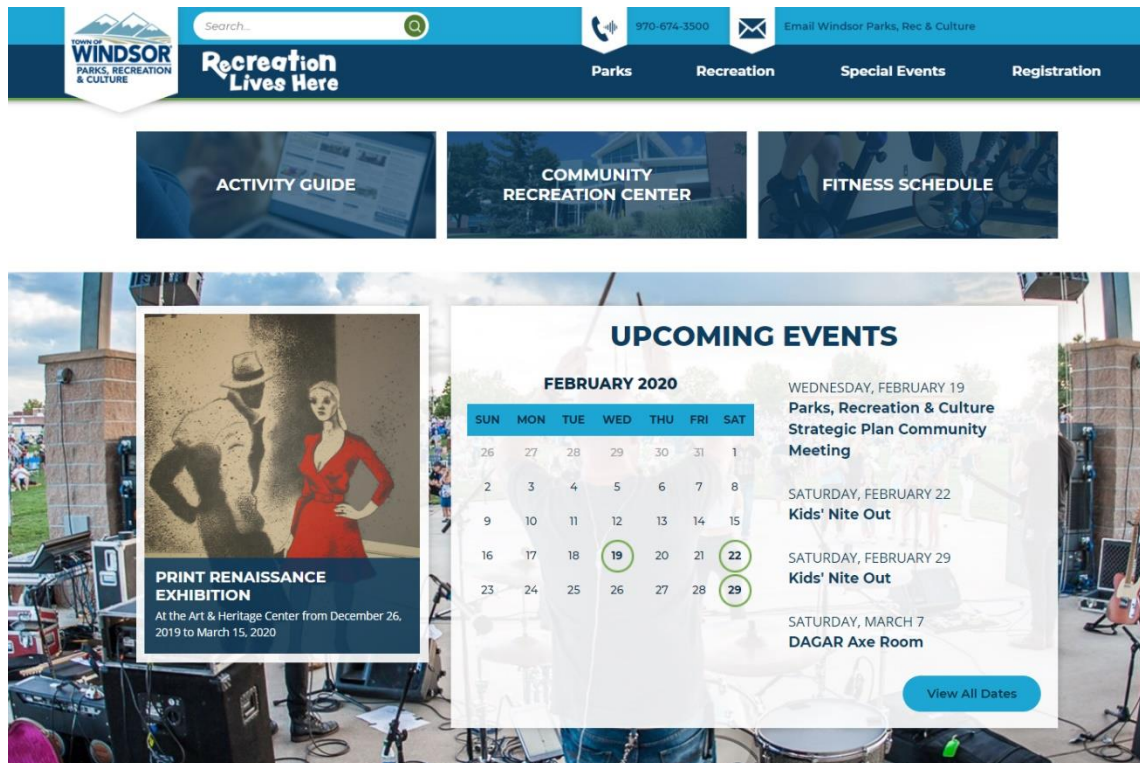
Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month with YouTube coming in second with 1.9 billion visitors per month.



Source: <https://www.statista.com/topics/2237/internet-usage-in-the-united-states/>

7.4.2 WEBSITE

The updated website “Recreation Lives Here,” has an easy to navigate clear direction. The top two banners help navigate between communication and action items (Parks, Recreation, Special Events and Registration). The mid-section of the home page is a Department calendar to keep the public engaged in the next bid even. Articles relating the Department follow the calendar. The page finishes with a clear strong message of the Mission, Vision and Values of the Department.



The focus on a brand is stronger when the values of the people behind the brand are known by the consumer. Consistently showing the human side of the brand and people working for the company living their values and the organization mission is something all humans can relate to. These relatable moments are reinforced when actually experienced by customers through interactions. This makes it important to train staff on the culture, storytelling and customer service. Let's use the values of the “Recreation Lives Here.”

- Exceptional Customer Experiences
- Diversity, Equity, Inclusion
- Sustainability
- Innovation
- Fun

Capturing a picture of staff having a pleasant interaction with customers allows for demonstrating two values, the exceptional customer experience and inclusion. This is where training staff to identify opportunities to share the story demonstrates the Department's commitment to their values. These posts with content that share a unique perspective and inside look through pictures will subsequently reinforce the brand with readers and viewers of the content.

7.5 RESOURCE REQUIREMENT

7.5.1 BUDGET

From a budget standpoint, the benchmark for best-in-class agencies is 2% - 3% of the operating budget allocated towards marketing activities. Currently, the Department's spending on marketing activities is \$.56 per Resident in 2018 which is (.13%).

Additional funding sources outside of dedicated Department spending should be evaluated to support the resource requirements. This could include leveraging resources for earned income through partnerships, foundations and sponsorships. It could also include tapping into an appropriate volunteer base who could help create pathways for fundraising and advocacy.

Best practice priorities to build marketing and branding resources begin with allocating dollars towards marketing within the budget, defining the marketing staff levels and budgeting for continued education, advance technology for automation and alerts, invest in marketing partnerships, and contracting for the development of collateral materials.

The following are some of the investments that can help bolster marketing efforts:

- Continue to implement a logo and style guide to ensure a consistent look
- Ensure dedicated staffing to achieve the outcomes
- Invest in professional design and copywriting support (contract services)
- Provide ongoing training to staff beginning during orientation and building in refresher-training on content development, taking pictures, and the overall culture and values that need to be shared in marketing and communications.
- Marketing & Communications is what you should think of first. Involve marketing and communications in the very beginning of initiatives and projects.

It is normal to be hesitant about making the financial investment in marketing. Keep this case study in mind: Genesee County Parks and Recreation, Michigan. This agency first conducted a marketing return on investment (ROI) analysis a few years ago by assessing its direct spending on all advertising for its Halloween event. It tracked total print and digital spending on Halloween ads by region and compared it to total visitors from those areas to this event.

The agency found that \$31,000 in marketing and advertising spending resulted in more than 32,000 visitors, generating revenues of \$424,000 through direct ticket sales, for an ROI of more than \$13 in revenue for every marketing and advertising dollar spent. A similar assessment conducted across all its other events resulted in an ROI ranging from \$2 to \$12.71 in direct revenue generated per dollar spent on marketing/advertising. (Bhatt, 2017)

7.5.2 STAFFING

From a staffing perspective, an agency the size of the Department should have at least one full time staff dedicated toward marketing efforts. Currently the Department has one Marketing Coordinator that spends 3 out of the 5 days at the Town Hall Complex and only two days with the Department. To build the brand and increase awareness through digital marketing, the Department needs about 60 hours of dedicated time. This dedicated time could come from positions like these:

Brand Manager (Advertising / Promotions / ROI and Analytics) - Responsible for the Implementation of the strategic direction for the Department only. This position will also lead the development of advertising and promotions strategies. It will track the effectiveness of the implementation process through analytics, return on investment and performance metrics.

Key facets include deciding what and how should data be tracked. This should be extended to all data collected through web analytics, email campaigns, SMS marketing, social media, marketing automation, search engine optimization and other mediums. This information would be shared with the internal team to continue design of future promotions and tailor the message based on the findings from the data captured. This position will also liaise with the Town's HR or training and development team to develop on-going training programs for Windsor's staff and with the PIO to ensure the messaging is consistent with the Town's overall branding requirements.

Marketing Coordinator (Content Design and Development Support) Part-Time - This position is responsible for content design and development and providing support services to the Town of Windsor team and program staff. The primary area of support will be for marketing initiatives online including website maintenance and updates. The ancillary area of support will be for the print collateral and material required for the print media as well.

Often, marketing is disconnected from the financial results of the organization and there is a lack of alignment between marketing efforts and resources invested. Having a good understanding of the financial results achieved from the marketing efforts, provide the staff and Department an understanding of the effectiveness of the marketing mediums used. There should be a correlation between marketing dollars and targeted areas that have the greatest potential to produce revenue, reinforce the brand or enhance brand visibility.

Marketing staff tend to be deluged with requests, and it is hard to determine what one can do and what one cannot do, in terms of resource allocation. It often results in a more reactive approach with the focus on an individual activity such as producing a marketing flyer or updating the website.

To that end, it would be helpful for the team to provide an internal customer orientation to ensure the developed marketing process is understood. On an annual basis, the marketing team should lead a meeting to review upcoming year's goals and objectives, which will keep everyone on the same page. Additionally, working closely with technology staff, in terms of monitoring customer registration processes, web usage patterns and data mining to measure marketing effectiveness is recommended.

Social Media and Crowdsourcing Head (Intern) - This could be an internship program for a student to work with the Town of Windsor in monitoring social media engagement efforts, keeping up with technology trends, mining the internet for crowdsourced data to gauge public opinion about Department's offerings, develop messages responding to their opinion and support the team in tracking social media ROI or as required. The internship can be established in partnership with local colleges and universities degree programs in communications, computer and information technology, design and graphics, digital design and web development.

7.6 MARKETING RETURN ON INVESTMENT

Focusing on Return on Investment (ROI) for all marketing spending may assist with cost recovery goals. While it may be unrealistic to be able to accurately track the return on all marketing, it would be useful to establish certain tracking measures that would help the staff make informed decisions. The following section outlines the process that provides the ROI template that could be used to evaluate the Department's marketing vision.

7.6.1 RETURN ON INVESTMENT PROCESS

The process recommendations to track user information and participation metrics include:

Encourage user sign-up for email database: Provide incentives through discounts, promotions or contests through the website alone. An example would be to offer early bird registration for programs through the website only. This would help identify the effectiveness of all automated or email marketing and help identify 'open' and 'click through' rates.

Social Networking Groups: Those who are 'fans' on Facebook (eventually 'Followers' on Twitter, Pinterest or Instagram) could also be provided specific incentives, similar to email blasts, to sign up.

Web analytics (e.g. Google Analytics): As mentioned earlier, Google Analytics can continue to help the Department identify the most popular pages, and sections or sub-sections that users view. Additionally, information regarding key words entered into search engines to locate web sites driving the most traffic to the Recreation Lives Here site should be tracked.

Track sources of information during registration, special events and at facilities: Ensure every program registration format obtains the source of information that drove the participant to sign up for the program. During special events, utilize the volunteer base to conduct intercept surveys using iPads or tablets and identify participant data. Data could include 'how they heard about the program or event', 'where they were coming from', 'length of stay', 'anticipated spending' and 'willingness to be a part of future correspondence about promotions or incentives from the Department.

Build database identifying sources of information for participants and corresponding revenue generated: By developing the database that documents the sources of information used by respondents and the corresponding fee / dollar spending for those programs. Potentially, being able to identify individual marketing methods and the corresponding revenue generated through the participants.

Document true costs of marketing: Utilize the currently used Cost of Service Model's structure to track true costs of marketing for a specific activity or program, event, or facility. The true cost would include all direct costs associated with the activity including cost of printing, mailing, buying advertisements etc. True cost would also include direct and overhead staff time allocated.

7.6.2 TRACKING RETURN ON INVESTMENT

The Planning Team has developed a basic formula and a sample of a model that may help staff track and calculate ROI

The model below should be developed in excel with calculating equations.

Marketing ROI = Contribution (\$) generated from external referred customer

(\$)

 for staff interaction & other costs to manage & engage in the process

Email Marketing		Direct Marketing	
	Input		Input
Total # of Emails	2,500	Total # of Postcards sent	10,000
Total Cost	\$500.00	Total Cost	\$2,500.00
Response Rate (%)	30%	Response Rate (%)	10%
Conversation Rate	10%	Conversion Rate	10%
Average Spending by buyer (\$)	\$20.00	Average Spending by buyer (\$)	\$12.00
	Output		Output
Total # of emails	2,500	Total # of Postcards	10,000
Total Cost	\$500	Total Cost	\$2,500
Cost/Unit	\$0.20	Cost/Unit	\$0.25
Response Rate (%)	30%	Response Rate (%)	10%
# of Responses	750	# of Responses	1,000
Cost/Responses	\$1.00	Cost/Responses	\$3.00
Conversion Rate (%)	10%	Conversion Rate (%)	10%
# of Buyers	75	# of Buyers	100
Cost/Buyer (\$)	\$6.67	Cost/Buyer (\$)	\$25.00
Revenue Generated	\$1,500.00	Revenue Generated	\$1,200.00
Net Profit/Loss	\$1,000.00	Net Profit/Loss	(\$1,300)

- Figures in the table above are not actual and are only used to demonstrate use of the template
- Response Rate (% of responses expected from the total list)
- Conversion Rate (% of respondents that will make a purchase)
- Buyers=Participants

7.6.3 SOCIAL MEDIA ROI

It is now possible to quantify the impact of the social media strategies that the Department uses and their effect in building engagement. The eventual goal of any social media is to convert ‘followers’ and ‘friends’ into purchasers.

Google Analytics provides Social Reports for three key areas and are very effective in measuring the ROI of Social Media strategies:

- **Social Conversions Report** - this shows conversion rates and monetary value of conversions that occurred due to social network visitations.
- **Social Sources Report** - this shows which social networks refer the highest quality traffic. Clearer identification helps refine social strategy and time and resource allocation towards individual networks.
- **Social Sharing Report** - this tracks the extent to which content on the website and on external social sites is shared. The more content is shared, the higher its effectiveness.

7.7 MARKETING CONCLUSION

The data analysis and strategies are meant to help the Department build long-term customer relationships through telling a compelling story that inspires your community to participate, support operations and development and advocate for improvement of its park and recreation services. The following strategies will help Windsor continue the forward progress in marketing that has been established for Parks, Recreation & Culture Services. These recommendations should also be used to develop a communication plan for the completed Strategic Plan and the annual updates to the community on the future of the Department.

- From a **marketing and promotions** standpoint, continue to maintain a diverse marketing mix. This includes continuing the site/core service specific communications plans. Overall the Department should develop a marketing plan that supports cost recovery or community services goals. Make sure this plan shares the spotlight celebrating the Department successes; annual reports, services provided, and volunteer recognition with the public across all platforms. The Department could better identify marketing return on investment (ROI) for all marketing initiatives. As well as, find opportunities to increase the number of cross-promotions internally.
- Consider the addition of a full-time **marketing & communications position** to prioritize existing staff efforts, help protect the brand, and consistently engage the citizens / visitors on social media with contests, throwback Thursdays (history of park system development).
- Continue to **train** Department staff. Develop training on marketing and communication best practices in content development, identifying opportunities to tell the Department’s story, and taking great pictures with a camera phone.
- Update the **marketing plan** specifically for the Department to include the components identified above; marketing tools, standards, guidelines and policies to create one culture or brand.
- Establish **priority segments** to target in terms of new program/service development and communication tactics.
- Establish and review regularly **performance measures** for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.

- Leverage **relationships with partners** to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Develop an **ROI** workbook to help staff make strategic decisions about marketing to improve staff capacity, cost recovery and mission of the Department.
- Use the community wide survey data identifying the preferred ways households learn of the Department's activities to select the most appropriate method to reach your target markets for core program areas.
- Use collateral (tables, graphs, and charts) created from the Strategic Plan Process to help tell your story.

CHAPTER EIGHT – FUNDING & REVENUE STRATEGIES

The following sources are financial options for the Town of Windsor to consider in identifying funds to support the recommendations outlined in the Strategic Plan. Some of these funding sources may already be in use. Conversely, some may not have precedence in the state of Colorado, but could be pursued through legislative means, should the community see the value in accessing these funding sources. Regardless, this list is intended to serve as a resource to fit a variety of project-, operational-, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.

8.1 EXTERNAL FUNDING SOURCES

CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

CROWDFUNDING

Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org and www.razoo.com etc.

PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a governmental entity, or a private business and a governmental entity. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

CONSERVANCIES

These are organized fund raising and operational groups who raise money for individual signature parks and or attractions such as zoo's, regional parks. There are over two thousand conservancies in the United States now.

FOUNDATIONS / GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

PRIVATE DONATIONS

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the organization in a trust fund that allows the fund to grow over a period of time and then is available for the organization to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

FRIENDS' GROUPS

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

VOLUNTEERISM

The revenue source is an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. This reduces the organization's cost in providing the service plus it builds advocacy into the system.

SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

8.2 CAPITAL FEES

CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off.

DEDICATED/DEVELOPMENT/REDEVELOPMENT FEES

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc. Additionally, redevelopment fees are attained from the property tax increase that comes from the development of trails, signature parks and destination facilities. (E.g. Atlanta / Charlotte)

IMPACT FEES / RETAIL IMPACT FEES

These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility. Retail Impact fees are based on retail development like hotels on parks system land.

8.3 USER FEES

RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

FEES AND CHARGES

The organization must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This could include program fees and daily fees for access to public owned facilities and parks.

TICKET SALES AND ADMISSIONS

This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help off-set operational costs.

PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. Agencies either receives a set amount of money or a percentage of the gross service that is being provided.

RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

EQUIPMENT RENTAL

The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, boats etc. that are used for recreation purposes.

8.4 GRANTS

THE DENVER FOUNDATIONS

This foundation has been supporting Health, Education, Human Services, Community and Economic Development, Environment, Philanthropy, Art and Culture, Public Safety Religion and Information and Communication.

DANIELS FUND

This organization helps fund Education, Human Services, Health, Sports and Recreation, Community and Economic Development, Public Affairs, Philanthropy, Art and Culture, Science, and Religion.

TEMPLE HOYNE BUELL FOUNDATION

Supports Human Services, Education, Health, Information and Communication, Public Affairs, Community and Economic Development, Sports and Recreation, Philanthropy, Art and Culture and Public Safety.

EL POMAR FOUNDATION

Supports Sports and Recreation, Human Services, Art and Culture, Education, Health, Public Affairs, Community and Economic Development, Philanthropy, Environment and Public Safety.

THE KENNETH KING FOUNDATION

Human Services, Community and Economic Development, Health, Education, Arts and Culture, Agriculture, Fishing and Forestry, Science, Information and Communication, Religion.

OTTERCARES FOUNDATION

Supports Education, Human Services, Community and Economic Development Science, Sports and Recreation, Health, Environment, Philanthropy, Art and Culture and International Relations.

There are over 250 foundation in the state of Colorado that support Sports and Recreation. About 150 foundations that support agriculture, fishing and forestry. These grants can range from \$500 to a few thousand dollars. The list above was the first few that came with the search of parks grants in Colorado.

FOREST RESTORATION & WILDFIRE RISK MITIGATION GRANT PROGRAM (FRWRM):

Established through Senate Bill 17-050 to provide state support to reduce risk of wildfires, promote forest health and encourage utilization of woody material for traditional forest products and biomass energy.

COLORADO STATE FORESTRY SERVICES (CSFS)

Forest Ag, Forest Legacy Program, Forest Stewardship Program and Tree Farm Programs are potential opportunities to assist and protect the Department's forested areas. CSFS also provides a Grant & Assistance Database that is a free seek out information on grants that are funded by federal and state programs.

LAND & WATER CONSERVATION FUND (LWCF)

LWCF is a grant administered by the Colorado Department of Natural Resources. The funds come from the Federal Government that is received for drilling rights off the cost of the United States. Up to 50 percent reimbursement for outdoor recreation projects. Colorado reviews LWCF grant applications and submits recommended projects to the National Park Service for final approval. All recommended projects must be in accord with Colorado's SCORP priorities

RECREATIONAL TRAILS PROGRAM

For development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.

LOCAL NONPROFIT FOUNDATION GRANTS

These nonprofit foundations raise money through community foundations for parks and help support local park foundations on a local and regional level.

PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDING

Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.

8.5 TAX SUPPORT

PROPERTY TAXES

This is ad valorem taxes on real property.

HOTEL, MOTEL AND RESTAURANT TAX

Tax based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

SALES TAX

This existing revenue source has been very successful in funding the park system in Frisco, TX. This tax is very popular in high traffic tourism type cities and with county and state parks.

FOOD & BEVERAGE TAX

This tax support is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

PUBLIC IMPROVEMENT DISTRICT (PID)

New developments can establish a Public Improvement District (PID) when authorized by the Town Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

8.6 FRANCHISES AND LICENSES

CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the organization. Also, many organizations have their own catering service and receive a percentage of dollars off the sale of their food.

POURING RIGHTS

Private soft drink companies that execute agreements with organizations for exclusive pouring rights within facilities. A portion of the gross sales goes back to the organization. The City of Westfield, IN signed a 10 year, \$2 million pouring rights deal at their sports complex with Pepsi.

CONCESSION MANAGEMENT

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The organization either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

PRIVATE CONCESSIONAIRES

This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the organization.

NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

LAND LEASE

Land lease is a **lease** agreement that permits the tenant to use a piece of **land** owned by the landlord in exchange for rent. **Land leases** work very similarly to the way traditional property **leases** operate. In the parks and recreation industry land leases have been entered into for restaurants in destination parks, for an organization to provide services the agency does not have the means to provide, and to compliment a signature facility with recreational retail, health & wellness businesses, and hotels.

LEASEBACKS

Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs.

EASEMENTS

This revenue source is available when the Town allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the Town on an annual basis.

ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in an organization's print materials, on scoreboards, dasher boards and other visible products or services that are consumable or permanent and exposes the product or service to many people.

INTERLOCAL AGREEMENTS

Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

CHAPTER NINE – STRATEGIC RECOMMENDATIONS

Based on an iterative visioning process with staff combined with the community input, demographics and trends and an analysis of the Department's programs, maintenance and operations and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were identified by the staff.

9.1 CORE VALUES

The five core values that will guide the Department's actions in the future are:

1. Exceptional Customer Experience
2. Diversity, Equity and Inclusion
3. Innovation
4. Sustainability
5. FUN

9.2 VISION

The Department's Vision is:

"To be the national leader in exceptional recreation experiences."

9.3 MISSION

The Department's Mission is:

"To Build Community"

9.4 BIG MOVES

The following are the five Big Moves that will shape the Plan's Road Map. These are the signature action items, both internal and external focused, that will help the Department stay true to its Core Values and realize its Vision and Mission as they serve the Windsor community.

Enhance culture of Customer Service excellence - Provide multi-year Customer Service Training for the entire Department to continue its focus on serving the internal and external customers in the best way possible

Focus on planning and executing - Develop Master Plans for specific sites and business plans for all Major Functions and Services

Funding - Identify dedicated funding sources and start a Parks Foundation to support the Department's funding goals (e.g. public funding, community support, partnerships etc.)

New Signature Facility - conduct a feasibility study and business plan to identify the viability of a new signature facility (e.g. Fieldhouse, Cultural center or Arts Facility etc.) that complements the current recreation center to provide additional recreation space in the community

Technology - ensure the integration of technology into all aspects of operations

9.5 STRATEGIC ACTION PLAN RECOMMENDATIONS

The following are the recommended key strategies by each of the major functional areas. The detailed tactics and implementation plan will be developed by department staff and updated on an on-going basis in the future.

9.5.1 PROGRAMMING STRATEGIES

- Enhance specialty programming (e.g. Farmer's Market, special events, outdoor adventure etc.)
- Develop a decision matrix to determine go, no go - process
- Integrate technology focused on increasing customer satisfaction and operational efficiency
- Develop a dynamic pricing approach to maximize participation and revenue generation
- Program underutilized outdoor spaces within the park system

9.5.2 FACILITIES AND AMENITIES STRATEGIES

- Align priorities with community needs (e.g. splashpad, indoor recreation spaces etc.)
- Establish priorities to update aging amenities
- Enhance trail crossings and crosswalks for visibility and safety improvements
- Implement the Museum Plan and conduct a Cultural Resources Assessment
- Conduct a facility capacity study to identify underutilized areas to repurpose
- Identify and document the priorities for facility use (membership vs. rentals, internal programming vs. external programming)

9.5.3 PARKS, OPEN SPACE, TRAILS AND FORESTRY STRATEGIES

- Align priorities with community needs (e.g. Open space, River Access, walking / hiking / mountain bike trails, paved greenways)
- Develop parks and maintenance standards around values, contract expectations and accessibility
- Design site master plans for all future parks and open space
- Develop an EAB Mitigation Plan
- Display signage to enhance wayfinding, make trail access points more visible and extend the Department's brand
- Identify potential open space for acquisition

9.5.4 MAINTENANCE AND OPERATIONS STRATEGIES

- Initiate a department succession plan for each level of staff
- Build annual staff training calendar and onboarding checklist
- Develop Cultural Resources asset preservation plan and routine maintenance to help preserve historical assets
- Develop a five-year personnel plan to ensure staffing levels match the growth of the system
- Design a formal volunteer program and include opportunities in maintenance

9.5.5 FUNDING STRATEGIES

- Establish Windsor Parks, Recreation & Culture Foundation
- Annually review fees and charges to amend as needed
- Explore 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
- Explore additional grant opportunities
- Identify dedicated funding sources

APPENDIX A – LIFEMODE GROUPS' CHARACTERISTICS

LifeMode 1: Affluent Estates	Segments
-Established wealth - educated, well-traveled married couples -Accustomed to "more": less than 10% of all households, with 20% of household income -Homeowners (almost 90%), with mortgages (70%) -Married couple families with children ranging from grade school to college -Expect quality; invest in time-saving services -Participate actively in their communities -Active in sports and enthusiastic travelers	Top Tier
	Professional Pride
	Boomburbs
	Savvy Suburbanites
	Exurbanites

LifeMode 2: Upscale Avenues	Segments
-Prosperous married couples living in older suburban enclaves -Ambitious and hard-working -Homeowners (70%) prefer denser, more urban settings with older homes and a large share of townhomes -A more diverse population, primarily married couples, many with older children -Financially responsible, but still indulge in casino gambling and lotto tickets -Serious shoppers, from Nordstrom's to Marshalls or DSW, that appreciate quality, and bargains -Active in fitness pursuits like bicycling, jogging and aerobics -Also the top market for premium movie channels like HBO and Starz	Urban Chic
	Pleasantville
	Pacific Heights
	Enterprising Professionals

LifeMode 3: Uptown Individuals	Segments
-Young, successful singles in the city -Intelligent (best educated market), hard-working (highest rate of labor force participation) and averse to traditional commitments of marriage and home ownership -Urban denizens, partial to city life, high-rise apartments and uptown neighborhoods -Prefer debit cards to credit cards, while paying down student loans -Green and generous to environmental, cultural and political organizations -Internet dependent, from social connections to shopping for groceries (although partial to showrooming) -Adventurous and open to new experiences and places	Laptops and Lattes
	Metro Renters
	Trendsetters

LifeMode 4: Family Landscapes	Segments
-Successful young families in their first homes -Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate (second lowest) -Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value higher than the U.S. -Two workers in the family, contributing to the second highest labor force participation rate, as well as low unemployment -Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens -Sports enthusiasts, typically owning newer sedans or SUVs, dogs, and savings accounts/plans, comfortable with the latest technology -Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle -Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox, and taking trips to a zoo or theme park	Soccer Moms
	Home Improvement
	Middleburg

LifeMode 5: GenXurban	Segments
-Gen X in middle age; families with fewer kids and a mortgage -Second Largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees -About a fifth of residents are 65 or older; about a fourth of households have retirement income -Own older single-family homes in urban areas, with 1 or 2 vehicles -Live and work in the same county, creating shorter commute times -Invest wisely, well-insured, comfortable banking online or in person -News junkies (read a daily newspaper, watch news on TV, and go online for news) -Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise	Comfortable Empty Nesters
	In Style
	Parks and Rec
	Rustbelt Traditions
	Midlife Constants

LifeMode 6: Cozy Country Living	Segments
-Empty nesters in bucolic settings -Largest Tapestry group, almost half of households located in the Midwest -Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans -Politically conservative and believe in the importance of buying American -Own domestic trucks, motorcycles, and ATVs/UTVs -Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online -Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns -Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching	Green Acres
	Salt of the Earth
	The Great Outdoors
	Prairie Living
	Rural Resort Dwellers
	Heartland Communities

LifeMode 7: Ethnic Enclaves	Segments
-Established diversity--young, Hispanic homeowners with families -Multilingual and multigenerational households feature children that represent second-, third-, or fourth-generation Hispanic families -Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980 -Hard-working and optimistic, most residents aged 25 years or older have a high school diploma or some college education -Shopping and leisure also focus on their children--baby and children's products from shoes to toys and games -Residents favor Hispanic programs on radio or television; children enjoy playing video games on computers, handheld or console devices. -Many households have dogs for domestic pets	Up and Coming Families
	Urban Villages
	American Dreamers
	Barrios Urbanos
	Valley Growers
	Southwestern Families

LifeMode 8: Middle Ground	Segments
-Lifestyles of thirtysomethings -Millennials in the middle: single/married, renters/homeowners, middle class/working class -Urban market mix of single-family, townhome, and multi-unit dwellings -Majority of residents attended college or attained a college degree -Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams -Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), shopping and news -Leisure includes night life (clubbing, movies), going to the beach, come travel and hiking	City Lights
	Emerald City
	Bright Young Professionals
	Downtown Melting Pot
	Front Porches
	Old and Newcomers
	Hardscrabble Road

LifeMode 9: Senior Styles	Segments
-Senior Lifestyles reveal the effects of saving for retirement -Households are commonly married empty nesters or singles living alone; homes are single-family (including seasonal getaways), retirement communities, or high-rise apartments -More affluent seniors travel and relocate to warmer climates; less affluent, settled seniors are still working toward retirement -Cell phones are popular, but so are landlines -Many still prefer print to digital media: Avid readers of newspapers, to stay current -Subscribe to cable television to watch channels like Fox News, CNN, and the Weather Channel -Residents prefer vitamins to increase their mileage and a regular exercise regimen	Silver and Gold
	Golden Years
	The Elders
	Senior Escapes
	Retirement Communities
	Social Security Set

LifeMode 10: Rustic Outposts	Segments
-Country life with older families in older homes -Rustic Outposts depend on manufacturing, retail and healthcare, with pockets of mining and agricultural jobs -Low labor force participation in skilled and service occupations -Own affordable, older single-family or mobile homes; vehicle ownership, a must -Residents live within their means, shop at discount stores and maintain their own vehicles (purchased used) and homes -Outdoor enthusiasts, who grow their own vegetables, love their pets and enjoy hunting and fishing -Technology is cost prohibitive and complicated. Pay bills in person, use the yellow pages, read the newspaper and mail-order books	Southern Satellites
	Rooted Rural
	Diners & Miners
	Down the Road
	Rural Bypasses

LifeMode 11: Midtown Singles	Segments
-Millennials on the move—single, diverse, urban -Millennials seeking affordable rents in apartment buildings -Work in service and unskilled positions, usually close to home or public transportation -Single parents depend on their paycheck to buy supplies for their very young children -Midtown Singles embrace the Internet, for social networking and downloading content -From music and movies to soaps and sports, radio and television fill their lives -Brand savvy shoppers select budget friendly stores	City Strivers
	Young and Restless
	Metro Fusion
	Set to Impress
	City Commons

LifeMode 12: Hometown	Segments
-Growing up and staying close to home; single householders -Close knit urban communities of young singles (many with children) -Owners of old, single-family houses, or renters in small multi-unit buildings -Religion is the cornerstone of many of these communities -Visit discount stores and clip coupons, frequently play the lottery at convenience stores -Canned, packaged and frozen foods help to make ends meet -Purchase used vehicles to get them to and from nearby jobs	Family Foundations
	Traditional Living
	Small Town Simplicity
	Modest Income Homes

LifeMode 13: New Wave	Segments
-Urban denizens, young, diverse, hard-working families -Extremely diverse with a Hispanic majority, the highest among LifeMode groups -A large share are foreign born and speak only their native language -Young, or multigenerational, families with children are typical -Most are renters in older multi-unit structures, built in the 1960s or earlier -Hard-working with long commutes to jobs, often utilizing public transit to commute to work -Spending reflects the youth of these consumers, focus on children (top market for children's apparel) and personal appearance -Also a top market for movie goers (second only to college students) and fast food -Partial to soccer and basketball	International Marketplace
	Las Casas
	NeWest Residents
	Fresh Ambitions
	High Rise Renters

LifeMode 14: Scholars and Patriots	Segments
-College and military populations that share many traits due to the transitional nature of this LifeMode Group -Highly mobile, recently moved to attend school or serve in military -The youngest market group, with a majority in the 15 to 24 year old range -Renters with roommates in nonfamily households -For many, no vehicle is necessary as they live close to campus, military base or jobs -Fast-growing group with most living in apartments built after 2000 -Part-time jobs help to supplement active lifestyles -Millennials are tethered to their phones and electronic devices, typically spending over 5 hours online every day tweeting, blogging, and consuming media -Purchases aimed at fitness, fashion, technology and the necessities of moving -Highly social, free time is spent enjoying music and drinks with friends -Try to eat healthy, but often succumb to fast food	Military Proximity
	College Towns
	Dorms to Diplomas

APPENDIX B - CORE VS. CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Golf * (2011, 2015 and 2016 data)	25,682	100%	24,120	100%	23,815	100%	-7.3%	-1.3%
Basketball	23,708	100%	22,343	100%	23,401	100%	-1.3%	4.7%
<i>Casual (1-12 times)</i>	7,389	31%	7,486	34%	8,546	37%	15.7%	14.2%
<i>Core(13+ times)</i>	16,319	69%	14,857	66%	14,856	63%	-9.0%	0.0%
Tennis	17,020	100%	18,079	100%	17,683	100%	3.9%	-2.2%
Baseball	12,976	100%	14,760	100%	15,642	100%	20.5%	6.0%
<i>Casual (1-12 times)</i>	3,931	30%	5,673	38%	6,405	41%	62.9%	12.9%
<i>Core (13+ times)</i>	9,046	70%	9,087	62%	9,238	59%	2.1%	1.7%
Soccer (Outdoor)	12,944	100%	11,932	100%	11,924	100%	-7.9%	-0.1%
<i>Casual (1-25 times)</i>	6,740	52%	6,342	53%	6,665	56%	-1.1%	5.1%
<i>Core (26+ times)</i>	6,205	48%	5,590	47%	5,259	44%	-15.2%	-5.9%
Softball (Slow Pitch)	7,411	100%	7,690	100%	7,283	100%	-1.7%	-5.3%
<i>Casual (1-12 times)</i>	2,825	38%	3,377	44%	3,060	42%	8.3%	-9.4%
<i>Core(13+ times)</i>	4,586	62%	4,314	56%	4,223	58%	-7.9%	-2.1%
Badminton	7,278	100%	7,354	100%	6,430	100%	-11.7%	-12.6%
<i>Casual (1-12 times)</i>	5,092	70%	5,285	72%	4,564	71%	-10.4%	-13.6%
<i>Core(13+ times)</i>	2,185	30%	2,069	28%	1,867	29%	-14.6%	-9.8%
Volleyball (Court)	6,384	100%	6,216	100%	6,317	100%	-1.0%	1.6%
<i>Casual (1-12 times)</i>	2,553	40%	2,852	46%	2,939	47%	15.1%	3.1%
<i>Core(13+ times)</i>	3,831	60%	3,364	54%	3,378	53%	-11.8%	0.4%
Football, Flag	5,865	100%	6,173	100%	6,551	100%	11.7%	6.1%
<i>Casual (1-12 times)</i>	2,963	51%	3,249	53%	3,572	55%	20.6%	9.9%
<i>Core(13+ times)</i>	2,902	49%	2,924	47%	2,979	45%	2.7%	1.9%
Football, Touch	7,295	100%	5,686	100%	5,629	100%	-22.8%	-1.0%
<i>Casual (1-12 times)</i>	4,015	55%	3,304	58%	3,332	59%	-17.0%	0.8%
<i>Core(13+ times)</i>	3,280	45%	2,386	42%	2,297	41%	-30.0%	-3.7%
Volleyball (Sand/Beach)	4,505	100%	5,489	100%	4,947	100%	9.8%	-9.9%
<i>Casual (1-12 times)</i>	3,040	67%	3,989	73%	3,544	72%	16.6%	-11.2%
<i>Core(13+ times)</i>	1,465	33%	1,500	27%	1,403	28%	-4.2%	-6.5%
Football, Tackle	6,220	100%	5,481	100%	5,224	100%	-16.0%	-4.7%
<i>Casual (1-25 times)</i>	2,566	41%	2,242	41%	2,145	41%	-16.4%	-4.3%
<i>Core(26+ times)</i>	3,655	59%	3,240	59%	3,078	59%	-15.8%	-5.0%
Gymnastics	5,115	100%	5,381	100%	4,805	100%	-6.1%	-10.7%
<i>Casual (1-49 times)</i>	3,252	64%	3,580	67%	3,139	65%	-3.5%	-12.3%
<i>Core(50+ times)</i>	1,863	36%	1,800	33%	1,666	35%	-10.6%	-7.4%
Soccer (Indoor)	4,617	100%	5,117	100%	5,399	100%	16.9%	5.5%
<i>Casual (1-12 times)</i>	2,006	43%	2,347	46%	2,657	49%	32.5%	13.2%
<i>Core(13+ times)</i>	2,611	57%	2,770	54%	2,742	51%	5.0%	-1.0%
Track and Field	4,257	100%	4,116	100%	4,161	100%	-2.3%	1.1%
<i>Casual (1-25 times)</i>	1,820	43%	1,961	48%	2,040	49%	12.1%	4.0%
<i>Core(26+ times)</i>	2,437	57%	2,155	52%	2,121	51%	-13.0%	-1.6%
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

*Golf participation figures are from 2015

PARKS, RECREATION & CULTURE STRATEGIC PLAN

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	3,244	100%	4,029	100%	3,816	100%	17.6%	-5.3%
Casual (1-25 times)	1,514	47%	2,365	59%	2,164	57%	42.9%	-8.5%
Core(26+ times)	1,730	53%	1,664	41%	1,653	43%	-4.5%	-0.7%
Ultimate Frisbee	5,131	100%	3,673	100%	3,126	100%	-39.1%	-14.9%
Casual (1-12 times)	3,647	71%	2,746	75%	2,270	73%	-37.8%	-17.3%
Core(13+ times)	1,484	29%	927	25%	856	27%	-42.3%	-7.7%
Racquetball	4,070	100%	3,579	100%	3,526	100%	-13.4%	-1.5%
Casual (1-12 times)	2,572	63%	2,488	70%	2,451	70%	-4.7%	-1.5%
Core(13+ times)	1,498	37%	1,092	30%	1,075	30%	-28.2%	-1.6%
Pickleball	N/A	N/A	2,815	100%	3,132	100%	N/A	11.3%
Ice Hockey	2,363	100%	2,697	100%	2,544	100%	7.7%	-5.7%
Casual (1-12 times)	1,082	46%	1,353	50%	1,227	48%	13.4%	-9.3%
Core(13+ times)	1,281	54%	1,344	50%	1,317	52%	2.8%	-2.0%
Softball (Fast Pitch)	2,624	100%	2,467	100%	2,309	100%	-12.0%	-6.4%
Casual (1-25 times)	1,245	47%	1,198	49%	1,077	47%	-13.5%	-10.1%
Core(26+ times)	1,379	53%	1,269	51%	1,232	53%	-10.7%	-2.9%
Lacrosse	1,607	100%	2,090	100%	2,171	100%	35.1%	3.9%
Casual (1-12 times)	788	49%	1,153	55%	1,142	53%	44.9%	-1.0%
Core(13+ times)	819	51%	938	45%	1,030	47%	25.8%	9.8%
Roller Hockey	1,367	100%	1,929	100%	1,834	100%	34.2%	-4.9%
Casual (1-12 times)	875	64%	1,438	75%	1,419	77%	62.2%	-1.3%
Core(13+ times)	493	36%	491	25%	415	23%	-15.8%	-15.5%
Wrestling	1,922	100%	1,922	100%	1,896	100%	-1.4%	-1.4%
Casual (1-25 times)	965	50%	1,139	59%	1,179	62%	22.2%	3.5%
Core(26+ times)	957	50%	782	41%	717	38%	-25.1%	-8.3%
Rugby	887	100%	1,550	100%	1,621	100%	82.8%	4.6%
Casual (1-7 times)	526	59%	1,090	70%	1,097	68%	108.6%	0.6%
Core(8+ times)	361	41%	460	30%	524	32%	45.2%	13.9%
Squash	1,290	100%	1,549	100%	1,492	100%	15.7%	-3.7%
Casual (1-7 times)	928	72%	1,111	72%	1,044	70%	12.5%	-6.0%
Core(8+ times)	361	28%	437	28%	447	30%	23.8%	2.3%
Field Hockey	1,237	100%	1,512	100%	1,596	100%	29.0%	5.6%
Casual (1-7 times)	578	47%	773	51%	897	56%	55.2%	16.0%
Core(8+ times)	659	53%	739	49%	700	44%	6.2%	-5.3%
Boxing for Competition	959	100%	1,210	100%	1,368	100%	42.6%	13.1%
Casual (1-12 times)	769	80%	1,035	86%	1,168	85%	51.9%	12.9%
Core(13+ times)	190	20%	176	14%	199	15%	4.7%	13.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

TOWN OF WINDSOR

GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	114,029	100%	107,895	100%	110,805	100%	-2.8%	2.7%
Casual (1-49 times)	35,267	31%	34,535	32%	35,326	32%	0.2%	2.3%
Core(50+ times)	78,762	69%	73,359	68%	75,479	68%	-4.2%	2.9%
Treadmill	50,839	100%	51,872	100%	52,966	100%	4.2%	2.1%
Casual (1-49 times)	22,248	44%	23,490	45%	24,444	46%	9.9%	4.1%
Core(50+ times)	28,591	56%	28,381	55%	28,523	54%	-0.2%	0.5%
Free Weights (Dumbbells/Hand Weights)	N/A	100%	51,513	100%	52,217	100%	N/A	1.4%
Casual (1-49 times)	N/A		18,245	35%	18,866	36%	N/A	3.4%
Core(50+ times)	N/A		33,268	65%	33,351	64%	N/A	0.2%
Running/Jogging	51,450	100%	47,384	100%	50,770	100%	-1.3%	7.1%
Casual (1-49 times)	21,973	43%	21,764	46%	24,004	47%	9.2%	10.3%
Core(50+ times)	29,478	57%	25,621	54%	26,766	53%	-9.2%	4.5%
Stationary Cycling (Recumbent/Upright)	35,987	100%	36,118	100%	36,035	100%	0.1%	-0.2%
Casual (1-49 times)	18,265	51%	18,240	51%	18,447	51%	1.0%	1.1%
Core(50+ times)	17,722	49%	17,878	49%	17,588	49%	-0.8%	-1.6%
Weight/Resistant Machines	38,999	100%	35,768	100%	36,291	100%	-6.9%	1.5%
Casual (1-49 times)	15,383	39%	14,346	40%	14,496	40%	-5.8%	1.0%
Core(50+ times)	23,617	61%	21,422	60%	21,795	60%	-7.7%	1.7%
Stretching	35,873	100%	33,771	100%	33,195	100%	-7.5%	-1.7%
Casual (1-49 times)	8,996	25%	9,793	29%	10,095	30%	12.2%	3.1%
Core(50+ times)	26,877	75%	23,978	71%	23,100	70%	-14.1%	-3.7%
Elliptical Motion Trainer*	28,560	100%	32,218	100%	32,283	100%	13.0%	0.2%
Casual (1-49 times)	13,638	48%	15,687	49%	15,854	49%	16.2%	1.1%
Core(50+ times)	14,922	52%	16,532	51%	16,430	51%	10.1%	-0.6%
Free Weights (Barbells)	26,688	100%	26,473	100%	27,444	100%	2.8%	3.7%
Casual (1-49 times)	9,435	35%	10,344	39%	10,868	40%	15.2%	5.1%
Core(50+ times)	17,253	65%	16,129	61%	16,576	60%	-3.9%	2.8%
Yoga	23,253	100%	26,268	100%	27,354	100%	17.6%	4.1%
Casual (1-49 times)	13,305	57%	15,486	59%	16,454	60%	23.7%	6.3%
Core(50+ times)	9,949	43%	10,782	41%	10,900	40%	9.6%	1.1%
Calisthenics/Bodyweight Exercise	N/A	100%	25,110	100%	24,454	100%	N/A	-2.6%
Casual (1-49 times)	N/A	0	9,763	39%	10,095	41%	N/A	3.4%
Core(50+ times)	N/A	0	15,347	61%	14,359	59%	N/A	-6.4%
Choreographed Exercise	N/A	100%	21,839	100%	22,616	100%	N/A	3.6%
Casual (1-49 times)	N/A	0	14,158	65%	14,867	66%	N/A	5.0%
Core(50+ times)	N/A	0	7,681	35%	7,748	34%	N/A	0.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

PARKS, RECREATION & CULTURE STRATEGIC PLAN

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact)	16,178	100%	21,390	100%	21,476	100%	32.7%	0.4%
<i>Casual (1-49 times)</i>	7,819	48%	11,801	55%	12,105	56%	54.8%	2.6%
<i>Core(50+ times)</i>	8,359	52%	9,589	45%	9,370	44%	12.1%	-2.3%
Stair Climbing Machine	12,979	100%	15,079	100%	14,948	100%	15.2%	-0.9%
<i>Casual (1-49 times)</i>	7,303	56%	9,332	62%	9,501	64%	30.1%	1.8%
<i>Core(50+ times)</i>	5,676	44%	5,747	38%	5,447	36%	-4.0%	-5.2%
Cross-Training Style Workout	N/A	100%	12,914	100%	13,622	100%	N/A	5.5%
<i>Casual (1-49 times)</i>	N/A	N/A	6,430	50%	6,890	51%	N/A	7.2%
<i>Core(50+ times)</i>	N/A	N/A	6,483	50%	6,732	49%	N/A	3.8%
Stationary Cycling (Group)	8,477	100%	8,937	100%	9,409	100%	11.0%	5.3%
<i>Casual (1-49 times)</i>	5,053	60%	5,751	64%	6,023	64%	19.2%	4.7%
<i>Core(50+ times)</i>	3,424	40%	3,186	36%	3,386	36%	-1.1%	6.3%
Pilates Training	8,519	100%	8,893	100%	9,047	100%	6.2%	1.7%
<i>Casual (1-49 times)</i>	5,212	61%	5,525	62%	5,698	63%	9.3%	3.1%
<i>Core(50+ times)</i>	3,307	39%	3,367	38%	3,348	37%	1.2%	-0.6%
Trail Running	5,806	100%	8,582	100%	9,149	100%	57.6%	6.6%
Cardio Kickboxing	6,725	100%	6,899	100%	6,693	100%	-0.5%	-3.0%
<i>Casual (1-49 times)</i>	4,455	66%	4,760	69%	4,671	70%	4.8%	-1.9%
<i>Core(50+ times)</i>	2,271	34%	2,139	31%	2,022	30%	-11.0%	-5.5%
Boot Camp Style Training	7,496	100%	6,583	100%	6,651	100%	-11.3%	1.0%
<i>Casual (1-49 times)</i>	4,787	64%	4,484	68%	4,637	70%	-3.1%	3.4%
<i>Core(50+ times)</i>	2,709	36%	2,099	32%	2,014	30%	-25.7%	-4.0%
Martial Arts	5,075	100%	5,745	100%	5,838	100%	15.0%	1.6%
<i>Casual (1-12 times)</i>	1,207	24%	1,964	34%	2,021	35%	67.4%	2.9%
<i>Core(13+ times)</i>	3,869	76%	3,780	66%	3,816	65%	-1.4%	1.0%
Boxing for Fitness	4,831	100%	5,175	100%	5,157	100%	6.7%	-0.3%
<i>Casual (1-12 times)</i>	2,075	43%	2,678	52%	2,738	53%	32.0%	2.2%
<i>Core(13+ times)</i>	2,756	57%	2,496	48%	2,419	47%	-12.2%	-3.1%
Tai Chi	3,203	100%	3,706	100%	3,787	100%	18.2%	2.2%
<i>Casual (1-49 times)</i>	1,835	57%	2,245	61%	2,329	61%	26.9%	3.7%
<i>Core(50+ times)</i>	1,369	43%	1,461	39%	1,458	39%	6.5%	-0.2%
Barre	N/A	N/A	3,329	100%	3,436	100%	N/A	3.2%
<i>Casual (1-49 times)</i>	N/A	N/A	2,636	79%	2,701	79%	N/A	2.5%
<i>Core(50+ times)</i>	N/A	N/A	693	21%	735	21%	N/A	6.1%
Triathlon (Traditional/Road)	1,789	100%	2,374	100%	2,162	100%	20.8%	-8.9%
<i>Casual (1 times)</i>	616	34%	786	33%	754	35%	22.4%	-4.1%
<i>Core(2+ times)</i>	1,173	66%	1,589	67%	1,408	65%	20.0%	-11.4%
Triathlon (Non-Traditional/Off Road)	1,075	100%	1,705	100%	1,878	100%	74.7%	10.1%
<i>Casual (1 times)</i>	341	32%	647	38%	749	40%	119.6%	15.8%
<i>Core(2+ times)</i>	734	68%	1,058	62%	1,129	60%	53.8%	6.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

TOWN OF WINDSOR

OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	34,519	100%	42,128	100%	44,900	100%	30.1%	6.6%
Bicycling (Road)	39,790	100%	38,365	100%	38,866	100%	-2.3%	1.3%
<i>Casual (1-25 times)</i>	18,966	48%	19,244	50%	20,212	52%	6.6%	5.0%
<i>Core(26+ times)</i>	20,824	52%	19,121	50%	18,654	48%	-10.4%	-2.4%
Fishing (Freshwater)	39,002	100%	38,121	100%	38,346	100%	-1.7%	0.6%
<i>Casual (1-7 times)</i>	20,341	52%	20,308	53%	19,977	52%	-1.8%	-1.6%
<i>Core(8+ times)</i>	18,660	48%	17,813	47%	18,369	48%	-1.6%	3.1%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	100%	26,467	100%	26,262	100%	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	100%	15,855	100%	16,159	100%	1.6%	1.9%
<i>Casual (1-7 times)</i>	8,316	52%	8,719	55%	9,332	58%	12.2%	7.0%
<i>Core(8+ times)</i>	7,587	48%	7,136	45%	6,826	42%	-10.0%	-4.3%
Fishing (Saltwater)	12,000	100%	12,266	100%	13,062	100%	8.9%	6.5%
<i>Casual (1-7 times)</i>	7,251	60%	7,198	59%	7,625	58%	5.2%	5.9%
<i>Core(8+ times)</i>	4,749	40%	5,068	41%	5,437	42%	14.5%	7.3%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	100%	11,589	100%	12,296	100%	-9.2%	6.1%
Backpacking Overnight	7,933	100%	10,151	100%	10,975	100%	38.3%	8.1%
Bicycling (Mountain)	7,265	100%	8,615	100%	8,609	100%	18.5%	-0.1%
<i>Casual (1-12 times)</i>	3,270	45%	4,273	50%	4,389	51%	34.2%	2.7%
<i>Core(13+ times)</i>	3,995	55%	4,342	50%	4,220	49%	5.6%	-2.8%
Archery	7,173	100%	7,903	100%	7,769	100%	8.3%	-1.7%
<i>Casual (1-25 times)</i>	5,967	83%	6,650	84%	6,602	85%	10.6%	-0.7%
<i>Core(26+ times)</i>	1,205	17%	1,253	16%	1,167	15%	-3.2%	-6.9%
Fishing (Fly)	5,848	100%	6,456	100%	6,791	100%	16.1%	5.2%
<i>Casual (1-7 times)</i>	3,598	62%	4,183	65%	4,448	65%	23.6%	6.3%
<i>Core(8+ times)</i>	2,250	38%	2,273	35%	2,344	35%	4.2%	3.1%
Skateboarding	6,227	100%	6,442	100%	6,382	100%	2.5%	-0.9%
<i>Casual (1-25 times)</i>	3,527	57%	3,955	61%	3,970	62%	12.6%	0.4%
<i>Core(26+ times)</i>	2,700	43%	2,487	39%	2,411	38%	-10.7%	-3.1%
Roller Skating (In-Line)	6,647	100%	5,381	100%	5,268	100%	-20.7%	-2.1%
<i>Casual (1-12 times)</i>	4,548	68%	3,861	72%	3,853	73%	-15.3%	-0.2%
<i>Core(13+ times)</i>	2,100	32%	1,520	28%	1,415	27%	-32.6%	-6.9%
Bicycling (BMX)	1,861	100%	3,104	100%	3,413	100%	83.4%	10.0%
<i>Casual (1-12 times)</i>	856	46%	1,760	57%	2,039	60%	138.2%	15.9%
<i>Core(13+ times)</i>	1,005	54%	1,344	43%	1,374	40%	36.7%	2.2%
Adventure Racing	1,618	100%	2,999	100%	2,529	100%	56.3%	-15.7%
<i>Casual (1 times)</i>	672	42%	1,081	36%	899	36%	33.8%	-16.8%
<i>Core(2+ times)</i>	945	58%	1,918	64%	1,630	64%	72.5%	-15.0%
Climbing (Traditional/Ice/Mountaineering)	2,189	100%	2,790	100%	2,527	100%	15.4%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

PARKS, RECREATION & CULTURE STRATEGIC PLAN

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	23,216	100%	26,601	100%	27,135	100%	16.9%	2.0%
Casual (1-49 times)	15,139	65%	17,781	67%	18,319	68%	21.0%	3.0%
Core(50+ times)	8,077	35%	8,820	33%	8,815	32%	9.1%	-0.1%
Aquatic Exercise	9,177	100%	10,575	100%	10,459	100%	14.0%	-1.1%
Casual (1-49 times)	5,785	63%	7,135	67%	7,222	69%	24.8%	1.2%
Core(50+ times)	3,392	37%	3,440	33%	3,237	31%	-4.6%	-5.9%
Swimming (Competition)	2,502	100%	3,369	100%	3,007	100%	20.2%	-10.7%
Casual (1-49 times)	1,065	43%	1,881	56%	1,664	55%	56.2%	-11.5%
Core(50+ times)	1,437	57%	1,488	44%	1,343	45%	-6.5%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0%to 25%)		Moderate Decrease (0%to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	9,813	100%	10,046	100%	9,220	100%	-6.0%	-8.2%
Kayaking (Recreational)	8,187	100%	10,017	100%	10,533	100%	28.7%	5.2%
Snorkeling	8,664	100%	8,717	100%	8,384	100%	-3.2%	-3.8%
Casual (1-7 times)	6,904	80%	6,945	80%	6,721	80%	-2.7%	-3.2%
Core(8+ times)	1,760	20%	1,773	20%	1,663	20%	-5.5%	-6.2%
Jet Skiing	6,996	100%	5,783	100%	5,418	100%	-22.6%	-6.3%
Casual (1-7 times)	5,125	73%	4,143	72%	3,928	72%	-23.4%	-5.2%
Core(8+ times)	1,870	27%	1,640	28%	1,490	28%	-20.3%	-9.1%
Sailing	3,841	100%	4,095	100%	3,974	100%	3.5%	-3.0%
Casual (1-7 times)	2,565	67%	2,833	69%	2,720	68%	6.0%	-4.0%
Core(8+ times)	1,276	33%	1,262	31%	1,254	32%	-1.7%	-0.6%
Water Skiing	4,434	100%	3,700	100%	3,572	100%	-19.4%	-3.5%
Casual (1-7 times)	3,122	70%	2,667	72%	2,575	72%	-17.5%	-3.4%
Core(8+ times)	1,312	30%	1,033	28%	997	28%	-24.0%	-3.5%
Rafting	3,756	100%	3,428	100%	3,479	100%	-7.4%	1.5%
Stand-Up Paddling	1,392	100%	3,220	100%	3,325	100%	138.9%	3.3%
Kayaking (Sea/Touring)	2,446	100%	3,124	100%	2,955	100%	20.8%	-5.4%
Scuba Diving	2,781	100%	3,111	100%	2,874	100%	3.3%	-7.6%
Casual (1-7 times)	1,932	69%	2,292	74%	2,113	74%	9.4%	-7.8%
Core(8+ times)	849	31%	819	26%	761	26%	-10.4%	-7.1%
Wakeboarding	3,368	100%	2,912	100%	3,005	100%	-10.8%	3.2%
Casual (1-7 times)	2,237	66%	2,017	69%	2,101	70%	-6.1%	4.2%
Core(8+ times)	1,132	34%	895	31%	903	30%	-20.2%	0.9%
Surfing	2,545	100%	2,793	100%	2,680	100%	5.3%	-4.0%
Casual (1-7 times)	1,544	61%	1,768	63%	1,705	64%	10.4%	-3.6%
Core(8+ times)	1,001	39%	1,024	37%	975	36%	-2.6%	-4.8%
Kayaking (White Water)	1,878	100%	2,552	100%	2,500	100%	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	100%	1,737	100%	1,573	100%	14.7%	-9.4%
Casual (1-7 times)	1,108	81%	1,449	83%	1,289	82%	16.3%	-11.0%
Core(8+ times)	264	19%	288	17%	284	18%	7.6%	-1.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0%to 25%)		Moderate Decrease (0%to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

APPENDIX C - SIMILAR PROVIDERS

Comparative of Programming	Active Adults	Aquatics	Classes	Dance & Cheer	Events	Fitness	Sports - Youth & Adult	UPWARD	Notes
Similar Providers (Non-Profit)									
FC Baseball Club							x		
FC Soccer Club							x		
Greeley Evans Youth League							x		
Similar Providers (Public)									
School District			x				x		
Centennial Village - Greeley			x						
Clearview Library District			x						
Similar Providers (Private)									
Power 2 Play							x		Basketball, Volleyball, Pickleball
NOCO Volleyball							x		Volleyball Club Facility
CNSP							x		Baseball/Softball Complex Owners
Main Street Music			x						Music Studio
Noco Theatrix			x						Theater & Acting Classes
Martial Arts Studios							x		Martial Arts Classes/Programs
Arena Sports/Noco Ice									Sheet of Ice, Soccer, Indoor Volleyball, Basketball, Batting Cages
Highland Meadows Tennis Center							x		Tennis center - Indoor/Outdoor Courts
Highland Meadows Golf Course		x					x		Golf Course, Neighborhood Pool
Ptarmigan Country Club		x					x		Private Golf Course, Tennis Courts, Pool
Water Valley		x					x		Pool, Golf Course, Pickleball Courts, Lakes, Beaches, Wibit
Windshire Neighborhood Pool		x							Pool
High Pointe Estates Pool		x							Pool
Swim Labs		x							Small Pool - Swim Lessons
Envision	x								Adult Day Care Program
Otero	x								Adult Day Care Program
ABC Day Camp			x						After School and Summer Day Camps
Windsor Swim Team		x							Swim Club
UC Medical Fitness Center		x	x			x	x		Private Health Club, Indoor Pool, Classes, Child Care

Comparative of Programming	Active Adults	Aquatics	Classes	Dance & Cheer	Events	Fitness	Sports -Youth & Adult	UPWARD	Notes
Similar Providers (Private)									
Anytime Fitness						x			Health Club
Club for Everyone						x			Health Club
Windsor Family Yoga						x			Yoga Studio
Official Fitness						x			Health Club
CrossFit Endure						x			Health Club
Fit Fusion						x			Health Club
AEI Art Programs/Store			x						Art Business
Guitar and Piano Institute			x						Music Business
Neighboring Parks & Recreation Departments									
Fort Collins PR	X	X	X	X	X	X	X	X	Parks, Recreation & Culture Department
Greeley CPR	X	X	X	X	X	X	X	X	Parks, Recreation & Culture Department
Evans Parks & Recreation	X				X	X	X		Parks & Recreation Department
Loveland Parks & Recreation Department	X	X	X	X	X	X	X	X	Parks & Recreation Department

APPENDIX D - BEST PRACTICES PARTNERSHIPS & VOLUNTEERS

BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing the policy, some best practices that the Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The planning team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document. The department has a current Volunteer Manual, including a recognition program.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Department should encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to Parks, Recreation and Culture) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department's staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Department -appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of Department facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and

will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.

- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks, Recreation and Culture Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

APPENDIX E: PROGRAM MARKETING & PROMOTION METHODS

Marketing & Promotion Methods

Program Idea (Name or Concept): _____

Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

APPENDIX F: MARKETING PRIORITY BY TASK

This template enables is best practice to establish and functional /task priorities on an on-going basis to be updated annually. Is this a sample or recommendation for Windsor's priorities?

Rank	Description
1	Annual report
2	Develop standards (flyers, banners, any graphic content, requirements - ADA)
3	Tools/Template Development
4	Program Brochures - distribution (what is our role)
5	Program Brochures - production
6	Citywide collaborative marketing efforts
7	Criteria development (what gets on web, ad space in program brochures, when to contact council)
8	Flyers/posters/banners - Creating
9	Flyers/posters/banners - Distributing
10	Listing of media, newspapers & other org contacts
11	Media exposure - good stories
12	Media inquiries
13	Press releases/advisories - reviewing
14	Website Updates - Internet
15	Citywide Activity Guide - redesign
16	CMO Weekly
17	Flyers/posters/banners - Review/Oversight
18	Inventory of publicity materials
19	Marketing Task Force of PRNS employees
20	Media Section on PRNS website "In the News" - post newspaper articles or videos
21	Website Updates - Intranet
22	You Tube account - posting videos
23	Advertisement - Buying ads
24	Advertisement - selling ads for CAG
25	Master brochure of the dept.
26	Outreach to business districts & neighborhood assoc.
27	Outreach to council disticut sites/ newsletters
28	Press releases/advisories - preparing
29	Trainings (website, flyer creation, procedures, social media)
30	Translation services (flyers, media inquiries)
31	Video upload that involve us (our videos)
32	Visibility in community papers
33	Outreach - booths @ festivals/events
34	Working with other dept. on marketing efforts & events "One Voice"
35	Awards/Recognition Opportunities
36	Give aways
37	Meeting - Communication Round Table
38	Digital Publishing strategies
39	Email signature protocol

APPENDIX G: SAMPLE ANNUAL MARKETING/PROMOTION CALENDAR

Rank	Description	Outcomes	Frequency	\$ Amount	Resources Allocated
1	Annual report	Increased visibility	Annual	TBD	Per Annual Budget
2	Develop standards (flyers, banners, any graphic content, requirements - ADA)	Cohesive appearance	On-going	TBD	Per Annual Budget
3	Tools/Template Development	Cohesive appearance	On-going	TBD	Per Annual Budget
4	Program Brochures - distribution (what is our role)	Cohesive appearance	Quarterly	TBD	Per Annual Budget
5	Program Brochures - production	Cohesive appearance	Quarterly	TBD	Per Annual Budget
6	Citywide collaborative marketing efforts	Cohesive appearance & increased visibility	On-going	TBD	Per Annual Budget
7	Criteria development (what gets on web, ad space in program brochures, when to contact council)	Cohesive appearance	On-going	TBD	Per Annual Budget
8	Flyers/posters/banners - Creating	Increased visibility	On-going	TBD	Per Annual Budget
9	Flyers/posters/banners - Distributing	Increased visibility	On-going	TBD	Per Annual Budget
10	Listing of media, newspapers & other org contacts	Increased visibility	On-going	TBD	Per Annual Budget
11	Media exposure - good stories	Increased visibility	On-going	TBD	Per Annual Budget
12	Media inquiries	Increased visibility	On-going	TBD	Per Annual Budget
13	Press releases/advisories - reviewing	Cohesive appearance	On-going	TBD	Per Annual Budget
14	Website Updates - Internet	Increased visibility	On-going	TBD	Per Annual Budget
15	Citywide Activity Guide - redesign	Maximize resources	Once	TBD	Per Annual Budget
16	CMO Weekly	Increased visibility	Weekly	TBD	Per Annual Budget
17	Flyers/posters/banners - Review/Oversight	Cohesive appearance	On-going	TBD	Per Annual Budget
18	Inventory of publicity materials	Maximize resources	Once	TBD	Per Annual Budget
19	Marketing Task Force of PRNS employees	Cohesive appearance	Monthly	TBD	Per Annual Budget
20	Media Section on PRNS website "In the News" - post newspaper articles or videos	Increased visibility	On-going	TBD	Per Annual Budget
21	Website Updates - Intranet	Maximize resources	On-going	TBD	Per Annual Budget
22	You Tube account - posting videos	Increased visibility	On-going	TBD	Per Annual Budget
23	Advertisement - Buying ads	Increased visibility	On-going	TBD	Per Annual Budget
24	Advertisement - selling ads for CAG	Maximize resources	Quarterly	TBD	Per Annual Budget
25	Master brochure of the dept.	Increased visibility	Once	TBD	Per Annual Budget
26	Outreach to business districts & neighborhood assoc.	Increased visibility	On-going	TBD	Per Annual Budget
27	Outreach to council district sites/ newsletters	Increased visibility	On-going	TBD	Per Annual Budget
28	Press releases/advisories - preparing	Cohesive appearance	On-going	TBD	Per Annual Budget
29	Trainings (website, flyer creation, procedures, social media)	Cohesive appearance	On-going	TBD	Per Annual Budget
30	Translation services (flyers, media inquiries)	Increased visibility	On-going	TBD	Per Annual Budget
31	Video upload that involve us (our videos)	Increased visibility	On-going	TBD	Per Annual Budget
32	Visibility in community papers	Increased visibility	On-going	TBD	Per Annual Budget
33	Outreach - booths @ festivals/events	Increased visibility	On-going	TBD	Per Annual Budget
34	Working with other dept. on marketing efforts & events "One Voice"	Maximize resources	On-going	TBD	Per Annual Budget
35	Awards/Recognition Opportunities	Increased visibility	On-going	TBD	Per Annual Budget
36	Give aways	Increased visibility	On-going	TBD	Per Annual Budget
37	Meeting - Communication Round Table	Maximize resources	Monthly	TBD	Per Annual Budget
38	Digital Publishing strategies	Increased visibility	On-going	TBD	Per Annual Budget
39	Email signature protocol	Cohesive appearance	Once	TBD	Per Annual Budget

WINDSOR COLORADO
Winter 2020



WINDSOR

WINDSOR ART MASTER PLAN



COMMUNITY

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Landscape Architecture Intern
Architecture Intern



The Colorado
Center for
Community
Development



University
Technical
Assistance



Windsor
Colorado



Colorado
Department of
Local Affairs

PROJECT PARTNERS



Executive Summary

Introduction

Community Background + Project Goals
What is Public Art
Why an Art MP
Guiding Principles
Artwork Typologies / Definitions
Case Studies

Analysis

Art in Windsor
Public Input

Strategies

Overarching Strategies
District Strategies (Short-Term + Long-Term)

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Ways to Fund Public Art
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Staff



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Executive Summary

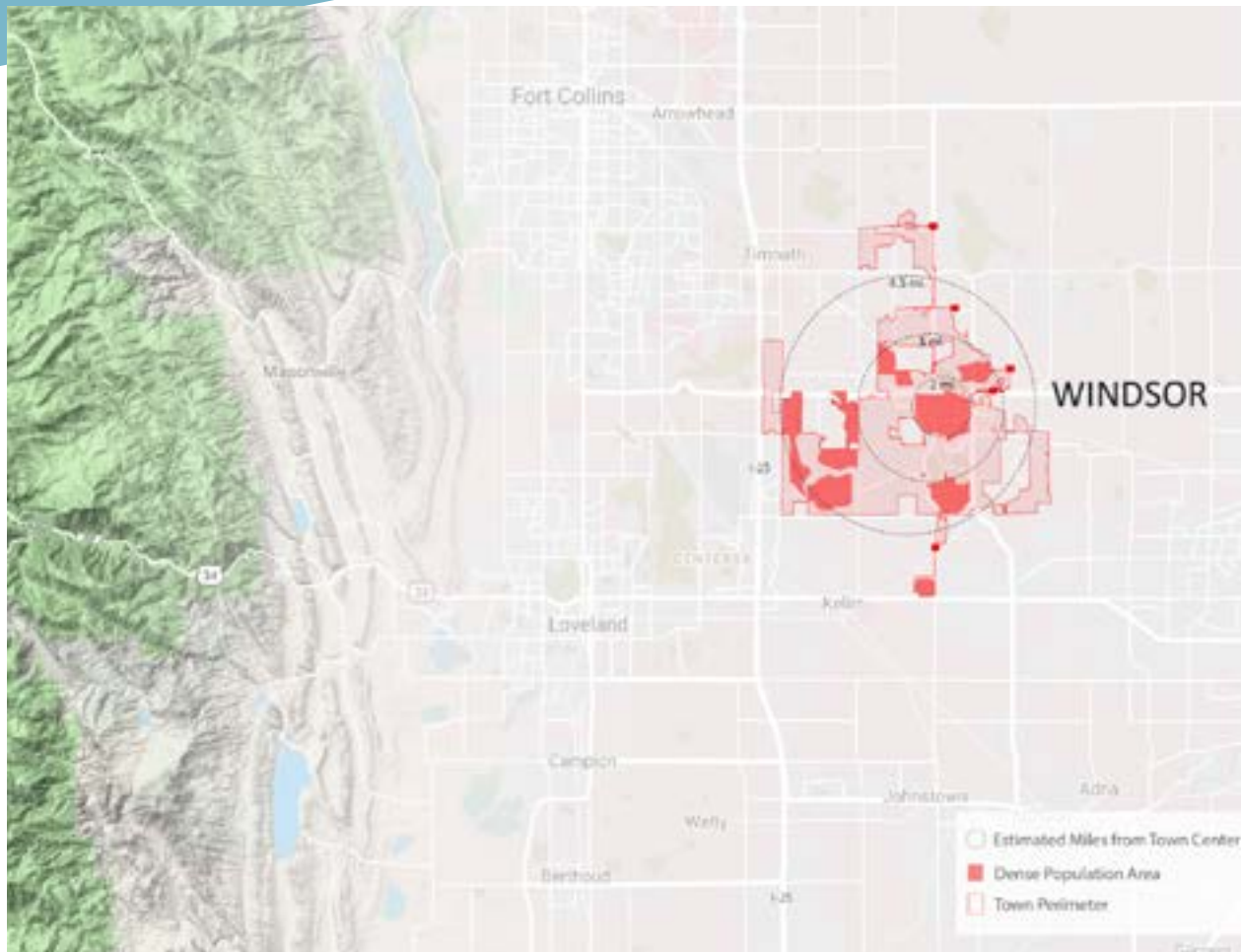
Windsor, CO is a unique community that is attracting attention as a wonderful place to live, work and play. As Windsor continues to grow, it's become increasingly important for the town to cultivate its public art program. **Public art is a tool that a community can use to define their unique identity, differentiate themselves from surrounding communities, and beautify public spaces.** With thoughtful art placement in key trail and park locations, infrastructure systems, town gateways and neighborhood entryways, Windsor's cohesiveness as a town and uniqueness as a creative community will be strengthened. **Public art programs are on the rise in Colorado communities big and small; there are currently more than 40 municipal public art programs that exist across Colorado.** Public art programs help communities define the types of artwork to be commissioned or acquired, aid in site selection and ensure context-appropriate placement of public art, define guidelines for artist selection, and create operation and maintenance schedules for public art collections. Building a robust public art program takes planning and public engagement. **The Windsor Public Art Master Plan will serve as an actionable tool that provides guidance for the Town of Windsor, future art committees, artists, community stakeholders and others interested in helping advance the future of public art in Windsor.**

This plan is structured around the following guiding principles for public art: artwork should be **engaging, relevant** to the unique context of Windsor and **inclusive** of all residents. These guiding principles for public artwork will enhance Windsor's legacy by building a thoughtful and contextually appropriate public art collection that represents the community's values. In order to best understand and represent the widest selection of the town's preferences for public art, a districting approach was taken in this plan. Each district represents a geographic portion of Windsor that has shared characteristics in population density, land use typologies, and defining architectural styles. Each district has identifiable short and long term goals and priority sites for public artwork. These proposed goals aim to strengthen Windsor's identity by reinforcing connectivity between districts, parks and community spaces. Furthermore, short and long term strategies will help to create phases where necessary, especially with regard to future infrastructure, commercial and residential areas and to address Windsor's continued rapid growth. This plan also includes complete results from the public engagement processes that were undertaken in the Spring and early Summer of 2019. **The Town of Windsor has engaged residents, and the public survey generated over 630 responses.** This feedback was crucial for town staff and plan staff to understand the community's desire for more public art in town. The final sections of this plan cover the implementation work necessary to create a public art program. This includes case studies of other communities' programs, funding streams for public art and information on maintaining a public art collection. **This information, along with the guiding principles, strategies and goals, will serve as a launching point in Windsor's development as a cultural hub in Northern Colorado. This Public Art Master Plan is intended to be updated over time as both the community and art collection grow.**



- Community Background & Context
- What is Public Art
- Why an Art MP
- Art Typologies / Definitions
- Guiding Principles
- Case Studies

INTRODUCTION



Context Map and Historic Photos



Sugar beet harvesting in Windsor, CO 1905



Main Street in Windsor, CO 1905

Windsor History

The history of the Town of Windsor stretches far beyond its official incorporation in 1890. Before American and European travelers began to settle the area, the place we call Windsor was home to immense herds of bison and the Native peoples that hunted them. Archaeological evidence at the Kaplan-Hoover Bison Kill Site proves human occupation of the area as early as 800 B.C. This important site, now listed on the National Register of Historic Places, is located in what is now called the River West neighborhood.

In 1873, a settler named J.L. Hilton built a small house along the Overland Trail wagon road midway between Greeley and Fort Collins. The Halfway House, as it became known, served as a stopping point for travelers, stage coaches, and mail deliveries as they made their way along the dusty wagon trail. The arrival of the Greeley, Salt Lake and Pacific Railroad in 1882 reduced the necessity of the Halfway House as a stage stop, but it remained a bustling inn and saloon for many years. The Halfway House still stands as the oldest building in Windsor on County Road 15 just north of Main Street.

The railroad didn't just make it easier for people to travel through Northern Colorado, it facilitated the transport of farmers' crops and brought in investors and businessmen in increasing numbers. New advances in irrigation practices made it possible to sustain massive farms of wheat and, most importantly, sugar beets. Like many northern Colorado towns, the sugar beet played a major role in the growth and development of Windsor. Sugar beets were a cash crop that was often called "white gold." The beets were chopped, processed, and refined into table sugar at the Great Western Sugar Company's factory in downtown Windsor from 1905 until its closure in 1966.

The sugar beet industry attracted large immigrant families to work on the labor-intensive beet farms and in the sugar factory. The majority of these immigrants were Germans from Russia, whose culture made a great impact on the food, architecture, and businesses of Windsor. Immigrants from Mexico, Sweden, Greece and other European countries also came to Windsor at various times during its history. All of these immigrants played an important role in shaping the future of the town.

With the closing of the sugar factory, a new industry moved into Windsor. The Eastman Kodak Company, an industry giant in camera and film products, broke ground on a new manufacturing facility in Windsor in 1969. The company employed thousands of Windsor residents for years, and to this day, the town remains a blend of agricultural, commercial, and industrial enterprises.

What is Public Art?

Public art can be implemented in any medium, at any scale and can be enjoyed multi-generationally.



A presence of public art allows a community to define the characteristics and traits that make it a unique place to live, work and play.



In a place like Windsor that is experiencing significant growth, public art can be an avenue for connecting the past with the future and creating a lasting cultural identity and legacy.



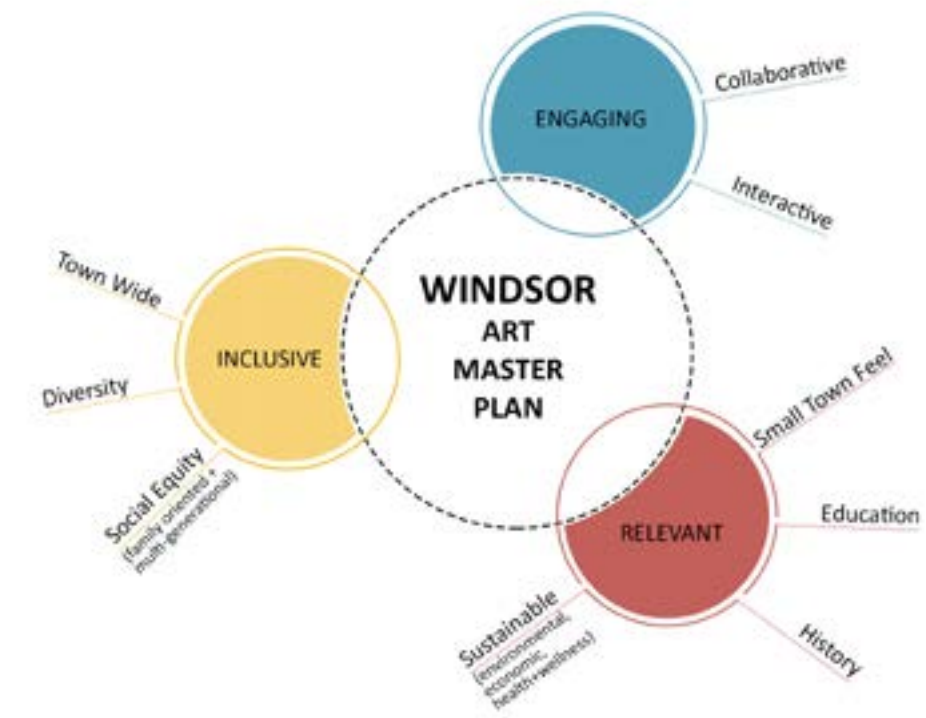
Why an Art Master Plan?

A public art master plan is an important piece of the public art program in any municipality. It is an invaluable tool that provides everything from visioning, to expected maintenance costs, to public art selection processes. This plan has the potential to provide support for local artists, strengthen the community and support tourism. Ultimately, this plan can help create a distinct identity for Windsor within the region.



Guiding Principles

The team creating this report worked with town staff to help create 3 guiding principles that would help to orient the public art master plan. These guiding principles are intended to enhance Windsor's legacy.



ENGAGING

The Town of Windsor promotes a sense of place within the community. Public art will encourage residents to interact with their lived environment in new and exciting ways.



INCLUSIVE

The Town of Windsor is a modern town with historical roots. Both of these aspects are key to the community's identity, and public art will help illustrate how Windsor is inspired by the past and is looking toward the future.



RELEVANT

The Town of Windsor values diversity and strives to promote equity in all of its programs. Public art will be accessible to all people regardless of age, race or socioeconomic status.



Sculpture



Infrastructure | areas of rest



Environmental



Infrastructure | utilities



Other



Seasonal



Whimsical



Community Art

Murals



Infrastructure | storage and travel



Temporary Installation



Educational

Memorial



Interactive



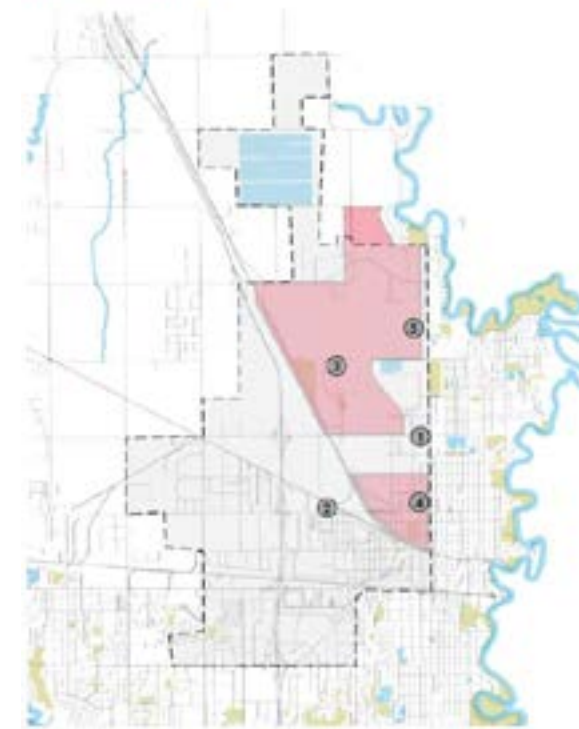
Modern

Case Studies- Fargo Public Art Master Plan

The Fargo, North Dakota Public Art Master Plan is a thorough, well organized and graphically engaging document. The approach to clearly identifying opportunity sites in different zones of the city inspired portions of the Windsor Art Master Plan.

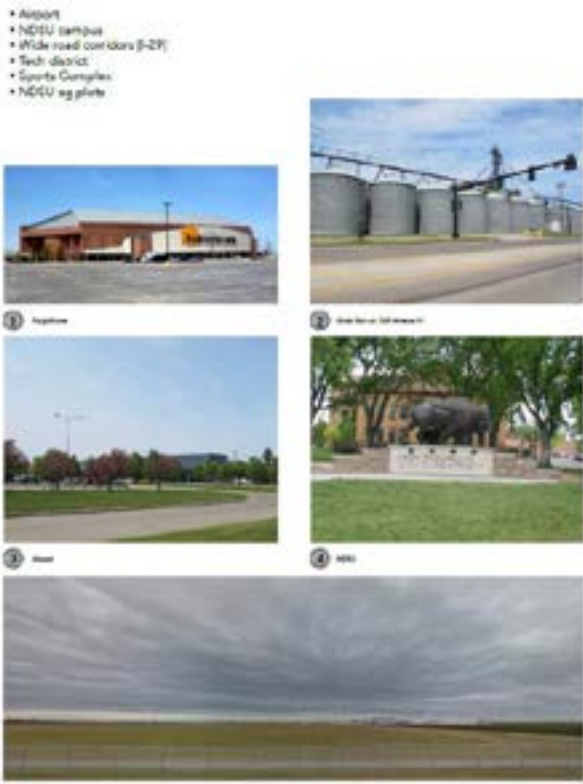
Example of Districts to Suggest Priority Sites for Art

Northwest Fargo



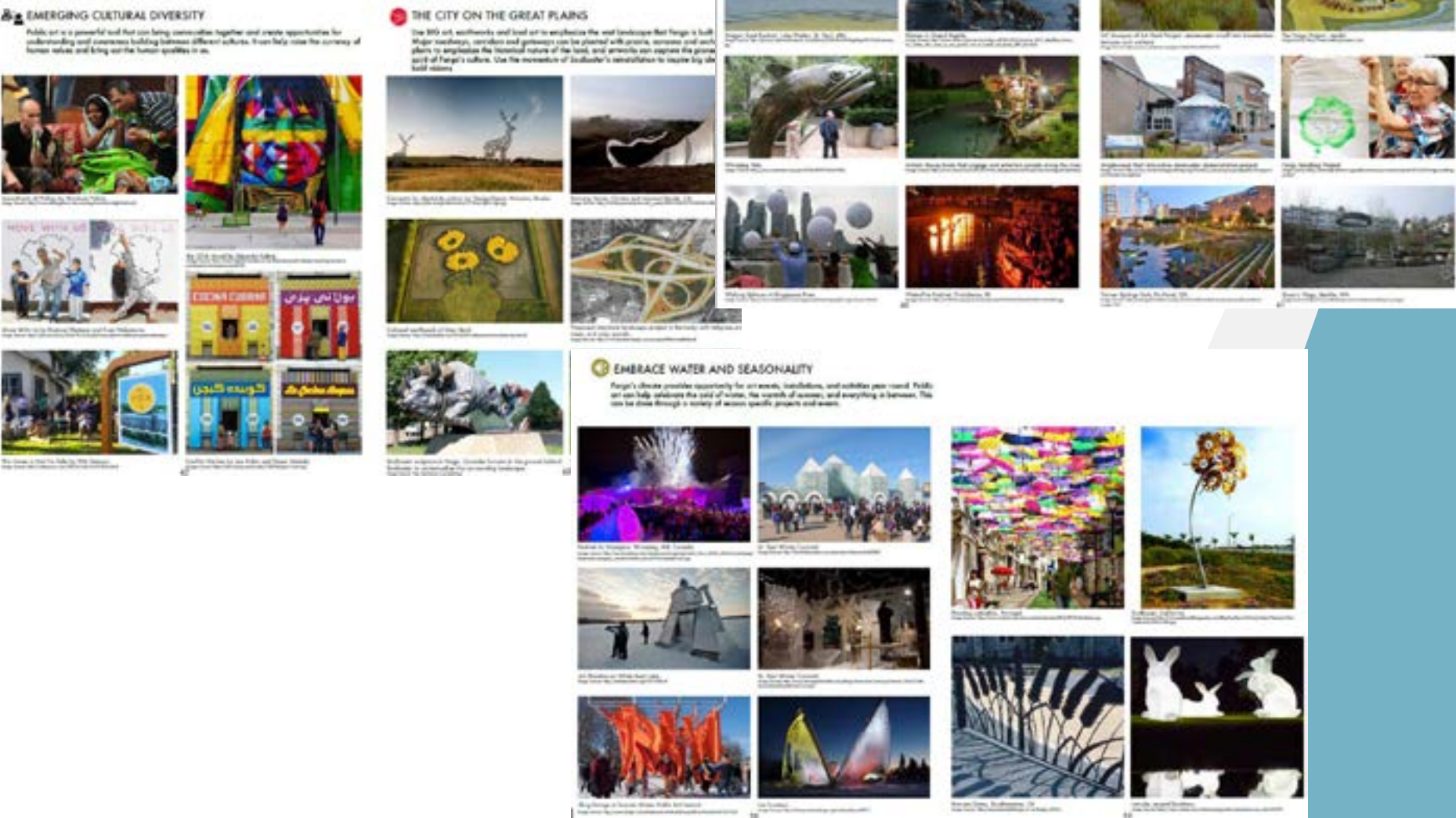
Example of Utilizing Short and Long Term Goals

	Continue developing current projects, including art for City Hall, commissioning art for public spaces, and funding independently developed projects by individual artists and teams.		
GOAL			
GUIDING PRINCIPLES: - Citywide and Regional Mindfulness - Equity, Fairness and Transparency - Cultural Diversity: people of color, new immigrants and indigenous peoples - Education and Lifelong Learning FOCUS AREA: Mainstem Current Programs PRIORITY RANKING: HIGH WHO IS RESPONSIBLE? AOC with consultants, advisors and selection committee members			
YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR
Develop annual work plan based on the budget for the year. This includes art for City Hall, new commissioning projects, and grants to artists. Determine what, if any, changes should be made to the projects compared with last year. Develop executive orders for each project, and see the to guide reporting at end of year.	As projects come to fruition, coordinate, document, evaluate and communicate, including media release about key project. For community members, write, and other contributions. Finalize budget for the next year.	Finalize work plan based on the budget for the year. Determine what, if any, changes should be made. If any changes should be made, determine what, if any, changes should be made to the projects compared with last year. Develop executive orders for each project, and see the to guide reporting at end of year.	Develop annual work plan based on the budget for the year. This includes art for City Hall, new commissioning projects, and grants to artists. Determine what, if any, changes should be made to the projects compared with last year. Develop executive orders for each project, and see the to guide reporting at end of year.



Case Studies- Fargo Public Art Master Plan

Example of Themes to Guide Public Art



The Town of Frederick Art Master Plan is a comprehensive guide intended for the town to utilize in order to establish the community's identity. The approach in this report includes an informative community survey and a short and long term goal component.

Example of Community Survey Results



"Do you like any of the examples in the art precedents shown? Which ones?"

Survey participants were shown two boards of precedent images and asked to choose the ones they liked the best. The image below shows the precedents that were most often chosen with the most liked image being an interactive water art installation, the second a light sculpture and the third a touchable metal statue.



Example of Guiding Principles



Example of Short and Long Term Goal Approach

Strategies - Trails



TRAILS & ROADWAYS

General Guidelines

- Can be both pedestrian scale and vehicular scale
- Consider safety and visibility with art placement for roadways and trails
- Trail art can be placed and integrated to lead the visitor along the trail
- Celebrate utility boxes as canvas for art along trails and roads

Short Term - Trails

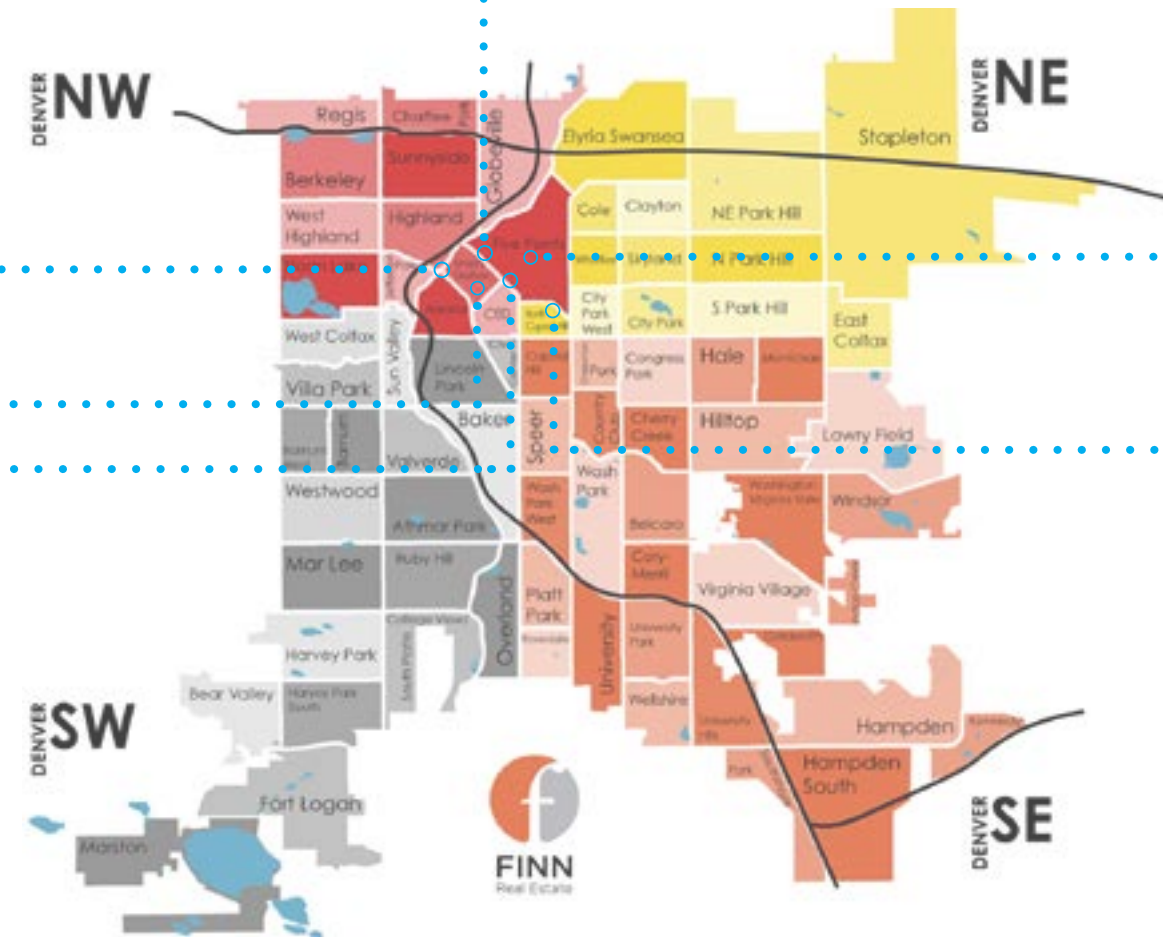
- Focused on existing infrastructure, prioritizing art placement along trails that most directly connect neighborhoods to one another and to parks
- Place Art at high use locations at trails, such as trail-heads.

Long Term - Trails

- Continue to focus on trails that create connectivity on a town-level
- Consider the plan for an art walk along a specific trail
- Utilize future planned infrastructure
- Integrate art with future trail improvements, future phases of trail development or trail enhancement projects.

Case Studies- Denver Public Art

By an Executive Order No. 92 from Mayor Federico Pena, the Denver Public Art Program was first established in 1988. Ever since its inception, there are over 400+ works of public art currently in the collection, with currently in 2020 nearly 40 public art projects in progress. Especially crucial to recognize is the 40 million dollars that have been invested into the public arts program since 1988. This is partly due to the added ordinance in 1991 by Denver's City Council stating 1% of any capital improvement project over 1 million dollars undertaken by the city be set aside for the adding and including of public art. Featuring a broad range of artists that work with various media that strive to capture Denver's history and diverse culture is one of the biggest goals of the Public Art Program. Furthermore, along with being transparent to the public, the program strives to encourage public engagement and activity within Denver's many public plazas and open spaces.





— Art in Windsor
— Public Input



ANALYSIS

Art in Windsor

The public art collection in Windsor currently consists of several metal sculptures in three different locations around Windsor. The first set of bronze sculptures represent a family of beet farmers, another is a memorial to a local boy. Additionally, a soldered metal sculpture depicting two large soaring pelicans is slated for completion in January 2020. There are other instances of artwork on display in public or semi-public areas of Windsor, but all of those have been commissioned and paid for by non-public entities.

Windsor is experiencing significant growth within it's town limits. As Windsor continues to grow, there has become a greater interest in developing a stronger public art collection. These types of programs are becoming an important piece of municipalities across the state and beyond. After the completion of the Windsor Public Art Master Plan, the town plans to create a Public Art Advisory Committee. This committee will be connected with the Town Board and will be responsible for a variety of tasks. These may include accepting gifts of art from private donors for placement on town-owned property, making purchases of art for the town's art collection, selecting sites for the display of the collection and providing for maintenance of the collection.

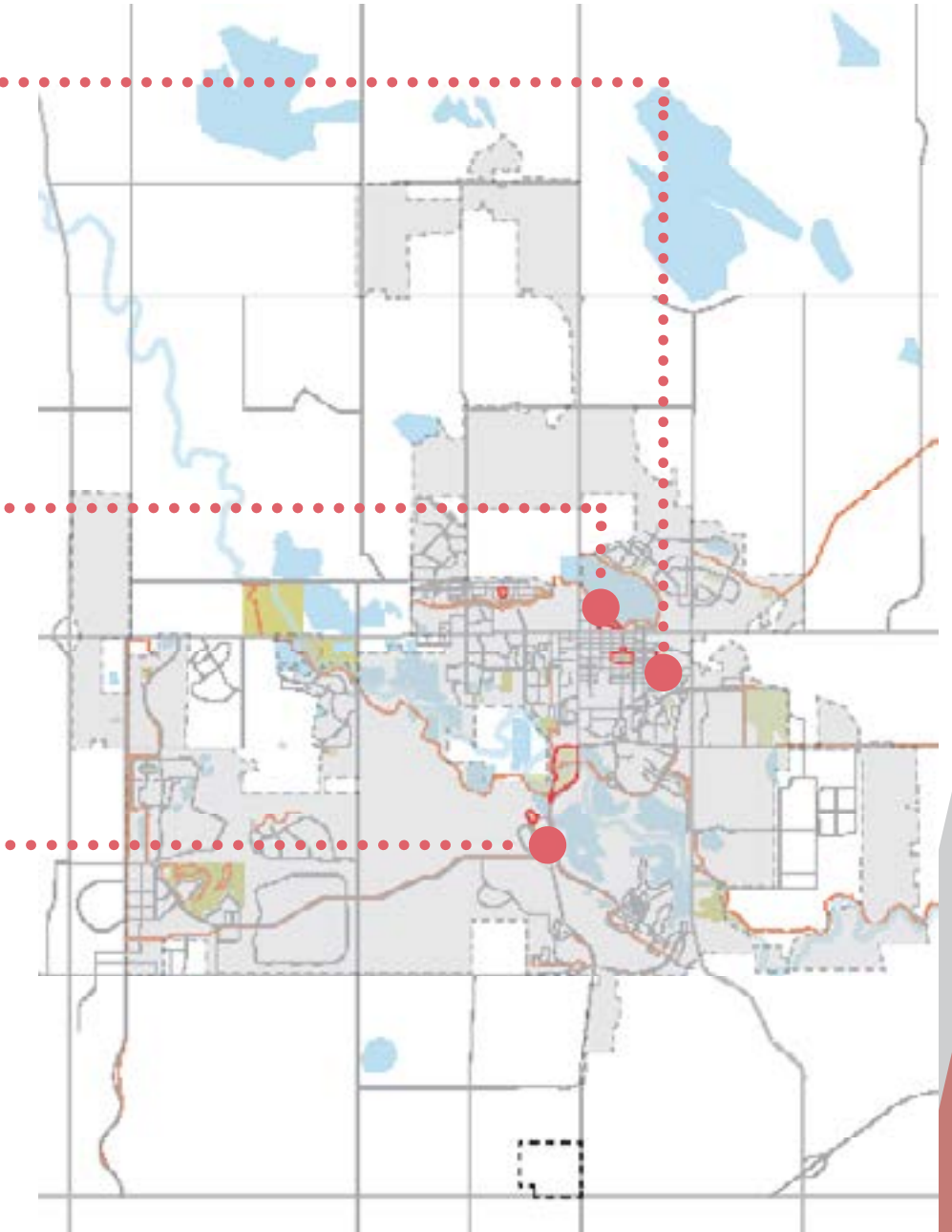
Coming Home by Austin Weishel



Memorial to Garrett Valenzuela

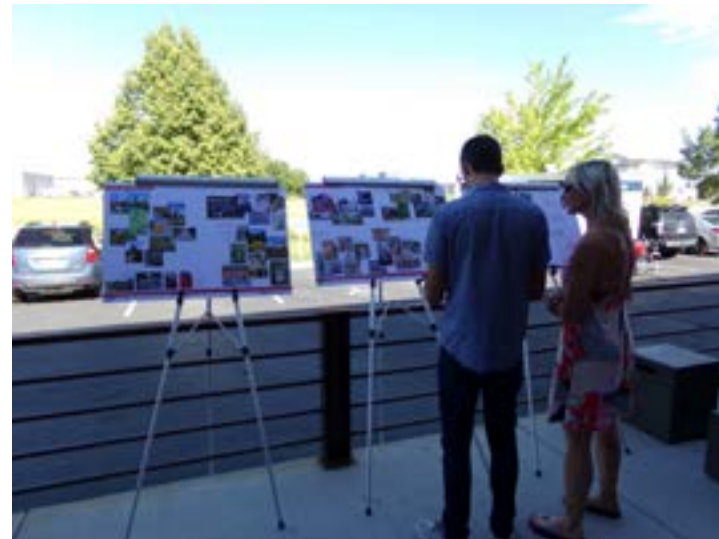


Future Site of Metal Pelican Artwork



Public Input

Public input was collected during Summer 2019. A survey was given out in person (at the events highlighted on the map) and online. These images highlight the students collecting community feedback and administering the survey in Windsor.



Mash Lab Brewing
- Happy Hour

Founder's Green Park
- Movie in the Park



633
TOTAL
RESPONSES

Art and Heritage Center
- Lego Unveiling Event



Boardwalk Park
- Summer Concert Series
- Farmer's Market



Events Attended

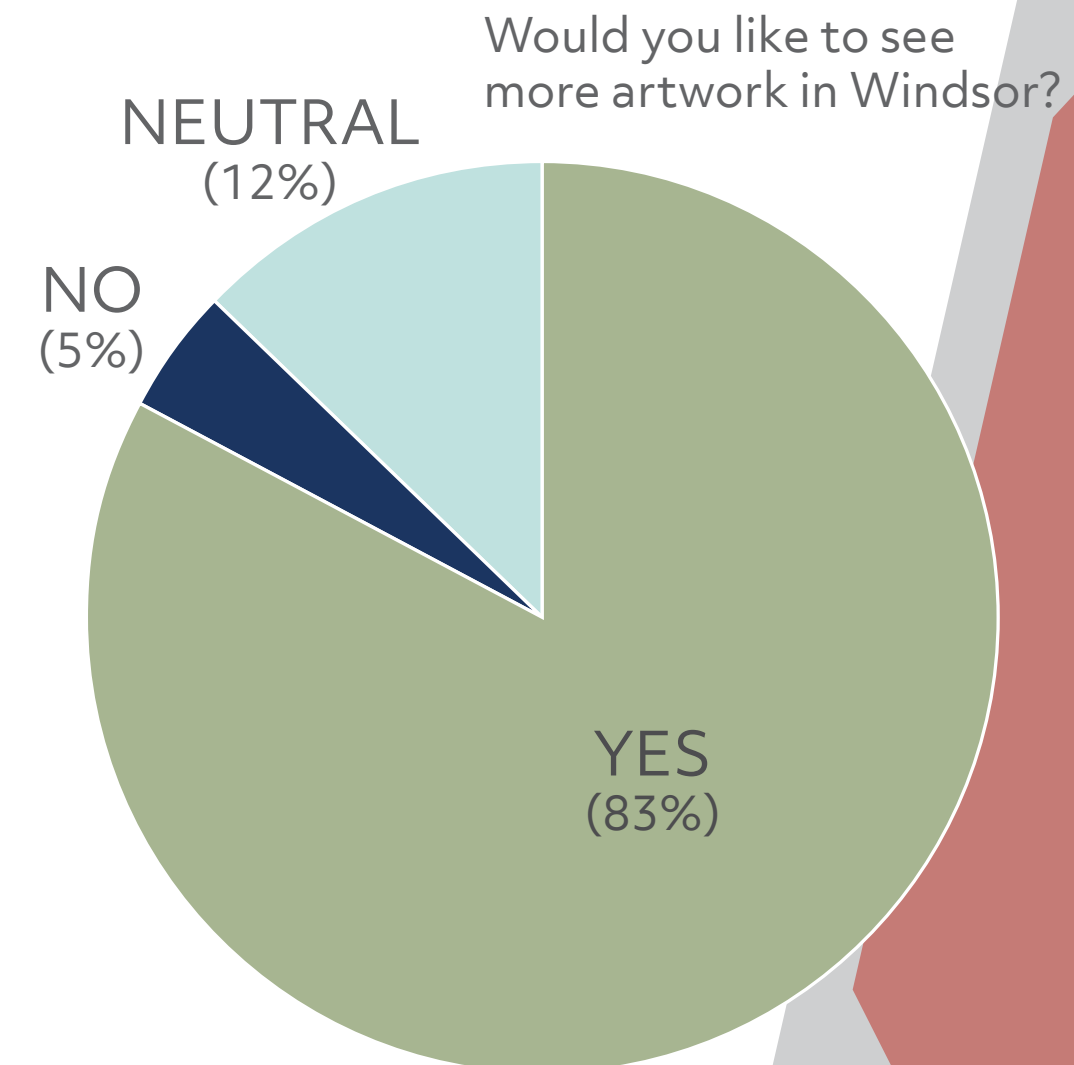
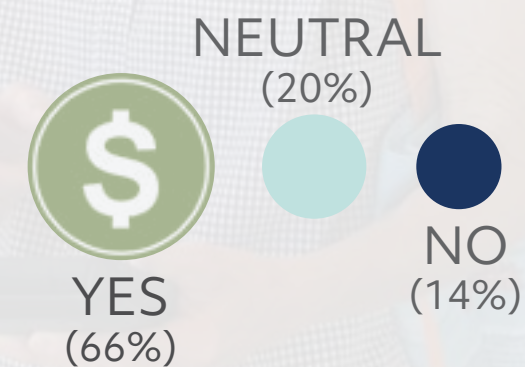
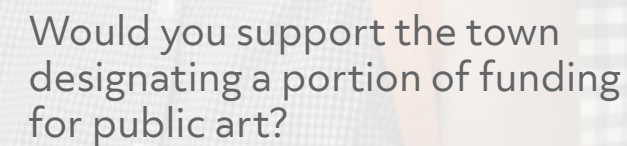


The town of Windsor has a rich heritage and important local stories. To capture some of these unique stories, we asked an open-ended question as part of the survey that allowed respondents to share an interesting fact or something unique about the place that they call home. The word cloud below represents the most commonly occurring words that popped up within the respondents' answers to this question on the survey. People seem to appreciate Windsor's small town feel, agricultural surroundings and its unique history as a beet farming community. Additionally, respondents highlighted the open spaces, parks and trail networks as some of the things that make Windsor a great place to be.



633

Total number of survey respondents



*complete survey responses can be found in the appendix of this report

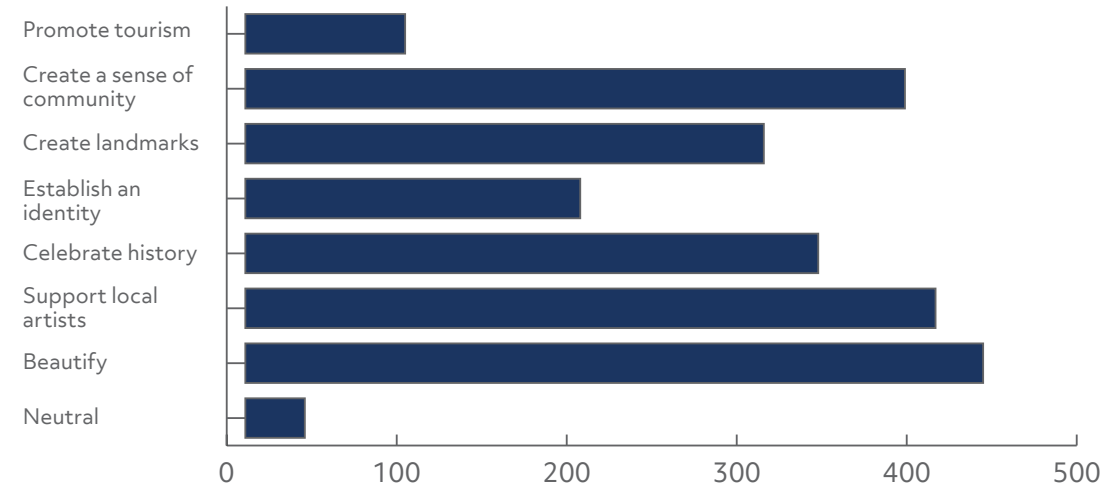
University Technical Assistance Program

ANALYSIS

“Windsor has a rich farming and agricultural history.”

“Windsor is a great, loving community of people”

How would you like public art to impact Windsor?



“Windsor has energy! Wind, solar, natural gas + oil”

“The pelicans! The herons! The eagles! I love watching the wildlife as I walk the trails of Windsor!”

“It’s the land of unicorns and rainbows! Seriously though Windsor has a special hometown magic.”



- Overarching Strategies
- District Strategies



STRATEGIES

STRATEGY 1

EMPOWER RESIDENTS IN CONTINUING TO ENGAGE WITH AND PARTICIPATE IN THE PUBLIC ART PROCESS. THIS INCLUDES FORMING A PUBLIC ART ADVISORY COMMITTEE (PAAC) AND WORKING WITH LOCAL GROUPS SUCH AS NEIGHBORHOOD ORGANIZATIONS WHEN DECIDING ON LOCATIONS, ARTWORK TYPES AND SELECTION PROCESSES

STRATEGY 2

STRIVE TO PRIORITIZE SELECTING ART THAT IS IN LINE WITH THE GUIDING PRINCIPLES OF THIS REPORT - RELEVANT - ENGAGING - INCLUSIVE

STRATEGY 3

INCORPORATE ART THAT BEAUTIFIES THE TOWN AT BOTH VEHICULAR AND PEDESTRIAN SCALE AND IS LOCATED TO CREATE A MEANINGFUL PRESENCE IN THE EVERYDAY EXPERIENCE IN WINDSOR

STRATEGY 4

PRIORITIZE PUBLIC ART INTO FUTURE DEVELOPMENT PLANS. THIS INCLUDES INTEGRATING PUBLIC ART INTO COMPREHENSIVE PLANS, PARK AND RECREATION MASTER PLANS, TRANSPORTATION PLANS AND FUTURE ANNEXATIONS

STRATEGY 5

DIVERSIFY THE PLACEMENT OF NEWLY ACQUIRED PIECES OF PUBLIC ART ACROSS DIFFERENT LAND USE TYPES. THIS INCLUDES CONSIDERING THE UNIQUE CHARACTER OF SURROUNDING CONTEXT AND NEIGHBORHOODS AS WELL AS LOOKING AT VISUALLY PROMINENT LOCATIONS AND ATTRACTIONS THAT HAVE HIGH NUMBERS OF VISITORS

STRATEGY 6

SUGGEST THAT ORGANIZATIONS LIKE THE DOWNTOWN DEVELOPMENT AUTHORITY, TRANSIT AUTHORITIES AND DEVELOPERS INCLUDE RELEVANT ART PIECES AS KEY COMPONENTS IN PUBLIC AREAS OF NEW PROJECTS

SHORT-TERM GOALS

- Focus new art pieces and acquisitions in the downtown, parks, and along trails and the lake front at Windsor Lake
- Form a Public Art Advisory Committee representative of the demographics of the Town of Windsor to help advocate and guide the integration of art into the town
- Have the PAAC define processes and guidelines for obtaining art and participate in Calls for Art and Community Art Competitions
- Take advantage of parcels already owned by the town to add artwork created by local artists to regional trails and parks
- Utilize art to reinforce a gateway entry into Windsor from I-25 along a primary East-West roadway
- Incorporate a variety of art types into the fabric of Windsor
- Consider a variety of art media, variety of artists and short term engagement techniques
- Consider low cost competitions
- When possible, include the history of Windsor into art competitions and art selection
- Encourage art-related functions and events
- Create a strategy to publicly fund public art and include creative mechanisms to do so

LONG-TERM GOALS

- Strive to have one new key piece of art in every district by 2029
- Work in concert with long term plans including town-wide comprehensive plans and parks and recreation strategic plans to incorporate art into new infrastructure and community amenities
- Create “Tour of Windsor” art guide to provide educational materials behind the content of the art, art placement and artist.
- Build new live /work / studio spaces to attract local artists to Windsor (artist in residency programs)
- Plan and execute an “Art and Heritage” event where local and non-local artists can participate in a weekend of public art events and celebrations
- Pursue a feasibility survey for implementing a cultural district funded by a tax increase or fee on new development
- Consider applying for a Colorado Creative District, if desired

Districting Approach

In order to ensure that the entirety of Windsor was represented and considered within the Public Art Master Plan, a districting approach was taken. The town of Windsor can use this framework in order to prioritize placement of artwork in each of these six districts. Throughout the survey process, it was very helpful to assess survey responses district by district in order to identify patterns throughout these areas.

NORTHWEST



NORTHEAST



OLD TOWN



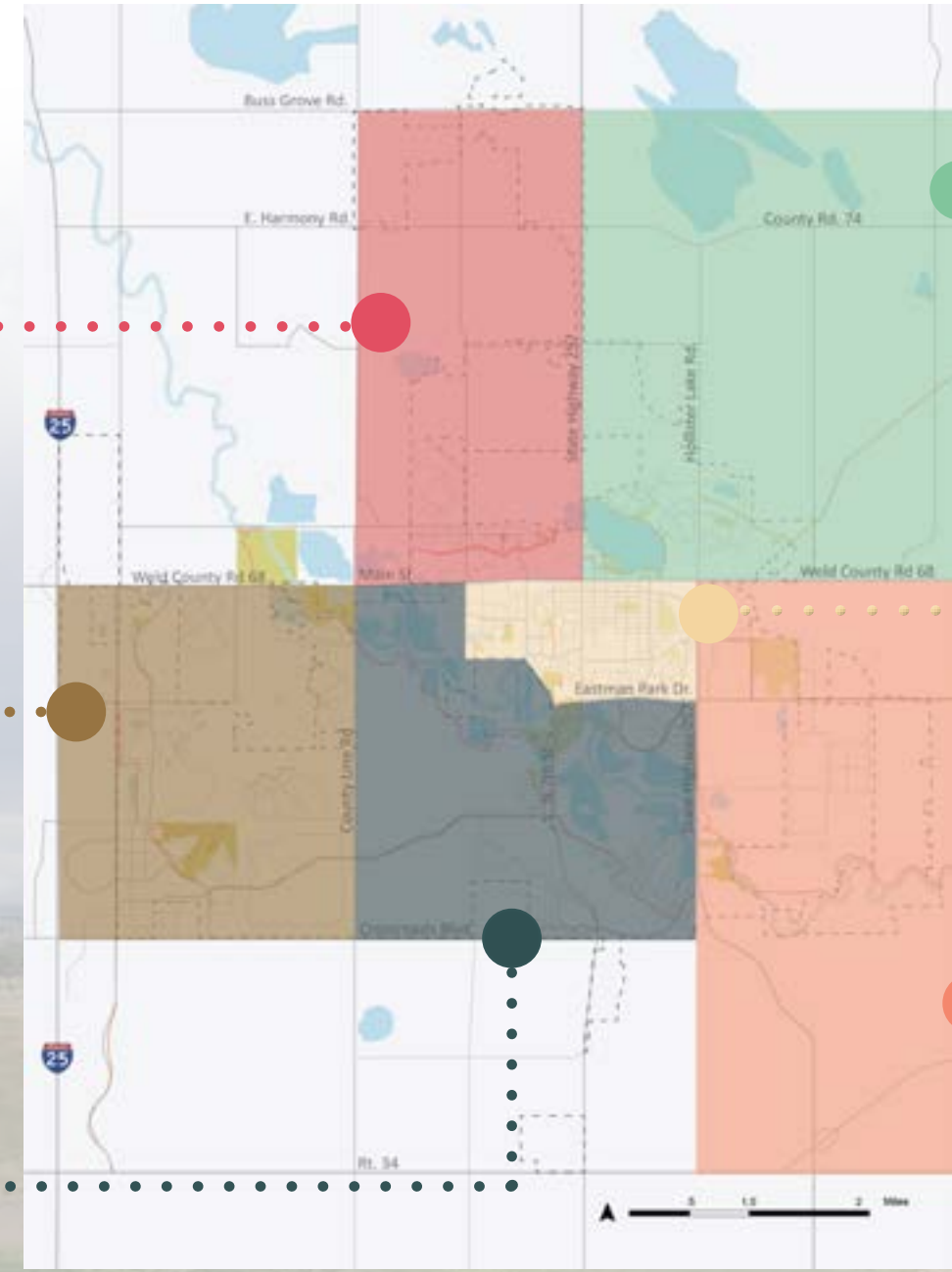
INDUSTRIAL



WEST



SOUTHEAST



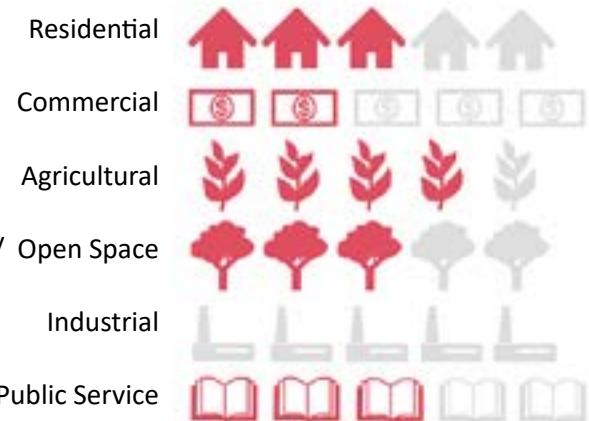
northwest windsor

CHARACTER

- Residential feel
- Home to several community amenities including Windsor Community Recreation Center, Founders Green Park, Brunner Farm Park, schools and a trail along Greeley Number 2 Canal
- One of Windsor's older neighborhoods with unique homes and parkways



LAND USE



CATEGORIES

HISTORICAL
MODERN
WHIMSICAL
INTERACTIVE
EDUCATIONAL
SEASONAL

TOP 3 Locations for Art



DOWNTOWN



PARKS



**TRAILS +
PATHWAYS**

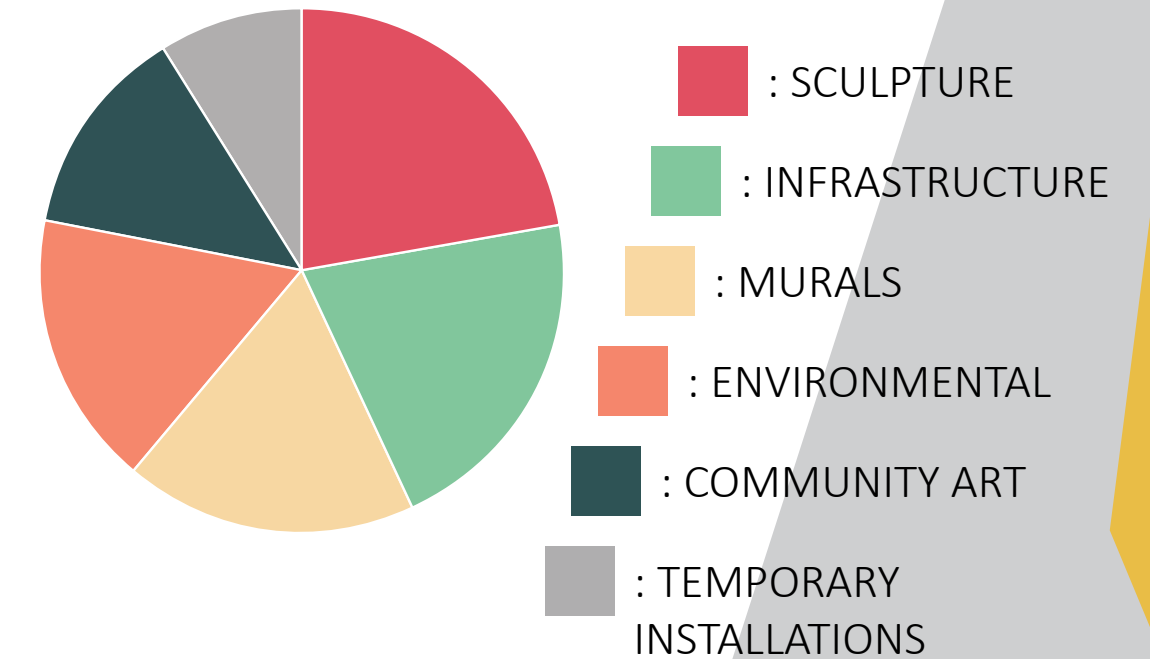
Northwest District Survey

Highest number of respondents from any district whom had **not** seen any existing public artwork in Windsor

102

Total number of survey respondents from Northwest District

TYPES



northwest windsor

SHORT TERM GOALS

- Introduce trail artwork that connects Windsor Community Recreation Center to Windsor Lake. Consider whimsical or educational art to help guide, motivate and entertain trail users.
- Consider placing historically influenced sculptures in prime locations such as Jacoby Farm Historic Site

LONG TERM GOALS

- Include gateway artwork in the future development of Harmony Corridor for vehicular scale public art
- Consider placing artwork in prime future development locations such as Tacincala Park or the Museum Storage Facility

JACOBY FARM

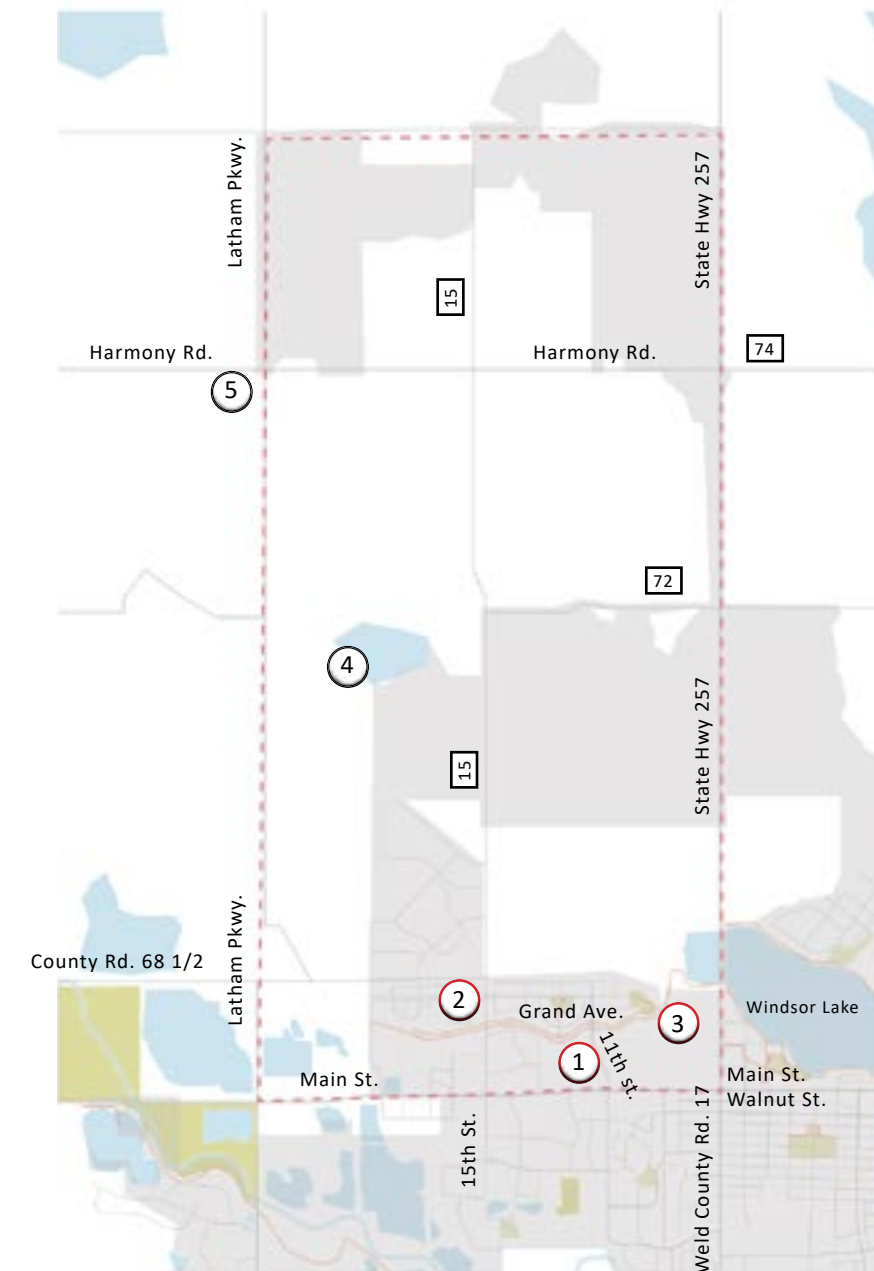
BEFORE

*HOLDING FOR RENDER
(JACOBY FARM)*

AFTER

*HOLDING FOR RENDER
(JACOBY FARM)*

Priority Sites for Public Artwork



SHORT TERM

1 Recreation Center



2 Jacoby Farm Historic Site



3 Ditch Trail connecting Windsor Lake and Jacoby Farm



LONG TERM

4 Tacincala Park (2021)



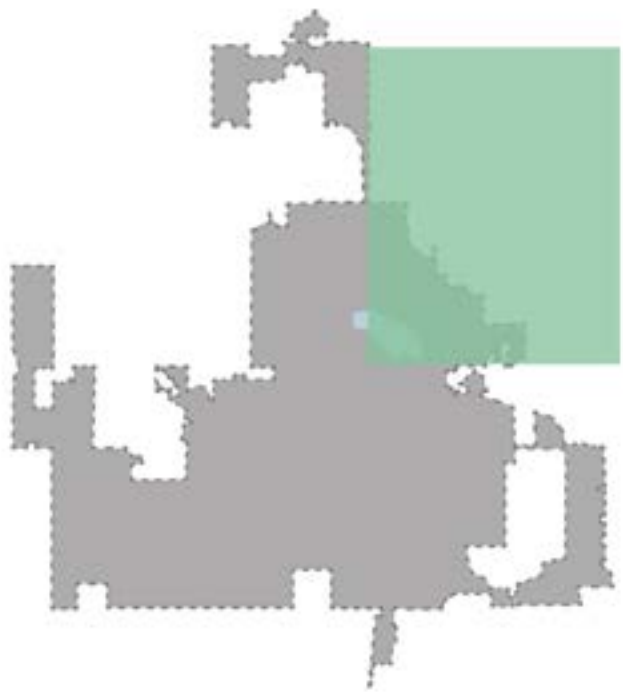
5 Harmony Rd. Corridor



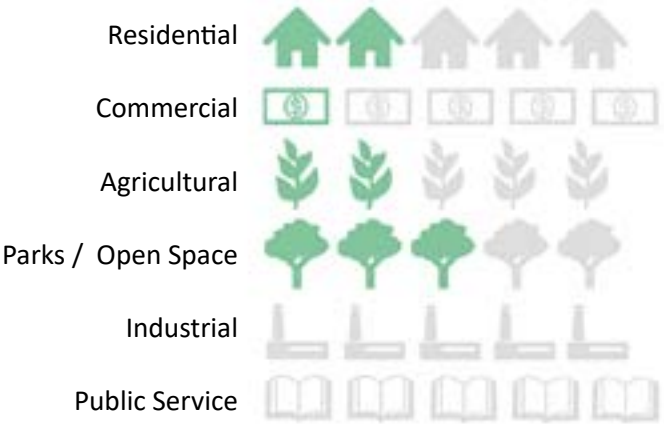
northeast windsor

CHARACTER

- Mainly residential feel
- Significant residential growth
- Mixed use development, agricultural and residential adjacencies
- Home to Windsor Lake, a hub for local recreation and community events
- Home to Town of Windsor Museums



LAND USE



CATEGORIES

SEASONAL
HISTORICAL
EDUCATIONAL
INTERACTIVE
MODERN
WHIMSICAL

TOP 3 Locations for Art

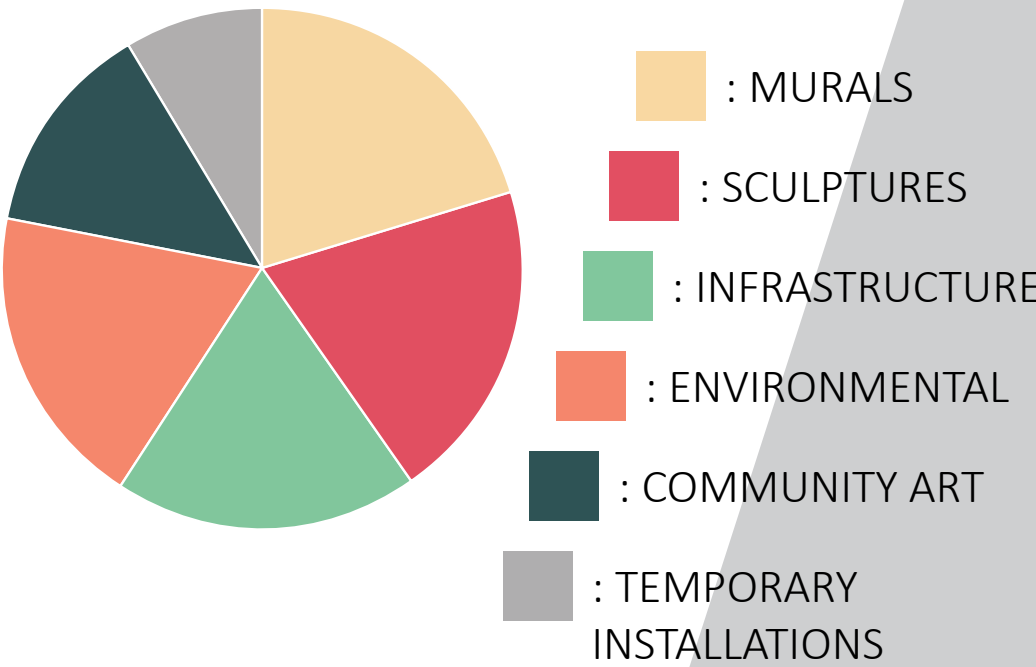


Northeast District Survey

Strongest support of any district for the Town of Windsor to designate a portion of funding to support public art (69%)

94 Total number of survey respondents from Northeast District

TYPES



STRATEGIES

northeast windsor

SHORT TERM GOALS

- Incorporate interactive, community-based art projects at Boardwalk Park to reinforce Windsor Lake as a unique cultural hub
- Introduce public artwork in parks, such as newly built Village East Park
- Consider placing large-scale environmental art around Windsor Lake to create a striking regional landmark

LONG TERM GOALS

- Implement vehicular-scale infrastructure artwork within each new residential development at their entryways
- Utilize vehicular-scale gateway artwork along Highway 257 corridor to enhance welcome to Windsor

GREAT WESTERN TRAIL HEAD

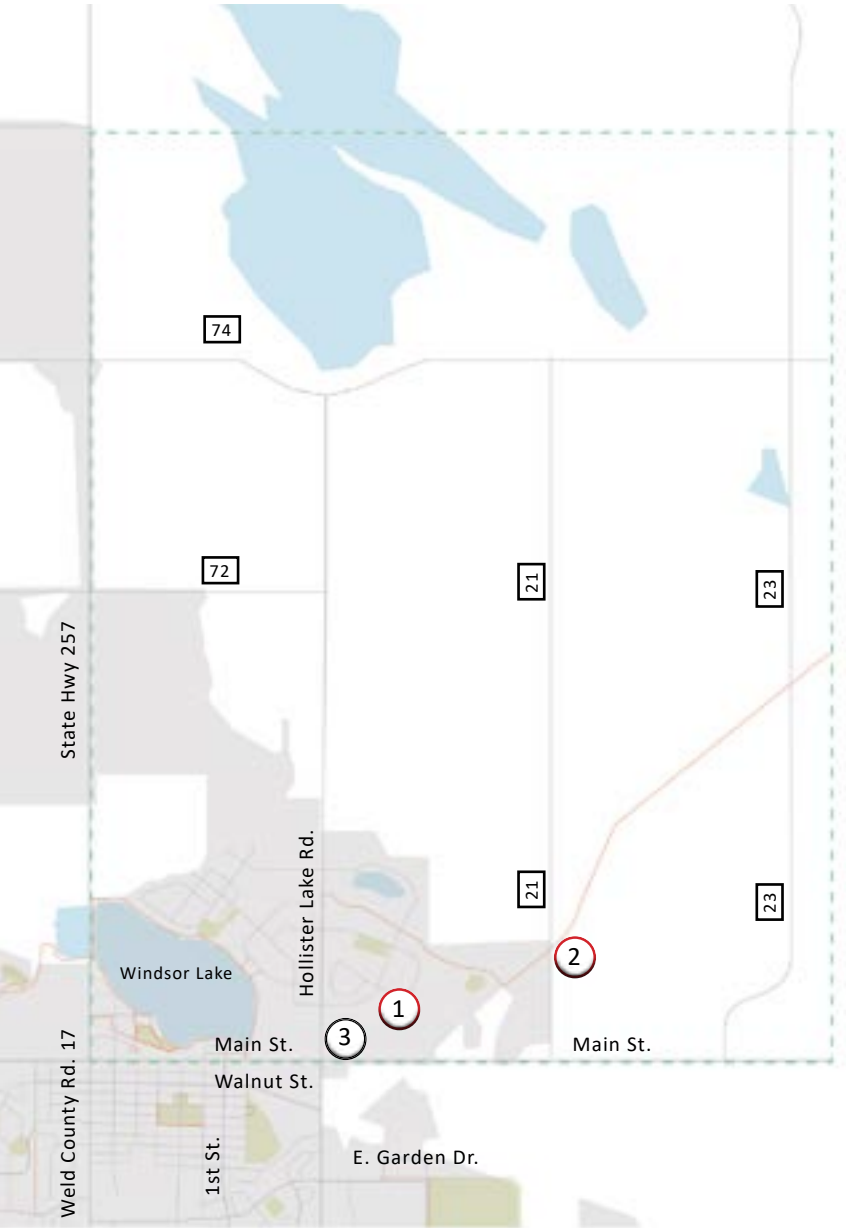
BEFORE



AFTER



Priority Sites for Public Artwork



SHORT TERM

1 Village East Park



2 Great Western Trail



LONG TERM

3 Hwy 257 Corridor



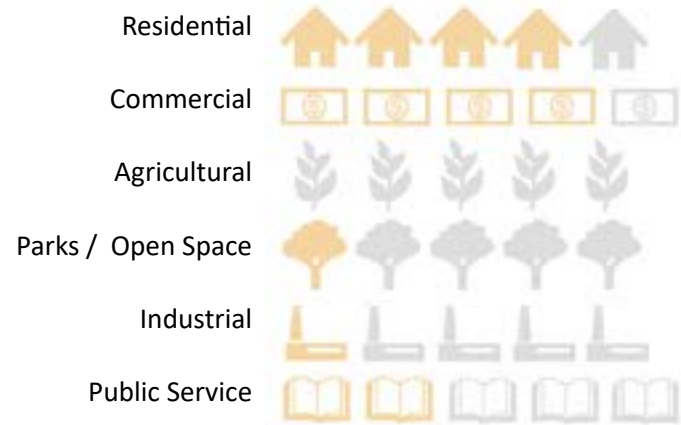
old town windsor

CHARACTER

- Small-town main street feel
- Home to historic buildings
- Mixed residential and commercial
- Walkable neighborhoods
- Cultural and civic core of Windsor



LAND USE



HISTORICAL

WHIMSICAL
EDUCATIONAL
INTERACTIVE
MODERN
SEASONAL

CATEGORIES

TOP 3 Locations for Art



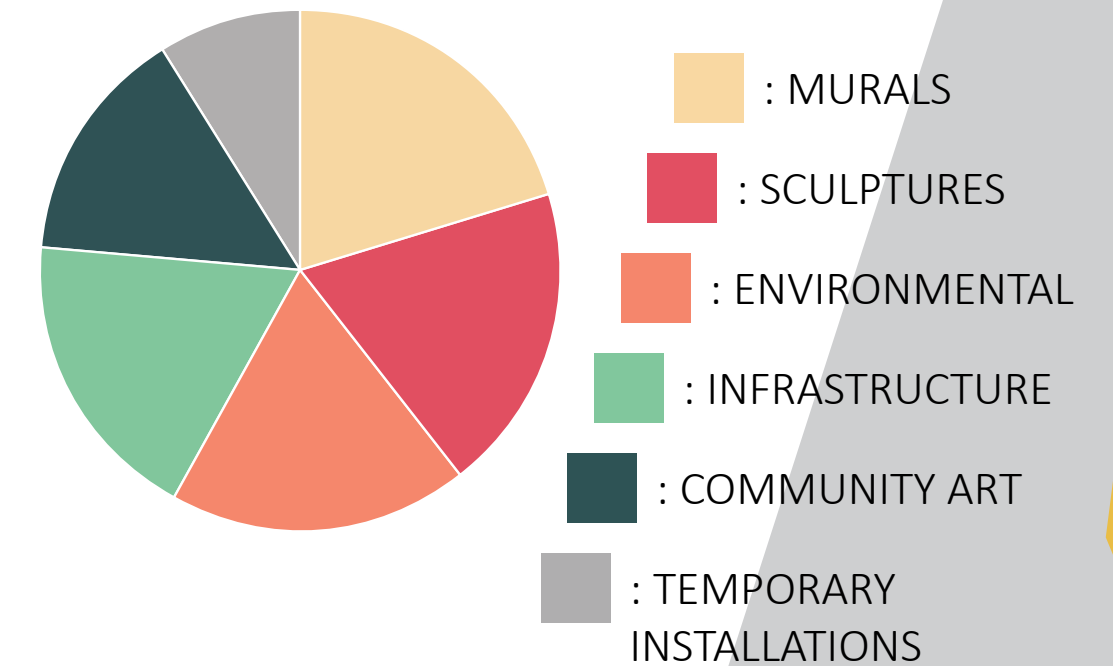
Old Town District Survey

Highest percentage of respondents who liked the whimsical category of public art (63%)

135

Total number of survey respondents from Old Town District

TYPES



old town windsor

SHORT TERM GOALS

- Put pedestrian-scale infrastructure artwork at key intersections in town (crosswalks, etc.)
- Incorporate a series of interactive community murals throughout downtown that can become a regional attraction
- Implement vehicular-scale artwork at the cemetery roundabout as a welcome to Old Town Windsor

LONG TERM GOALS

- Consider incorporating pedestrian-scale whimsical gateway artwork along 5th St. as a welcome to Windsor Lake
- Enhance trail head connection to Poudre River Trail

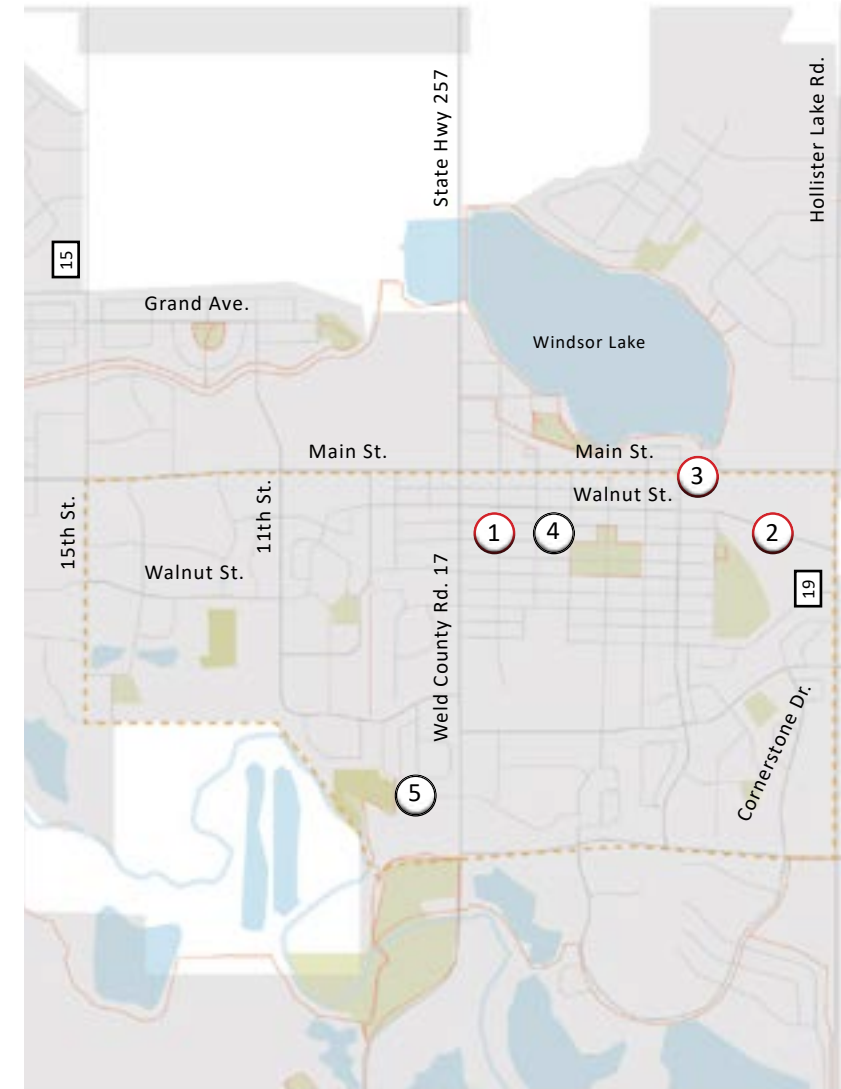
MAIN STREET



AFTER



Priority Sites for Public Artwork



SHORT TERM

1 Bus stops along Main St.



2 Cemetery Roundabout



3 Businesses that back up to Windsor Lake



LONG TERM

4 Murals along Main St.



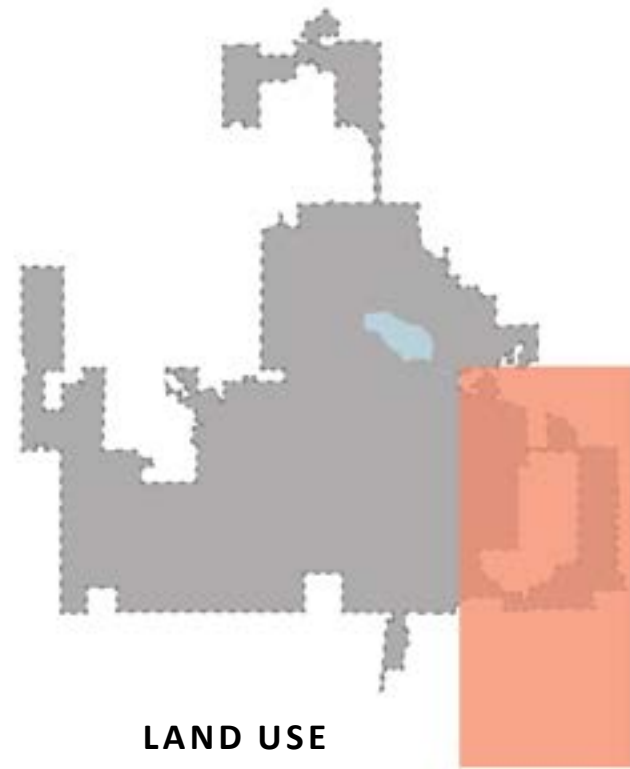
5 Trail head artwork



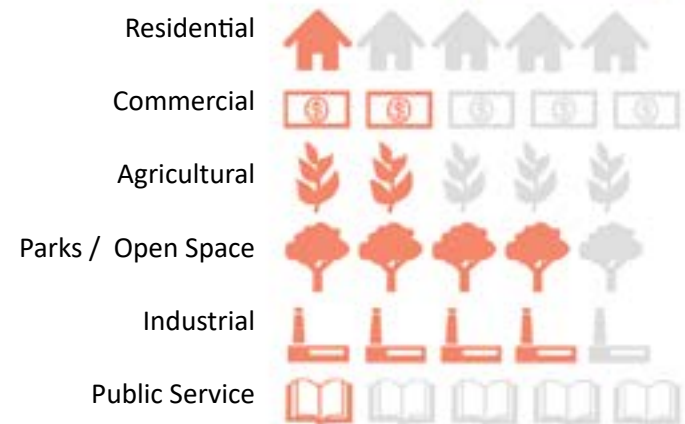
industrial windsor

CHARACTER

- Industrial land use, sparse residential
- Wide variety of land uses in addition to industrial
- Home to former Kodak plant, currently Vestas wind turbine plant



LAND USE



CATEGORIES

TOP 3 Locations for Art



PARKS



DOWNTOWN



TRAILS +
PATHWAYS

EDUCATIONAL
MODERN
INTERACTIVE
HISTORICAL
WHIMSICAL SEASONAL

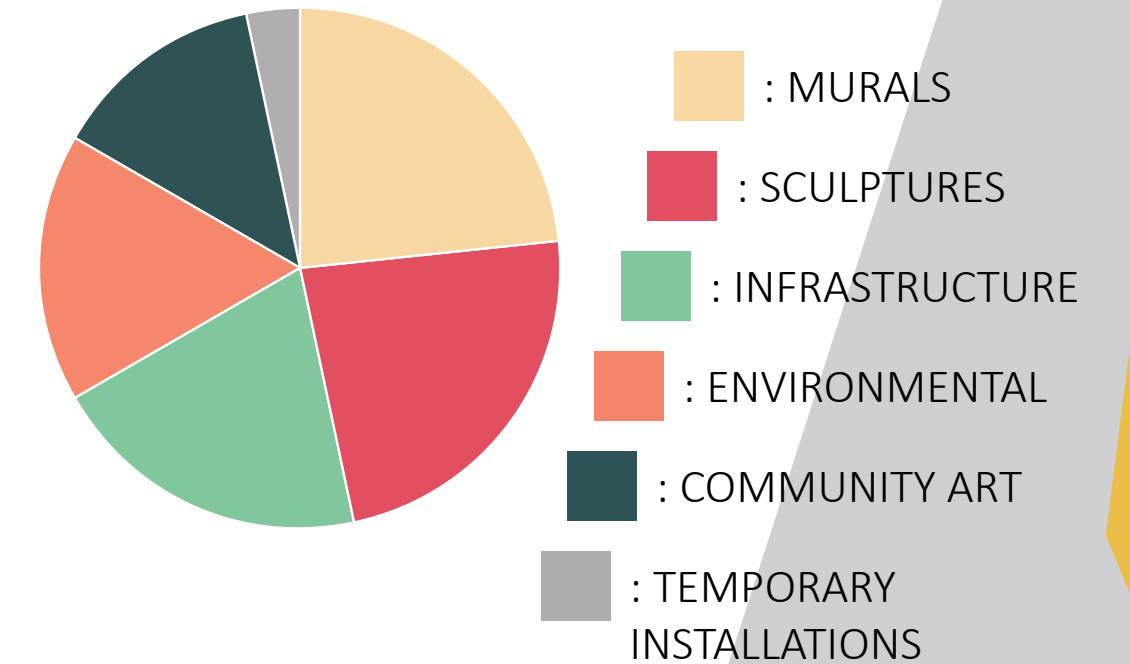
Industrial District Survey

Highest percentage of respondents in any district that said they would like to help an artist paint a mural (30%)

11

Total number of survey respondents from Industrial District

TYPES



industrial windsor

SHORT TERM GOALS

- Encourage the integration of artwork into Future Legends Complex
- Play off the industrial nature of this district with industrial art-- integrating reused, repurposed or recreated materials

LONG TERM GOALS

- Include vehicular-scale gateway artwork along 257 (approaching from South to North) to emphasize this as a main entry into Windsor from Greeley
- Incorporate interactive trail artwork that can assist with wayfinding as more off-street trails are integrated into this district

OPEN SPACE IN INDUSTRIAL WINDSOR

BEFORE



AFTER



Priority Sites for Public Artwork



SHORT TERM

① Future Legends Complex



② Environmental artwork



LONG TERM

③ Trail to Missile Site Park



④ Gateway artwork along 257



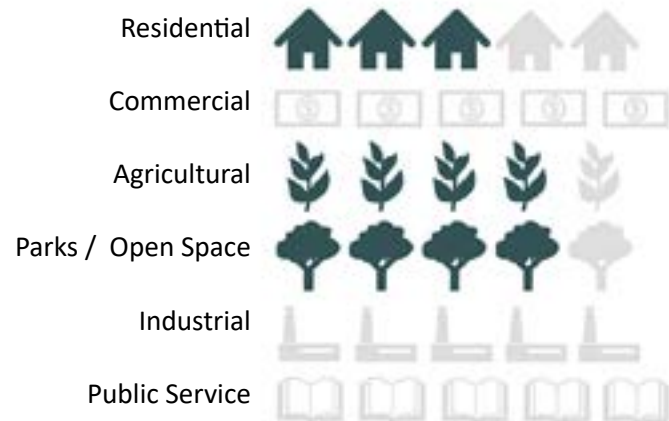
southeast windsor

CHARACTER

- More dense residential development than some of the surrounding districts
- Poudre River runs through this district
- Interesting topography due to bluffs and river
- Several roundabouts



LAND USE



CATEGORIES

HISTORICAL
INTERACTIVE
EDUCATIONAL
WHIMSICAL
MODERN
SEASONAL

TOP 3

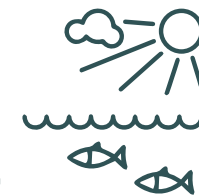
Locations for Art



DOWNTOWN



PARKS



LAKEFRONT

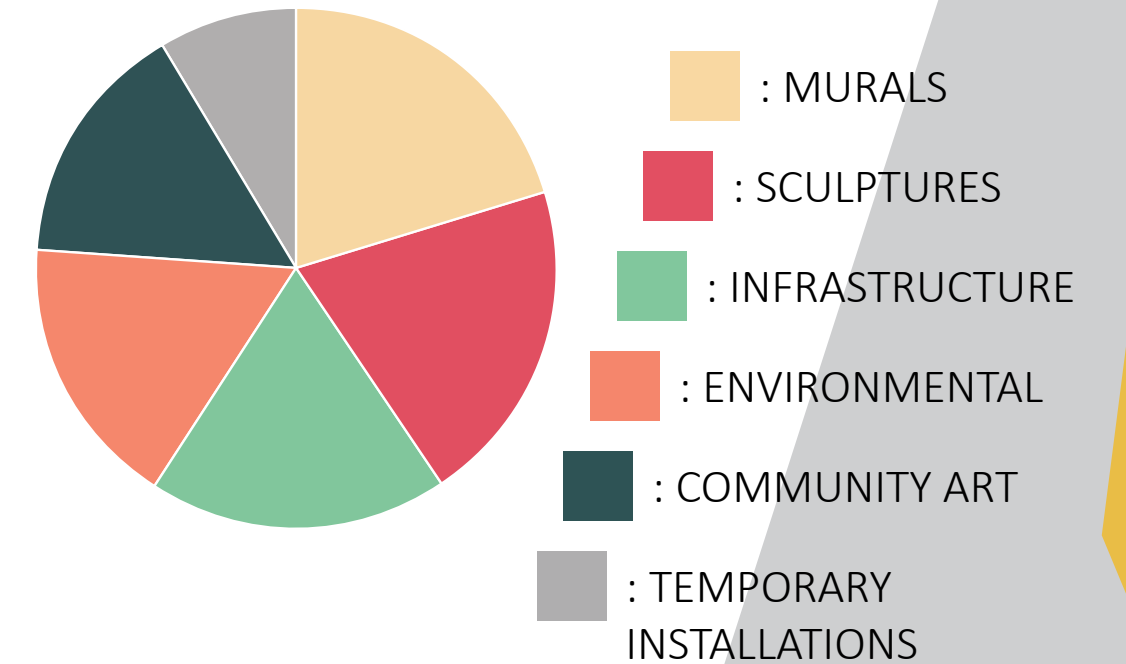
Southeast District Survey

Highest percentage of respondents in any district who have noticed the existing public art in Windsor (79%)

117

Total number of survey respondents from Southeast District

TYPES



southeast windsor

SHORT TERM GOALS

- Incorporate infrastructure art by creating a series of vehicular-scale (consider historical or whimsical) roundabout artwork along Eastman Park Drive
- Implement way finding artwork at two main trail heads in order to emphasize the natural beauty of the river
- Integrate educational artwork in the Treasure Island Demonstration Garden

LONG TERM GOALS

- Incorporate artwork at pedestrian bridges along 7th St. and 13th St.
- Implement environmental artwork along Poudre River Trail in order to emphasize the beauty of the bluffs in this area. Consider creating a river art trail experience.

TREASURE ISLAND DEMONSTRATION GARDEN

BEFORE



AFTER

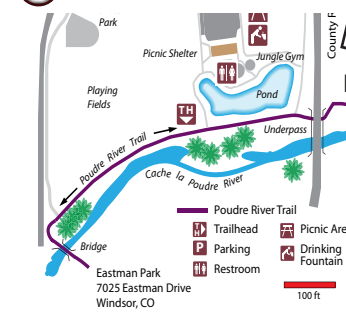


Priority Sites for Public Artwork



SHORT TERM

1 Trail heads



2 Roundabouts



3 Treasure Island Demonstration Garden



LONG TERM

4 Trail art river walk



5 CR 13 pedestrian bridge artwork



west windsor

CHARACTER

- Sweeping open space
- Bordered by main thoroughfares into Windsor
- Large “ranchette” style properties
- Mountain views to the West
- Major commercial areas along corridors (I-25)



LAND USE



CATEGORIES

HISTORICAL
WHIMSICAL
EDUCATIONAL
INTERACTIVE
MODERN
SEASONAL

87

Total number of survey respondents from West District

West District Survey

Highest positive response to prioritizing the support of local artists through public art in Windsor (67%)

TOP 3

Locations for Art



PARKS

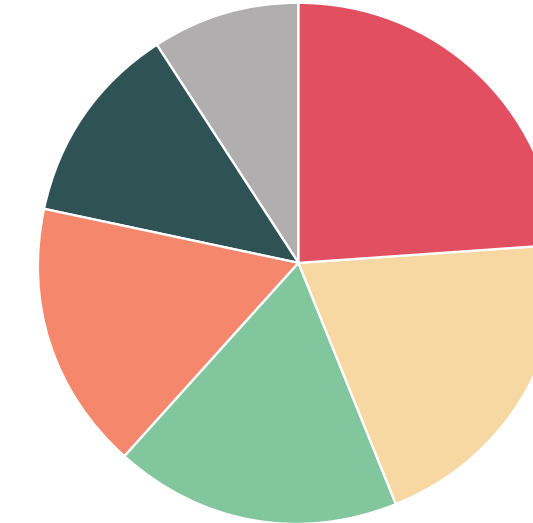


DOWNTOWN



TRAILS +
PATHWAYS

TYPES



- : SCULPTURES
- : MURALS
- : INFRASTRUCTURE
- : ENVIRONMENTAL
- : COMMUNITY ART
- : TEMPORARY INSTALLATIONS

STRATEGIES

west windsor

SHORT TERM GOALS

- Use pedestrian-scale educational artwork in order to emphasize Kaplan Hoover Bison Bone Bed (National Register of Historic Places) from the Poudre River Trail
- Implement large-scale environmental art in open spaces (prioritize Belmont Ridge Open Space)
- Incorporate infrastructure art by creating a series of vehicular-scale (consider historical or whimsical) roundabout artworks along N Fairgrounds Ave.

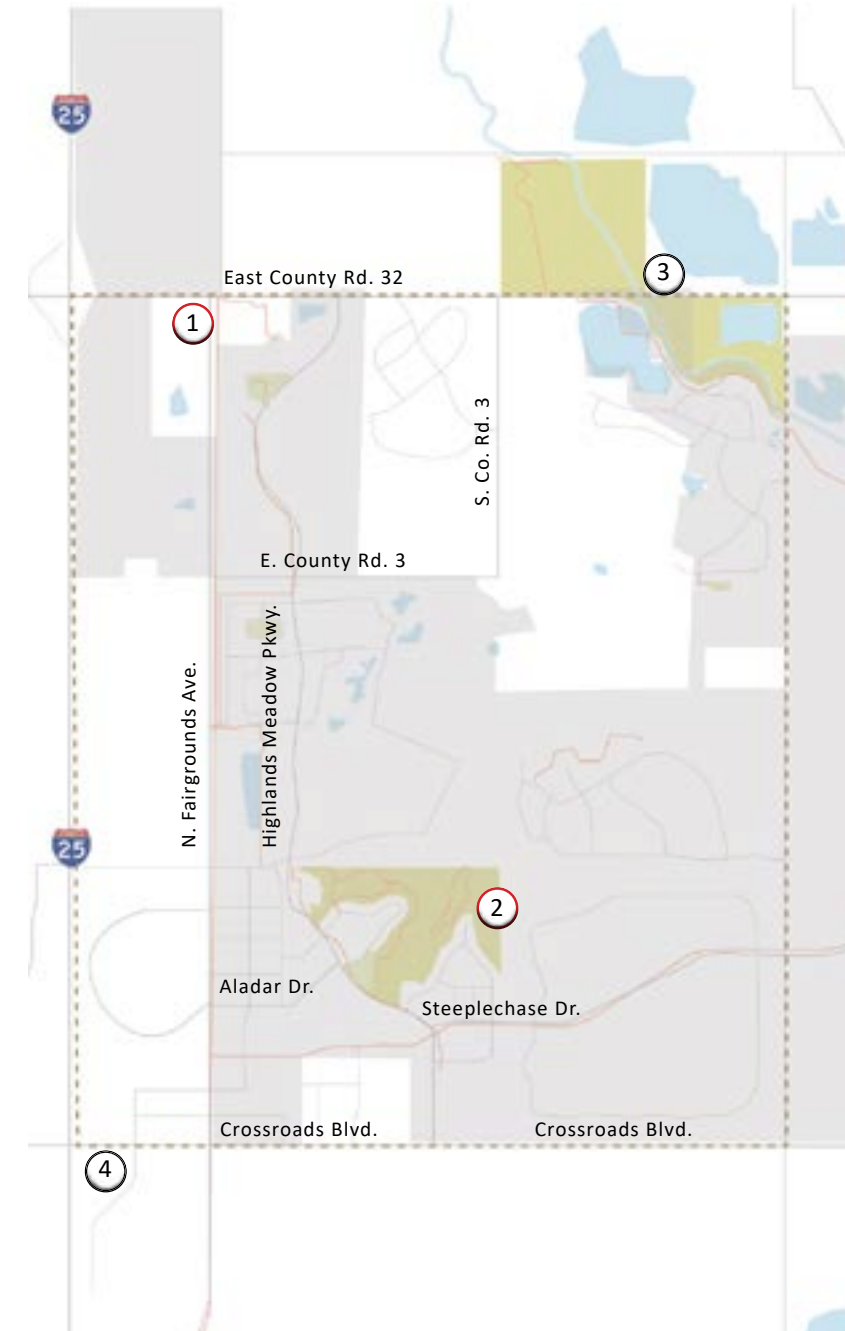
LONG TERM GOALS

- Create vehicular-scale artwork (gateway or mural) to welcome visitors entering Windsor along Crossroads Blvd. off of I-25

FAIRGROUNDS AVENUE (FUTURE ROUNDABOUT)



Priority Sites for Public Artwork



SHORT TERM

- ① Roundabouts

- ② Environmental art in Belmont Ridge Open Space



LONG TERM

- ③ Kyger Pit site

- ④ Crossroads gateway





- Public Art Advisory Committee
- Artwork Selection Process
- Ways to Fund Public Art
- Operations + Maintenance



IMPLEMENTATION

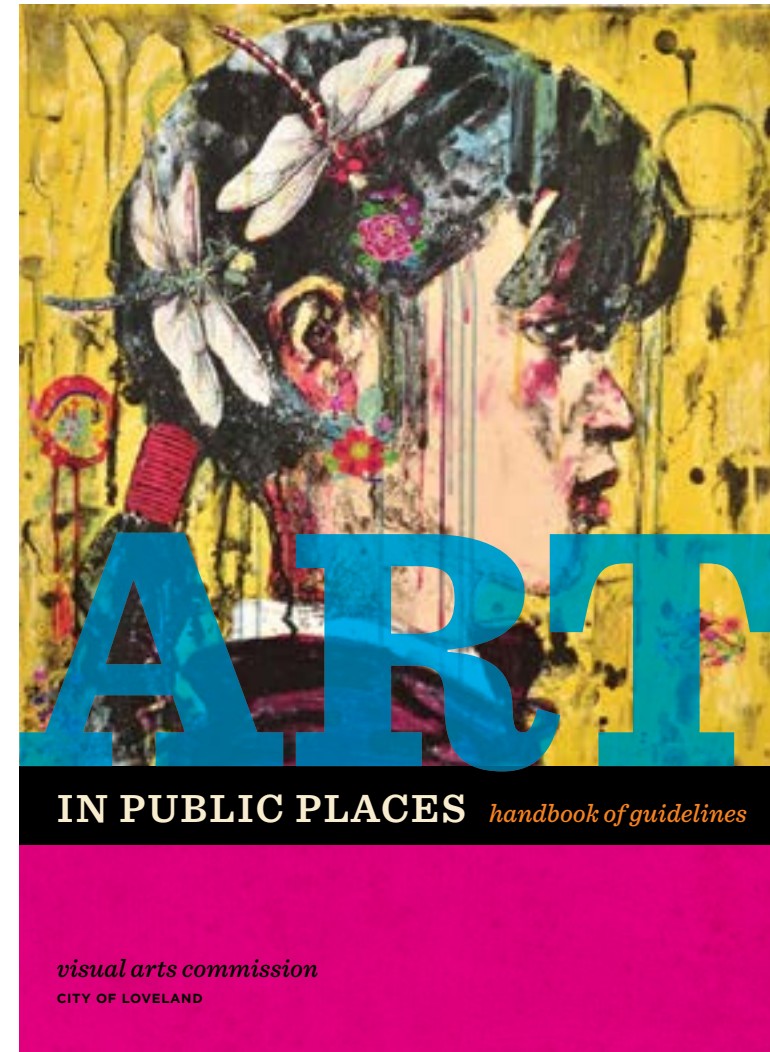
Public Art Advisory Committee

The City of Loveland has been at the forefront of public art in Colorado. The city established one of the first public art advisory committees in the state in 1985. The “Visual Arts Commission” in Loveland falls under the purview of the city’s Cultural Services Department. The commission is currently made up of 9 unpaid commission members plus one alternate member. The members serve terms of three years. There is at least one full-time, paid staff member, the Public Art Manager, that assists the commission and acts as a non-voting member. The city has two ordinances in place to organize the Visual Arts Commission.

“The Visual Arts Commission oversees the City’s Arts in Public Places Program which sets aside 1% of all City capital projects of \$50,000 or more. They accept gifts of art from private donors for placement on City property; make purchases of art for the City’s art collection (usually for the site, which generated the funding); provide for suitable display of the collection; and provide for maintenance of the collection.”

City of Loveland

PRECEDENT - LOVELAND, CO



City of Loveland - Visual Arts Commission Guidelines

PRECEDENT - DEL MAR, CA

After interest was expressed by the community to culturally enrich the town of Del Mar, a public art committee was created in 2017. The mission and purpose of the committee is to review, commission, consign and /or recommend for selection art for display in public and private places in accordance with the Public Art Policy. There are seven members on the committee, each of which serving three year terms.



Recommendations to Consider for Public Art Advisory Committee Organization

- Include an odd number of voting members and at least 1 alternate member
- Include at least 1 Town Board member as a non-voting, ex-officio member
- Have committee members serve staggered terms to encourage continuity across years
- Strive for a diversity of ages and backgrounds amongst committee members
- Most commissions require that members be current residents
- Aim to include individuals on the committee who have backgrounds that create complimentary skillsets for public art selection (artists, architects, community planners, engineers, etc.)
- Define the PAAC organization within municipal ordinances
- Have initial members create a mission statement, bylaws, and list out primary goals

It is essential to create a standard selection process which the Public Art Advisory Committee (PAAC) will utilize to make well informed decisions regarding the types and categories of public art that are chosen for Windsor. Selection standards should be created based on the guiding principals for public art along with their corresponding objectives. When considering public art and where to place it, the PAAC should use these selection standards to ensure that all public art demonstrates the values of the community and creates a cohesive collection across the whole town.



If selecting artwork for a known site |

- Who will use the space?
- What is significant about the site and surrounding area/community? (i.e. is the site within the historic district?)
- What makes the site unique? (i.e. is it near water? Within a forested area? Next to a school?)
- Is there a timeline of implementation regarding the site and/or art piece?
- What do you want the takeaway from the art piece to be?
- What issues arise having art in this location?
- Can the site fit a singular work or multiple pieces over time?

If selecting a site for known artwork |

- Was the art donated, bought, or commissioned?
- What type of artwork is it?
- Will the art piece/installation compete with the site? Will it compliment it?
- Will the art piece/installation be used to inform the user? Will it be interactive?
- Who is the audience the artwork would appeal to?
- What is the overall goal of the artwork - interactive, inform, educate, etc.?
- Is there one artist or multiple at the same time?

Ways to Fund Public Art

Public art programs require a sustainable source of funding. This is often ensured by acquiring funding from a variety of initiatives, both private and public.

The following tables represent the findings from a survey conducted by Americans for the Arts of 227 public art programs in the United States. As Windsor is a town of 23,319 people (U.S. Census 2017), the “population less than 100,000” section of these tables could be useful to generate ideas for funding mechanisms moving forward.

The opposite page represents case studies for these different funding mechanisms that could be applied in Windsor.

PUBLIC VS. PRIVATE FUNDING MECHANISMS

POPULATION	PRIVATE	PUBLIC	PUBLIC- PRIVATE PARTNERSHIP / OTHER	ALL PROGRAMS
Less than 100,000	51 %	33 %	36 %	39 %
100,000 to 999,999	36 %	38 %	36 %	37 %
1,000,000 or more	13 %	29 %	29 %	24 %
Grand Total	100 %	100 %	100 %	100 %

Source: Americans for the Arts // 2017 Survey of Public Arts Programs

SOURCES OF FUNDING

SOURCES OF REVENUE (BY POPULATION)	LESS THAN 100,000	100,000 TO 999,999	1,000,000 OR MORE	ALL PROGRAMS
Revenue from other government sources (not listed above)	48 %	55 %	37 %	48 %
Percent-for-art ordinance	30 %	48 %	67 %	46 %
Cash contributions from individuals	62 %	35 %	24 %	43 %
Cash contributions from businesses	57 %	35 %	19 %	40 %
Grants from foundations	45 %	38 %	28 %	38 %
In-kind contributions from individuals	46 %	31 %	24 %	35 %
In-kind contributions from businesses	43 %	28 %	19 %	32 %
Grants from other private sources	26 %	18 %	24 %	22 %
Other	16 %	21 %	19 %	18 %
Art in private development ordinance	7 %	11 %	9 %	9 %

Source: Americans for the Arts // 2017 Survey of Public Arts Programs

Smaller municipalities tend to have higher percentages of public art paid for through **private sources** (foundation grants, private donations, etc.) Opportunities exist to create **public-private** partnerships to fund art.

CASE STUDY - SCOTTSDALE, AZ Private Developer Funding

Just as developers are often required to provide a certain amount of street trees or parking, new developments can be mandated to require a certain amount of funding for public artwork.

One company alone in Scottsdale has installed \$500,000 of public artwork.



CASE STUDY - GRAND RAPIDS, MI Crowdfunding

The practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet.

The crowdfunding campaign for this project raised enough money to cover the project and even reached \$2,000 more than the artist's goal.



Operations + Management

Just as towns maintain streets, parks, and buildings, public art cannot remain in its original condition without maintenance. A plan is required for all collections, even if the collection is madeup of only one piece of public artwork. Maintenance programs ensure the safety, longevity and original intent of a particular piece of art. Plans also help dictate responsible parties and/or departments for maintenance and upkeep.

The process to build a management plan starts from the very beginning of the art acquisition process. The artist should submit guidelines on upkeep and maintenance specific to the materials used to create the work. The artist should also be responsible for maintenance for a period of at least one year after installation to ensure the integrity of the materials and fabrication techniques. A plan should also be established that allows for artwork to be removed if it has been damaged beyond repair and/or endangers public safety.

Another important piece of a management plan is the regular inventorying and surveying of artwork conditions. These assessments often happen bi-annually and ensure that artwork is receiving the proper care it needs. This can be a labor intensive process and can be a strain on smaller departments. Some towns have enlisted volunteers to help in this process which can reduce costs and engage the public in caring for and feeling a part of the public art program in their community. There are many tools for documenting and cataloging public art collections. For more information please see the *Further Resources* section in the next chapter.

Materials and Fabrication Handbook

Contact:
Adam Fah, Conservation Technician
adam.fah@arts.wa.gov
Art in Public Places Program
Version: April 1, 2014



Object Maintenance Sheet

Artist/Design Team: _____

Title of artwork: _____

Media: _____

Measurements: _____

2-DIMENSIONAL WORK (Mixed Media works use entire form when appropriate)
Specific materials used in the execution of the piece: (list name and type of paint, paper, fiber content, specific metals, etc.
Example: "graphite drawing on twelve 100% paper, with a Kevlar spray final coating.")

Specific materials used in the presentation of piece: (Composition of base or backing, framing, mat board, protective covering, hanging rods, etc.)

Recommendations and cautions regarding care of the work: (Cleaning, refinishing if needed, avoid exposure to direct sun or to dampness, etc.)

List any special materials utilized in the execution of the artwork:

Packing and Shipping instructions:

2-DIMENSIONAL WORK (Mixed Media works use entire form when appropriate)
Material(s): _____

Material thickness or gauge: _____

Public Art Handbook, © 2005 Office of Arts & Cultural Affairs, City of Seattle. This information is intended for general information only and is a starting point for your project. You should seek professional advice related to your specific situation, including any legal advice that may apply. The City of Seattle makes no representation that the information is complete, accurate or current.

Tips to Creating a Successful Public Art Management Plan

- Include a maintenance plan in each artist contract
 - A good maintenance plan includes information on the materials used, expected maintenance costs, approx lifespan of the materials
- Set aside a portion of the budget each year for maintenance (5-10% of total art budget)
- Use volunteers whenever possible
 - The City of Longmont uses volunteers to complete artwork condition assessments each year
- Develop clear requirements defining inter-departmental responsibilities for maintaining artwork
- Create and maintain detailed maintenance records (utilize online tools such as *Artwork Archive*)
- Clearly define a deaccessioning policy so that when the time comes, the artwork can be effectively and efficiently removed from the collection

Municipalities should plan to allocate between 5-10% of the total art budget to maintenance and preservation of the collection.

~Americans for the Arts



- Community Survey
- Community Survey - Results
- On-Site Public Art Checklist
- Further Resources



Windsor Art Master Plan Community Survey

Which district in Windsor are you from? (see map for reference)

- ☐ Northwest Windsor ☐ Northeast Windsor ☐ Old Town Windsor
☐ West Windsor ☐ Southeast Windsor ☐ Industrial Windsor

How old are you?

- ☐ 0-11 ☐ 12-17 ☐ 18-29 ☐ 30-44 ☐ 45-64 ☐ 65+

Have you seen existing public art in Windsor?

- ☐ Yes ☐ No

Do you like the existing artwork in Windsor?

- ☐ Yes ☐ No ☐ I have never seen any artwork ☐ Neutral

Would you like to see more artwork in Windsor?

- ☐ Yes ☐ No ☐ Neutral

How would you like public art to impact Windsor? (select all that apply)

- ☐ Promote tourism ☐ Establish an identity ☐ Support local artists
☐ Create a sense of community ☐ Celebrate history ☐ Beautify
☐ Create memorable, highly recognizable landmarks ☐ Neutral

What type of artwork would you be interested in seeing in Windsor? (select all that apply)

- ☐ Murals ☐ Sculpture ☐ Environmental ☐ Temporary Installations
☐ Community Art Projects ☐ Infrastructure Artwork
☐ Other _____

What category of artwork would you be interested in seeing in Windsor? (select all that apply)

- ☐ Modern ☐ Whimsical ☐ Historical / Memorial ☐ Interactive
☐ Educational ☐ Seasonal
☐ Other _____

Where would you like to see public artwork? (select all that apply)

- ☐ Downtown ☐ Schools ☐ Parks ☐ Neighborhoods
☐ Roundabouts ☐ Lakefront ☐ Along river ☐ Gateway
☐ Trails / Walking Paths ☐ Open Space ☐ Public Facilities
☐ Other _____

How would you like to be involved with public artwork? (select all that apply)

- ☐ Help an artist paint a mural or piece of artwork
☐ Participate in an event to create your own artwork
☐ Observe an event in which others are creating artwork
☐ Suggest a potential art project
☐ Serve on an advisory board
☐ Volunteer and / or donate to a public art project
☐ Neutral

Would you support the Town designating a portion of funding for public art?

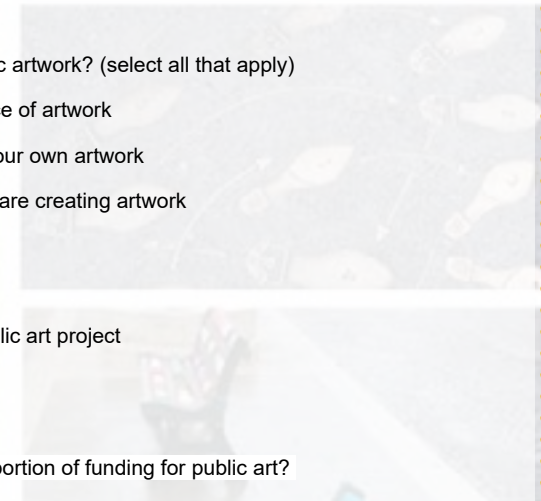
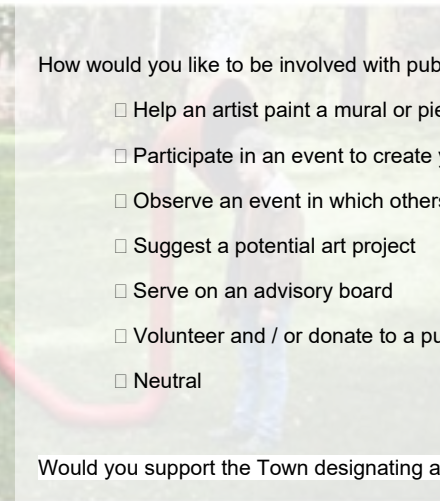
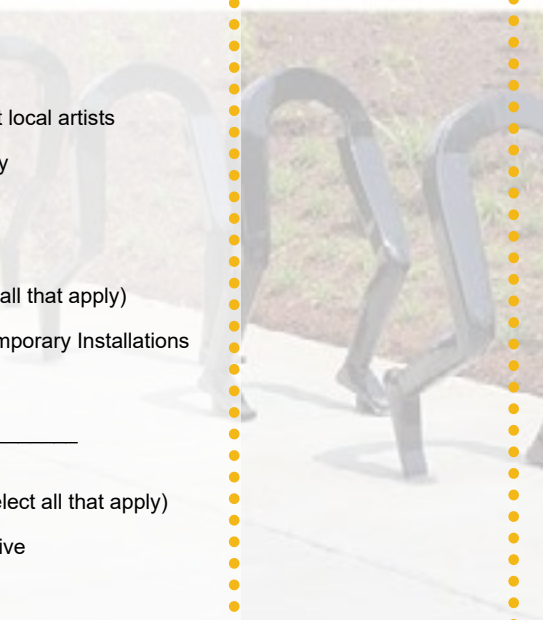
- ☐ Yes ☐ No ☐ Neutral

Windsor is in the process of putting together a public art commission committee. If you would be interested, leave your contact information here:

Name _____

E-mail _____

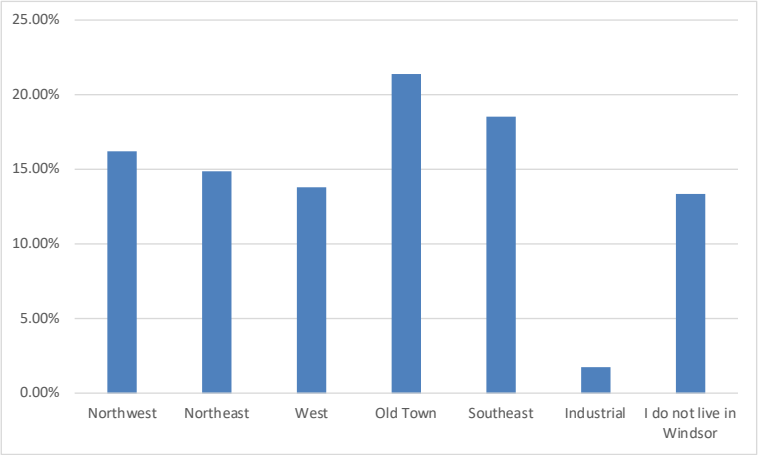
Tell us something unique about Windsor that a visitor might not know about?





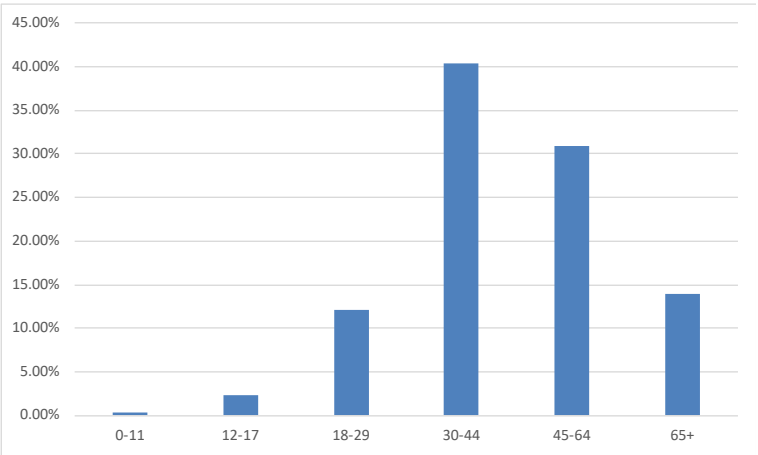
Which district in Windsor are you from? (see map for reference)

Answer Choices	Responses	
Northwest	16.19%	102
Northeast	14.92%	94
West	13.81%	87
Old Town	21.43%	135
Southeast	18.57%	117
Industrial	1.75%	11
I do not live in Windsor	13.33%	84
Answered		630
Skipped		3



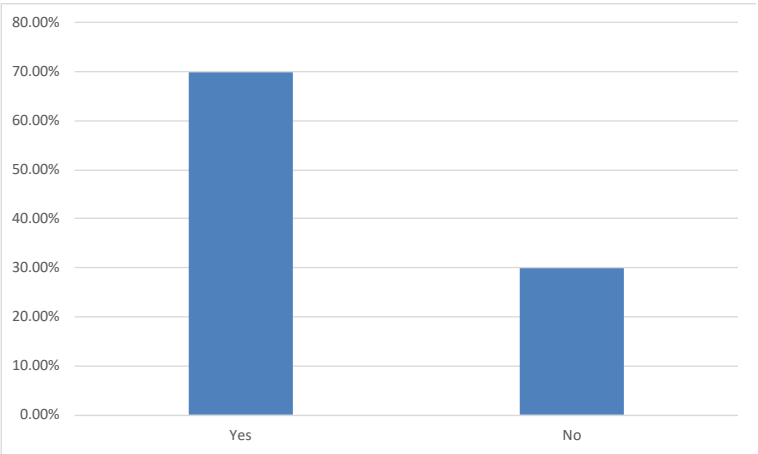
How old are you?

Answer Choices	Responses	
0-11	0.32%	2
12-17	2.39%	15
18-29	12.10%	76
30-44	40.29%	253
45-64	30.89%	194
65+	14.01%	88
Answered		628
Skipped		5



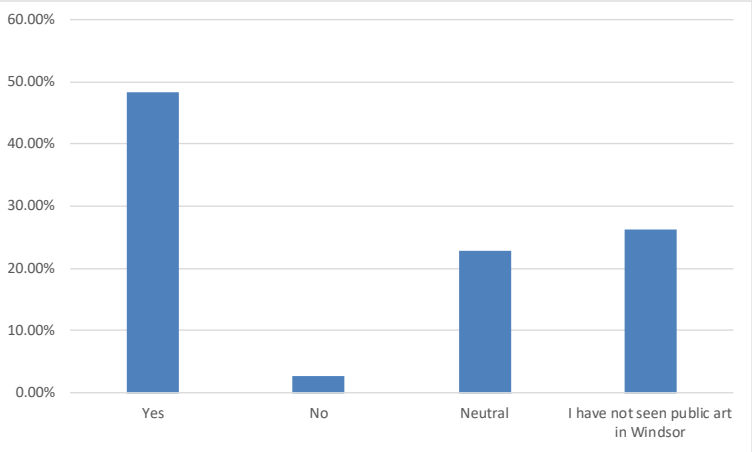
Have you seen existing public art in Windsor?

Answer Choices	Responses	
Yes	69.94%	442
No	30.06%	190
Answered		632
Skipped		1



Do you like the existing artwork in Windsor?

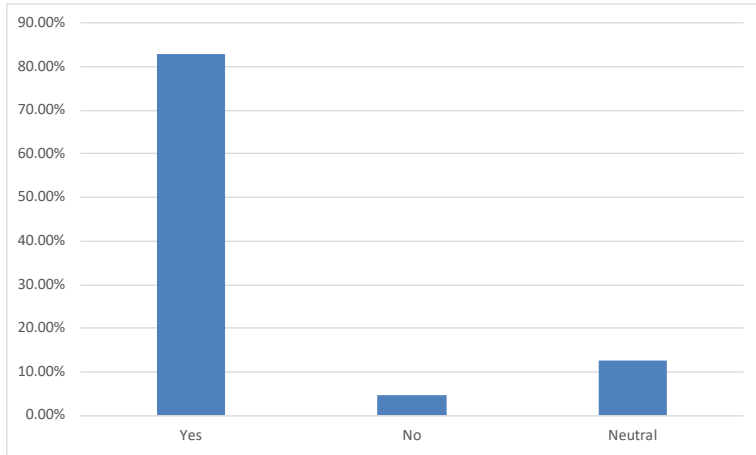
Answer Choices	Responses	
Yes	48.34%	306
No	2.69%	17
Neutral	22.75%	144
I have not seen public art in Windsor	26.22%	166
Answered		633
Skipped		0



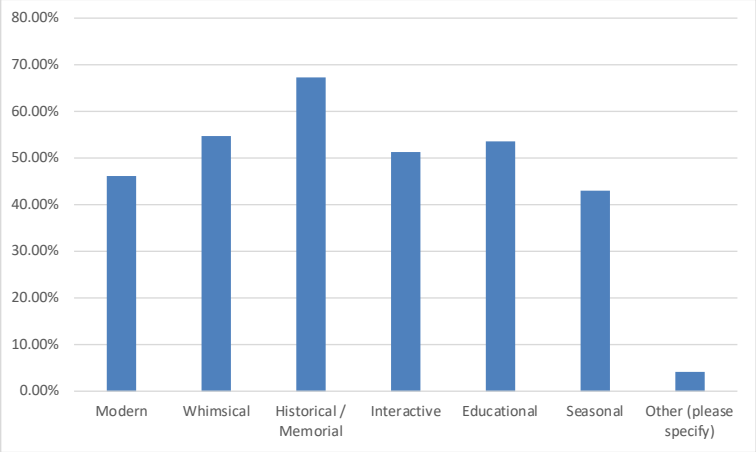
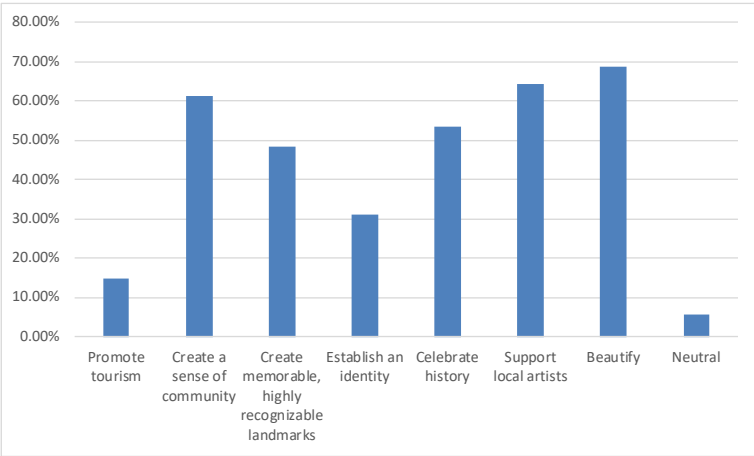
“We have soooo many great parks for our little ones!”

Would you like to see more artwork in Windsor?

Answer Choices	Responses	
Yes	82.88%	523
No	4.60%	29
Neutral	12.52%	79
Answered		631
Skipped		2



How would you like public art to impact Windsor?		
Answer Choices	Responses	
Promote tourism	14.87%	94
Create a sense of community	61.39%	388
Create memorable, highly recognizable landmarks	48.26%	305
Establish an identity	31.17%	197
Celebrate history	53.32%	337
Support local artists	64.24%	406
Beautify	68.67%	434
Neutral	5.54%	35
	Answered	632
	Skipped	1

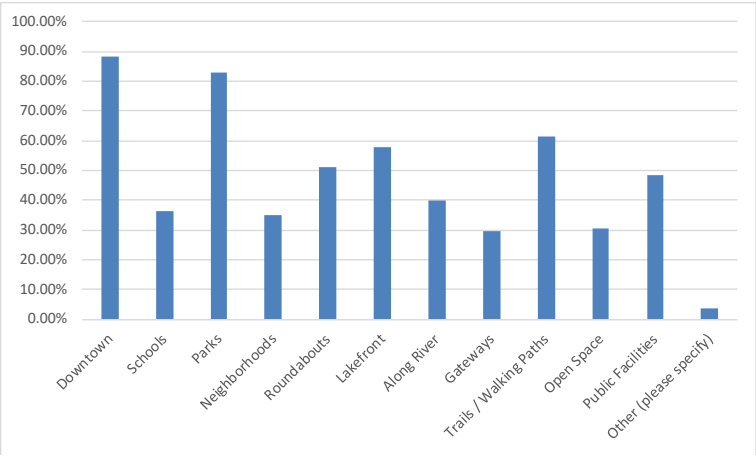
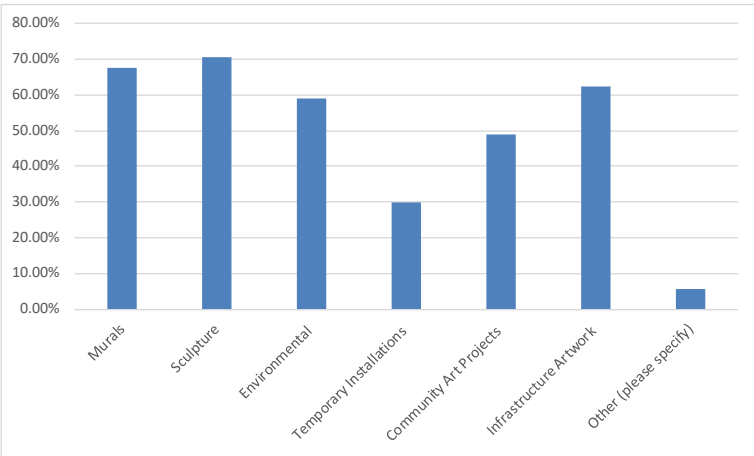


What category of art would you be interested in seeing in Windsor?		
Answer Choices	Responses	
Modern	46.17%	289
Whimsical	54.79%	343
Historical / Memorial	67.41%	422
Interactive	51.44%	322
Educational	53.67%	336
Seasonal	43.13%	270
Other (please specify)	4.15%	26
	Answered	626
	Skipped	7

“Very friendly people who love to have fun!”

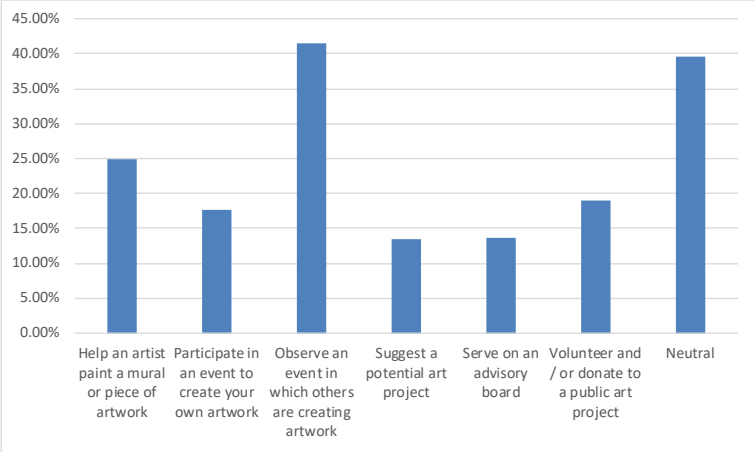
“Windsor has a rich farming and agricultural history.”

What type of artwork would you be interested in seeing in Windsor?		
Answer Choices	Responses	
Murals	67.62%	424
Sculpture	70.65%	443
Environmental	58.85%	369
Temporary Installations	29.82%	187
Community Art Projects	48.80%	306
Infrastructure Artwork	62.36%	391
Other (please specify)	5.58%	35
	Answered	627
	Skipped	6



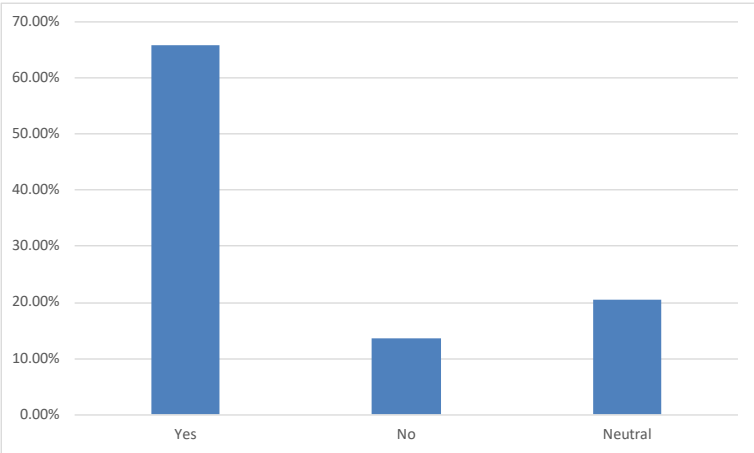
Where would you like to see public artwork?		
Answer Choices	Responses	
Downtown	88.36%	554
Schools	36.52%	229
Parks	82.78%	519
Neighborhoods	34.93%	219
Roundabouts	51.20%	321
Lakefront	57.74%	362
Along River	40.03%	251
Gateways	29.51%	185
Trails / Walking Paths	61.24%	384
Open Space	30.46%	191
Public Facilities	48.33%	303
Other (please specify)	3.51%	22
	Answered	627
	Skipped	6

How would you like to be involved with public art?		
Answer Choices	Responses	
Help an artist paint a mural or piece of artwork	25.00%	155
Participate in an event to create your own artwork	17.74%	110
Observe an event in which others are creating artwork	41.45%	257
Suggest a potential art project	13.39%	83
Serve on an advisory board	13.71%	85
Volunteer and / or donate to a public art project	19.03%	118
Neutral	39.68%	246
Answered		620
Skipped		13



“Early Windsor was a melting pot of different ethnicities.”

Would you support the town designating a portion of funding for public art?		
Answer Choices	Responses	
Yes	65.87%	415
No	13.65%	86
Neutral	20.48%	129
Answered		630
Skipped		3

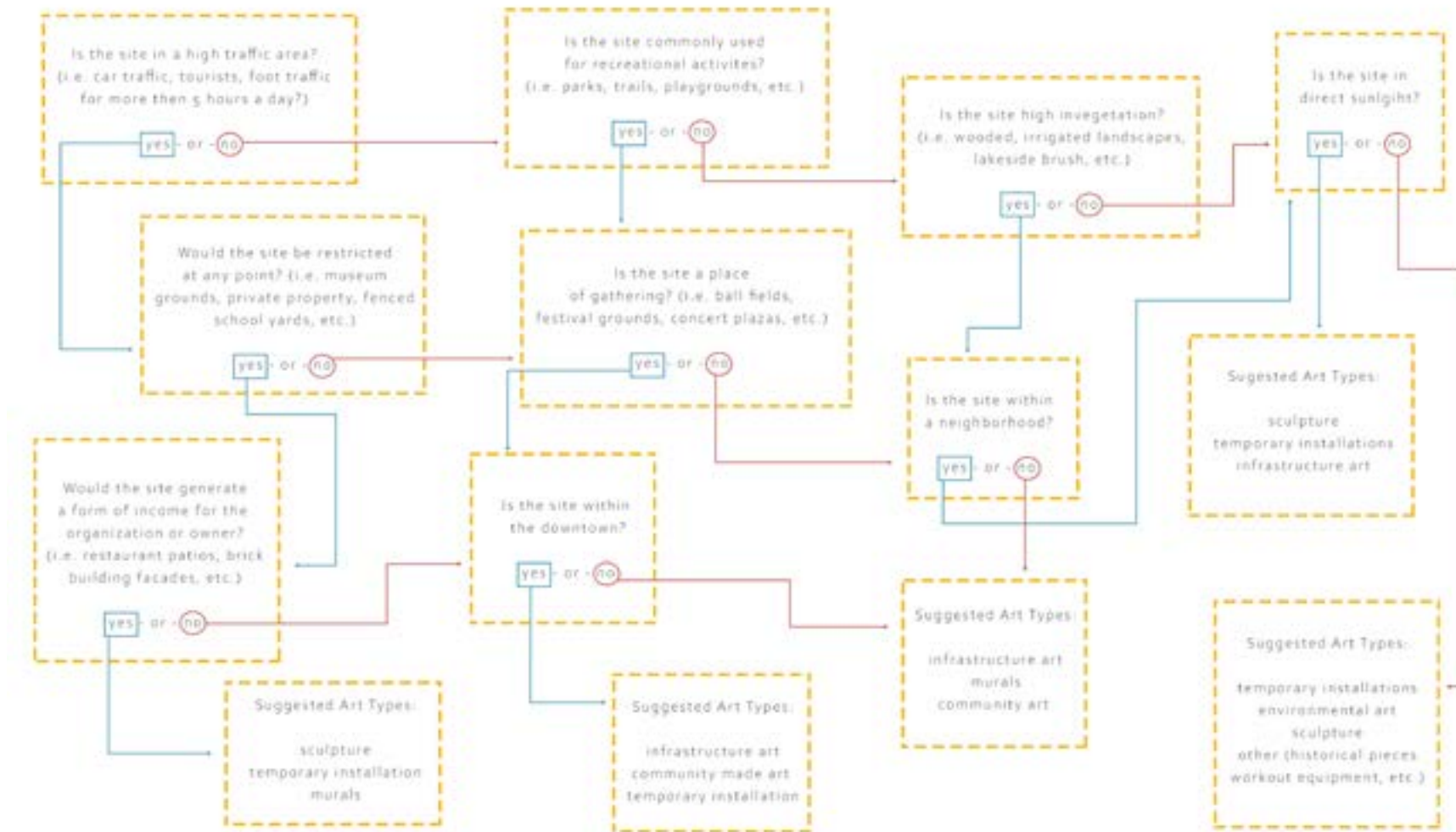


“The ability to have a small town feel with larger town numbers.”

“We survived a horrible tornado that brought our communities together for the better.”

“We have some of the best schools in the state as well as a strong community support system.”

If the site is known and choosing the art |



PAAC Organization

- City of Loveland “Art in Public Places” Ordinances - <http://www.cityofloveland.org/home/showdocument?id=3008>

Public Art Selection

- City & County of Broomfield - <https://www.broomfield.org/DocumentCenter/View/8730/Public-Art-Committee-Guidelines?bidId=>
- City of Loveland - <https://dta0yqvfnusi.cloudfront.net/lovel17504332/2018/06/Handbook-of-Guidelines-5b1ff4134a083.pdf>
- Sample Public Art RFQ - https://www.dropbox.com/s/x1nnce4iueegguf/RFQ_Art-CSU-Shepardson.pdf?dl=0
- Sample Public Art RFP - https://www.dropbox.com/s/jtc6vxilum8sy8g/RFP_Thornton_Roundabout.pdf?dl=0

Public Art Maintenance

- Public Art Maintenance Best Practices - <https://www.artworkarchive.com/blog/public-art-maintenance-best-practices/>
- Develop a Maintenance Plan - <http://artsandplanning.mapc.org/maintenance/>
- Sample Maintenance Plan - https://www.dropbox.com/s/8nclj3xisq0ynz7/Seattle_PublicArt_RoadMap_MaintenancePlan.pdf?dl=0
- Artwork Materials Guidelines - <https://www.dropbox.com/s/kstufvimxga0cvb/Materials%20and%20Fabrication%20Handbook.pdf?dl=0>

Public Art Helpful Definitions

- Arts & Planning - <http://artsandplanning.mapc.org/glossary-of-terms/>

Public Art - General

- General Public Art FAQ - <https://www.americansforthearts.org/by-program/networks-and-councils/public-art-network/faq#t965n27825>

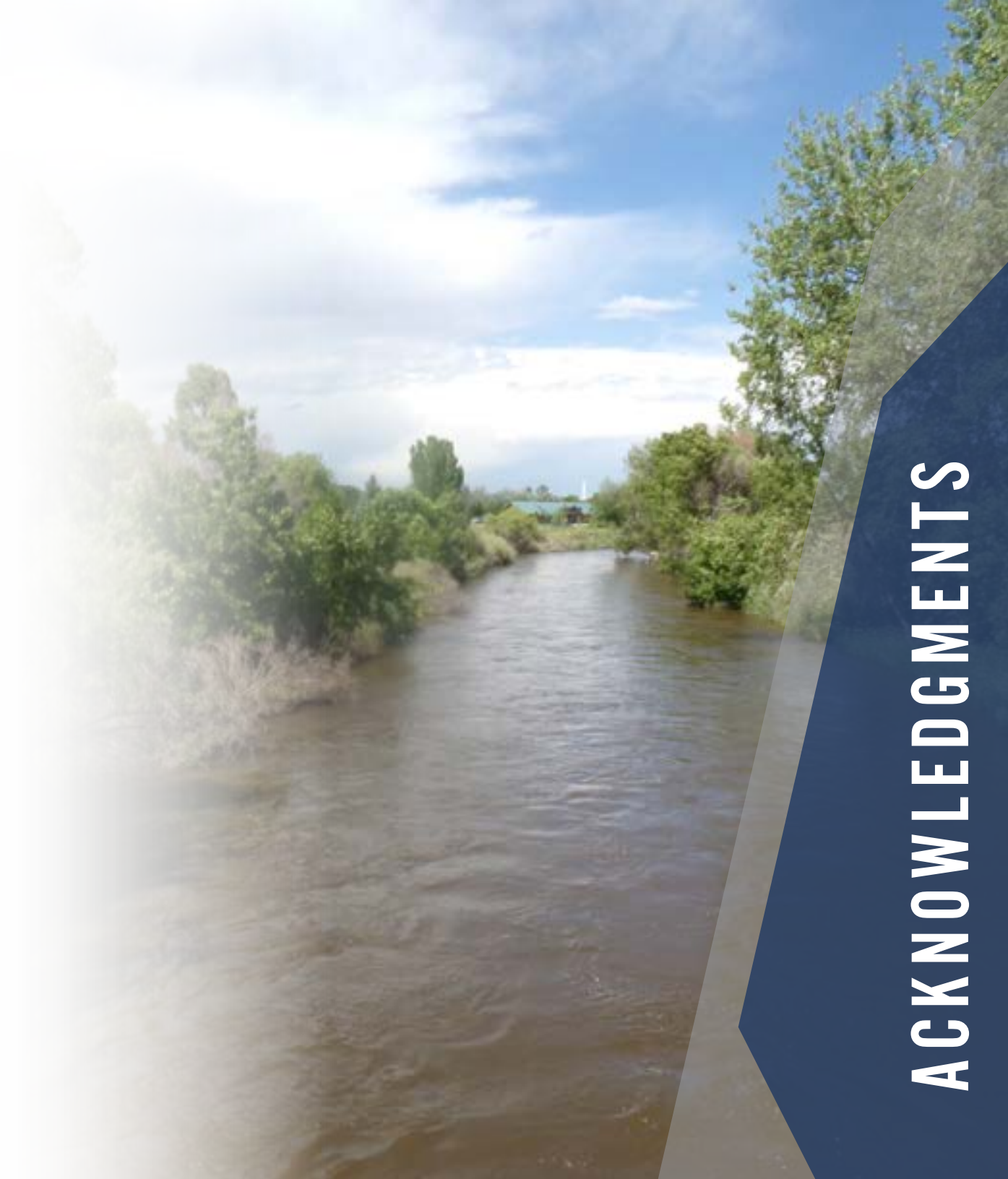
Case Studies - Public Art Master Plans

- Fargo, North Dakota - https://download.fargond.gov/0/fargo_public_art_master_plan_use_v18_spreads_12-20-17_update.pdf
- Frederick, Colorado - <https://www.frederickco.gov/DocumentCenter/View/3989/Art-Master-Plan>
- Denver, Colorado - <https://denverpublicart.org/>



— About UTA / CCCD

— Staff



ACKNOWLEDGMENTS

The Colorado Center for Community Development (CCCD) is a clinical teaching practice of the University of Colorado Denver, College of Architecture and Planning. Our mission is to provide students with real world experiences in design and planning as they provide communities and neighborhoods with services in these areas.

CCCD strives to enhance the quality of community life – through collaboration, applied research and innovative design – for the betterment of all community residents. In the process, students’ educational experience is enhanced by taking what is learned in the classroom and academic studio and employing it in projects of public and civic interest. Communities benefit through design work that is continuously being improved through research and innovation. Moreover, together we become partners in the design thinking process, thus expanding our mutual and individual capacities to further envision and implement projects of significant public impact.

Started in 1967, CCCD has worked in partnership with communities and neighborhoods to complete over 2000 projects around Colorado. Projects range in size and scope, but have the common element of improving the community as a place to live, work and play. CCCD is among the longest running university design centers in the United States and will be celebrating its 50th anniversary in 2017.

The University Technical Assistance (UTA) program provides rural and small communities with assistance on projects that enhance places and spaces. A decades-long partnership between the Colorado Department of Local Affairs (DOLA) and CCCD, the UTA program puts the cost of preliminary design work within financial reach of small communities. Students complete preliminary plans and designs that can be used to inform and engage community members in the project. These plans are used to apply for grants from DOLA and other funders. This saves the community money in preliminary design and community engagement and provides students with valuable experience. Once financing is secured, licensed professionals are hired to take preliminary designs to completion.



JENNIFER KOVARIK UTA Supervisor

Jennifer emphasizes connections between the built environment, community, and health as well as the synergy between art and design as a Licensed Landscape Architect and Certified Planner. Jennifer holds a B.S. in Natural Resources and Environmental Science, Dual Master degrees in Landscape Architecture and Urban and Regional Planning, and a Graduate Certificate in Public Health. Although Jennifer is from a large city, after having lived and worked throughout rural Colorado Jennifer prefers the uniqueness and complexity of rural design projects. Outside of work, she enjoys mountain adventures, skiing and creating abstract art.



CHELSEA GIERYIC Landscape Architecture Intern

Chelsea Gieryic is a Master of Landscape Architecture candidate at the University of Colorado Denver. Chelsea was born and raised in Albany, New York and went on to receive her Bachelors degree in Environmental Studies with a minor in Green Building and Community Design at the University of Vermont. After obtaining her degree she moved throughout the Rocky Mountains and enjoyed exploring the beautiful landscapes. She moved to Denver in order to pursue her masters degree and looks forward to utilizing design in order to inspire a connection with nature while integrating sustainable communities with the built environment.



CHERRYL AGOSTO Architecture + Historic Preservation Intern

Cherryl Agosto is a Master of Architecture and Historic Preservation candidate at the University of Colorado Denver. Born in Monterey, California into a military family, she is a seasoned traveler and accredits her passion for architecture from living and traveling to places like Germany and Egypt. She received her B.S. in Architecture from SCAD in Savannah, Georgia with the help of a full ride R.O.T.C scholarship. Cherryl moved to Denver in 2014 and has worked in a firm designing the structural floor and roof systems all the while pursuing her two master’s degrees. Historic preservation, adaptive reuse, and sustainable architectural design are Cherryl’s forefront interests and hopes to continue working for nonprofit firms helping communities maintain their historical identities and character. Cherryl’s other passions include pie baking and eating along with running and hiking.



KENDRICK WYMAN Landscape Architecture Intern

Kendrick Wyman is a Master of Landscape Architecture candidate and was born and raised in Longmont, Colorado. After receiving a bachelors degree in business administration from CU Boulder, he left home to explore other locales in the Rocky Mountains. Colorado started beckoning him back, and after several years running around the mountains of Wyoming he moved back to his home state. He looks forward to helping design and maintain functional green spaces which support the communities they are located in and create places that integrate humans and nature together.



Colorado Center for Community Development

COLLEGE OF ARCHITECTURE AND PLANNING
UNIVERSITY OF COLORADO **DENVER**

Contact Us to Learn More

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w <http://cap.ucdenver.edu/cccd>

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Parks, Recreation & Culture Advisory Board Monthly Report for March 2020

From the Director

I hope this finds everyone well and looking towards spring! February was another crazy busy month for our department as we dealt with multiple snow events, hosted our 2nd annual Magical Forest and are full swing in programs and projects!

I spent much of February in the following areas:

- Coordinating an effort related to site preparation along CR 5 prior to raptor nesting season. We ultimately brought a wildlife consultant in to determine nesting activity.
- Reviewing six submittals for Riverwalk design. Staff ultimately selected a team from Interwest / BHA Design.
- Our strategic plan consultant PROS, present to staff and public the draft of our plan. Despite the wintry weather we had 15 actively engaged community members attend the meeting. PROS will return with the final draft presentation to Town Board on March 2nd. The draft is included in the packet and we will review at your meeting.
- Tara and I toured a group of staff from Fort Morgan as they are building a fieldhouse and are researching local facilities to learn about construction and operations.
- We have a significant number of full-time openings in parks, open space and facilities. We hope to fill them all soon as we are nearing summer hiring season.
- Parks, IT and HR are now fully moved into the new facility and we look forward to touring with prior to the meeting. The project is 99% complete.
- Eric and David Eisenbraun (planning), met with Martin Lind to discuss connectivity from New Liberty (top of hill), to the Poudre Trail as well as future public private partnerships. The meeting was productive and everyone agreed to keep the momentum going as Raindance builds out.
- I spent time with our attorney and town manager as we continue working with the future legends sports park. This item is on your agenda for discussion.

- Thursday we went live with our first Recreation Lives Here Video. Check it out at <https://youtu.be/EmRgF-NzWX8>



Open Space & Trails

- Wade is continuing the recruitment process for the Open Space and Trails Technician. After completing a round of interviews and making an offer, the top candidate declined, so the search continues.
- Wade met with engineering staff and the selected consultant for the 392 and Colorado Boulevard Intersection improvements and trail design for that area. After some consideration, staff decided that it would be more efficient to use a single design firm for all of the improvements because of the potential for project overlap with such as surveying of the area and intersection and pedestrian crossing improvements working through CDOT.
- Held a Kick off meeting with Interwest & BHA Design Consultants for the Eastman Park Parking and Riverway Improvements.
- Wade presented at the Larimer County Boards meeting on Wednesday night. This is an annual event that Larimer County hosts where entities that receive Larimer County Open Space (LCOS) tax dollars report back what projects they have been working on and utilizing this funding. Wade highlighted the Kyger to River Bluffs trail project, planned completion of the #2 Ditch, planned construction of a trail between 392 and the Poudre River Trail along Colorado Boulevard, Frank State Wildlife Easement Conveyance, Eastman Park River Walk and the Archery Range.
- Word came back from GOCO on the Special Opportunity Open Space Cycle regarding the Shurview Property acquisition. 15 concepts were submitted requesting over \$30 million, the pool of money if on \$7,648,775. Fewer than half of the submitted projects were invited back to complete an application, the Shurview project was not recommended for funding. However, Wade met with Greeley staff and Trust for public lands. The group is still optimistic that a viable option will come to fruition, due to the



high demand for open space dollars to GOCO, there will likely be more rounds of funding for open space acquisition. We will continue to work with the owner of the property, who has indicated a willingness to work with the buyer of the property.

- Met with Coalition for the Poudre River Watershed to strategize project development for landowner outreach and 30% design of riverway improvements on the section of river between Windsor and Greeley.
- Attended annual Whitney Ditch Shareholders meeting and met their new ditch rider. As a reminder, we contract with the Whitney Ditch Company to provide ditch rider services for the Kern system.
- Hosted monthly Poudre Heritage Alliance Board meeting at the Art and Heritage Center. After the meeting, the board was excited about a tour of the Boardwalk Park area where the Poudre Pour event will be hosted at the end of March.

Parks

- Forestry has cleaned up and removed several trees along the Kern Ditch from Main Street to Walnut St. as part of annual ditch cleanup efforts.
- Forestry met with the Treasure Island folks to discuss their irrigation system design needs and storage shed requirements as part of 2020 budget approvals.
- Parks and Forestry staff assisted Art and Heritage staff with the Eaton House moving to their pod and to the Public Services/Parks shop cold storage
- Neighborhood mowing and Public Services landscape maintenance contract RFP is scheduled to go out in March

Recreation

- Jess McHugh, Communications Coordinator, held a great training on Story Telling for the Recreation Division. Staff worked on key words and how we can get our story out in different ways.
- Culture team members and the Recreation Division members will start this week on wrapping the items in the Eaton House and will start the process of moving those items to the new Collections facility.



- The Athletics Division team members are attending training through the National Alliance for Youth Sports to become certified in the Academy for Youth Sports Administrators.
- Bobby and Craig presented this past week at the Colorado Area Recreational Athletics Showcase in the metro area. They presented on Coaches Trainings and how to administer.
- Day Camp registration a few weeks ago filled all 50 spots in one hour. Britt is currently inquiring with the School District to see if they have spacing for us to expand our camp as there is an obvious need with 20 on our wait list and it is only the end of February. Britt will continue to explore other options with the growing demand for this need.
- Recreation Division Team members started their 6 week book club with Start with Why. Great discussions have occurred and mindsets have been challenged.
- The Eaton House Project Team kicked off this past week. RFP's are due this Friday. We will pick a vendor the first week of March and get the project rolling!
- Concessions for Chimney Park Ball Fields and Chimney Park Pool are currently posted.
- The RFP for the Beer Garden at the Summer Concert Series and Yappy Hour are currently posted.
- Youth Basketball is wrapping up this next weekend and we will roll into Spring Baseball, Soccer and Flag Football
- Many sections of youth soccer for the younger divisions are currently at maximum and we will not be able to add more due to space constrictions at Eastman Park
- Swim Lessons continue to be extremely popular at the CRC. Staff are working on a plan for the Fall and offering a mini/junior swim team program in conjunction with our CARA Swim Team.
- Jimmy Ward, Recreation Supervisor, has resigned and his last day will be March 6th. We appreciate the dedication and enthusiasm that he put towards his position and wish him luck in his new endeavor.
- Britt and her programming team attended Grandview Elementary School's Fitness Night which was very well attended with over 1,000 families coming through the door.

Operations & Facilities

- Our facilities team has been meeting on a weekly basis to create some comradery and work on operational effectiveness. With an average of over 1,400 visitors a day to the Community Recreation Center, our level of service is key to operations. We have been doing a lot of team building activities and brainstorming sessions to improve efficiencies in our workplans.
- The CRC is constantly shifting to accommodate staff numbers and make the most efficient use of our office space. This month we converted an office into a space for 2. Counters were added to easily house 2 individuals. Kristy and Jacque were excited to move into the newly renovated space.
- The Community Recreation Center pump room got some attention this month. A contract company, C.E.M., came out to change bulbs, wipers and perform quarterly maintenance on our UV system. Our UV system plays in integral part in our waters sanitation in conjunction with our defender filters and chemical feeders. Facility Technicians, Rick and Perry changed out the filter media in our defender filters and our chemical control system was calibrated to ensure the safety of the water that an average of over 250 individuals swim in on a daily basis.
- The lights in the pool area have created some difficulties for staff and contractors. We recently found out that our current light fixtures have been discontinued forcing staff to begin planning for replacement. This task can be extremely difficult in such a harsh environment and will be studied intensely until an efficient and effective solution can be found.
- Cold weather created some issues with the CRC HVAC unit making our meeting rooms cooler then set temperatures. MTECH worked hard to rectify the situation and was able to have the rooms back up to temperature within a few hours.