



JOINT TOWN BOARD AND PLANNING COMMISSION WORK SESSION

October 19, 2020 - 6:00 PM

Town Board Chambers, 301 Walnut Street, Windsor, CO 80550 Zoom Meeting,

Click on the link [https://windsorgov.zoom.us/j/93476162719?](https://windsorgov.zoom.us/j/93476162719?pwd=ZExNTUNtdUNTSGFIOXUwUkRTRHR4Zz0)

pwd=ZExNTUNtdUNTSGFIOXUwUkRTRHR4Zz0 OR join by telephone at (888) 788-0099 or (877) 853-5247 - Webinar ID:934 7616 2719

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

Members of the Public in attendance are asked to be recognized by the Mayor before participating in any discussions of the Town Board

AGENDA

1. Urban3 - Informational Presentation - D. Eisenbraun, Senior Planner
2. Future Meetings Agenda

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



MEMORANDUM

Date: October 19, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: David Eisenbraun, Senior Planner
Re:
Item #: 1.

Background / Discussion:

The Town of Windsor staff attended the 2019 American Planning Association Colorado Conference where Joe Minicozzi, founder of Urban3 was the keynote speaker. His presentation about balanced growth and land use economics spurred on great interest from staff and how it related to the Town's new Strategic plan, current development patterns and its future growth.

Urban3 is a real estate economics firm that maps the financial health of built environments to inspire communities of all sizes to think differently about development, land use, and public policy. Urban3 takes a different approach to land value economics, property and retail tax analysis and community design. Their approach is to empower communities with new insights into their own data while their work makes a quantifiable case for better city planning, urban design and smarter growth. All of this analysis is done through easy to comprehend and useful storyboards, charts and 3D visualizations.

Urban3's goal is to take complex growth and economic challenges, demystify tax codes, government processes, and municipal finance data, in an effort to better allow their communities to clearly understand the economic impact of development.

The information presented will also provide a unique insight to the new Town Board priorities within the Strategic Plan of sustainable infrastructure, strategic growth and economic vitality. Discussions and information around this may also prove to be beneficial when discussing future Capital Improvement Plan projects, budgets and overall timeline.

Approach:

Urban3 believes understanding the economic impact of various land use patterns is an imperative first step to building and growing a sustainable community. Their work not only reflects the relative fiscal efficiency of development patterns, but also helps policymakers and practitioners deliver a data-driven understanding of the economics of place. Through mapping and detailed analysis, their approach helps communities make smarter decisions about future development and capital improvements. Overall, they aim to democratize complex tax information and provide additional transparency via participation around community growth and fiscal health.

Process:

Urban3's analytic method focuses on normalizing tax values on a per-acre basis. Their process is broken into two phases. First, parcel data with ownership, tax values, exemptions, and building information is cataloged and processed. Many times, there are anomalies in Tax Assessor's files that misrepresent acreage amounts or allocate tax values across multiple semi-related parcels. Their team will then focus on correcting and synthesizing different tax parcel data for the Town of Windsor as needed from Larimer and Weld Counties. Additionally, Urban3 will work with Town staff to contact the Colorado Department of Revenue to obtain sales tax data for Windsor. Urban3 has worked with dozens of communities across the Colorado and the country to obtain and map sales tax data at a spatially meaningful level, while still maintaining business' privacy.

After the parcel and sales tax data is processed and all errors are corrected, Urban3 will move on to visualizing the information. Urban3's visuals and 3D graphics provide a unique way of seeing the world in which fiscal efficiency—or inefficiency—is immediately apparent. Urban3 uses a variety of visual techniques to display value per acre and revenue metrics to create 3D representations of land value, tax value, and value per acre trends in vertical "spikes" to clearly display a huge amount of information. Market variability and inequitable tax valuations, and of course, value per acre efficiency across Windsor will be displayed in 3D. Also, tax millage rates will be applied to parcel data to show the

amount of taxes each development or area actually pays, versus its assessed tax value. Following the data processing and analysis, Urban3 will work to storyboard all the findings. Over a period of days, their staff will conduct a deep dive into all the data outputs, ultimately creating a holistic economic story for the Town.

Financial Impact:

None at this time - Discussion only.

Relationship to Strategic Plan:

The information presented will also provide a unique insight to the new Town Board priorities within the Strategic Plan of sustainable infrastructure, strategic growth and economic vitality. Discussions and information around this may also prove to be beneficial when discussing future Capital Improvement Plan projects, budgets and overall timeline.

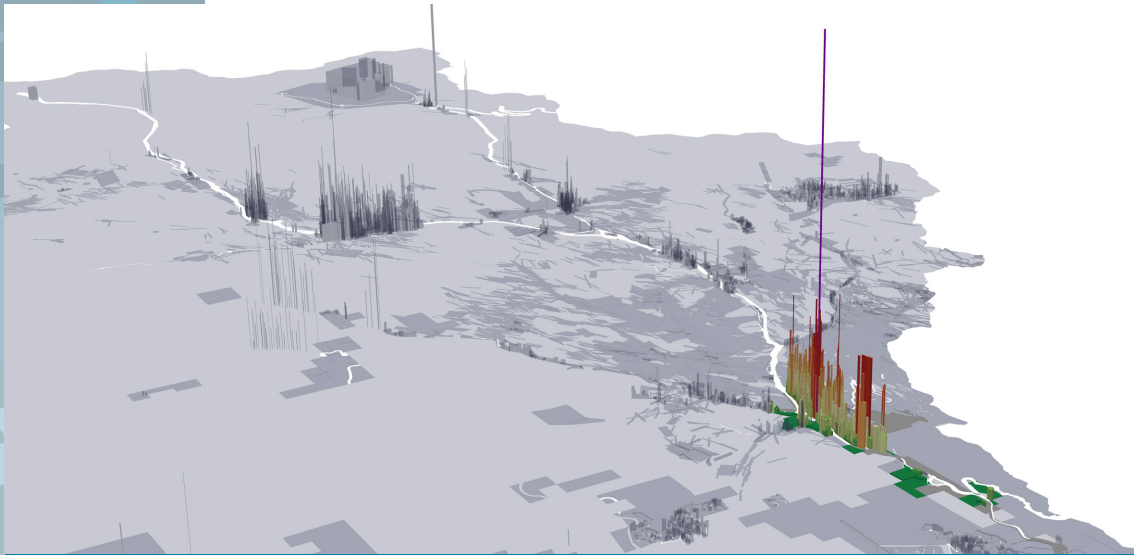
Recommendation:

This item is intended to introduce the boards to Urban3 and the unique analytical tools they work with. Any discussion and direction provided by Town Board or Planning Commission will be used to determine appropriate next steps.

ATTACHMENTS:

- ▢ Urban3 Colorado Examples #1
- ▢ Urban3 Colorado Examples #2
- ▢ Presentation Outline

Idaho Springs, Colorado

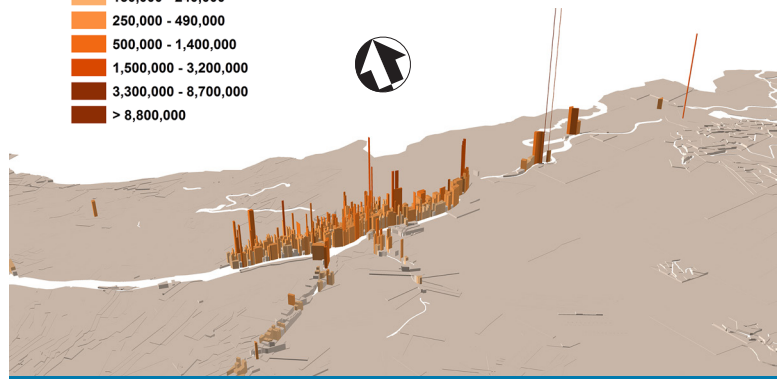
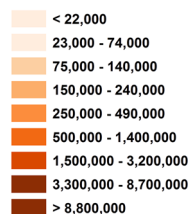


▲ 3D detail map of Idaho Springs (in color) and Clear Creek County showing taxable value per acre.

For nearly 40 years Henderson Mine (a sizable molybdenum mine) in Empire has contributed significantly to the mountain towns in Clear Creek County. Henderson Mine accounts for 70% of the property taxes collected in Clear Creek County and 36% of the County budget. These figures are staggering, making the communities susceptible to market shifts. Due to a decrease in the demand for molybdenum the mine announced that it will shut down much sooner than anticipated. Henderson Mine, Idaho Springs, Georgetown and the County all pitched in together for the economic analysis of Clear Creek County in order to help the communities identify additional revenue streams to pursue ahead of the mine closure.

The heart of the communities is clearly shown to be in their central business districts. These revenue analytics communicate the value of the downtowns. Though Clear Creek County is primarily rural, the focused development in the towns along the Interstate 70 corridor is plainly evident in the model. Georgetown and Idaho Springs serve as economic centers of their communities, and each generates efficient tax value from dense, downtown-style development.

Land Value per Acre (\$)



▲ 3D detail map of Idaho Springs land values.

Scope:
**Value per Acre
Analysis**

Population:
1,685

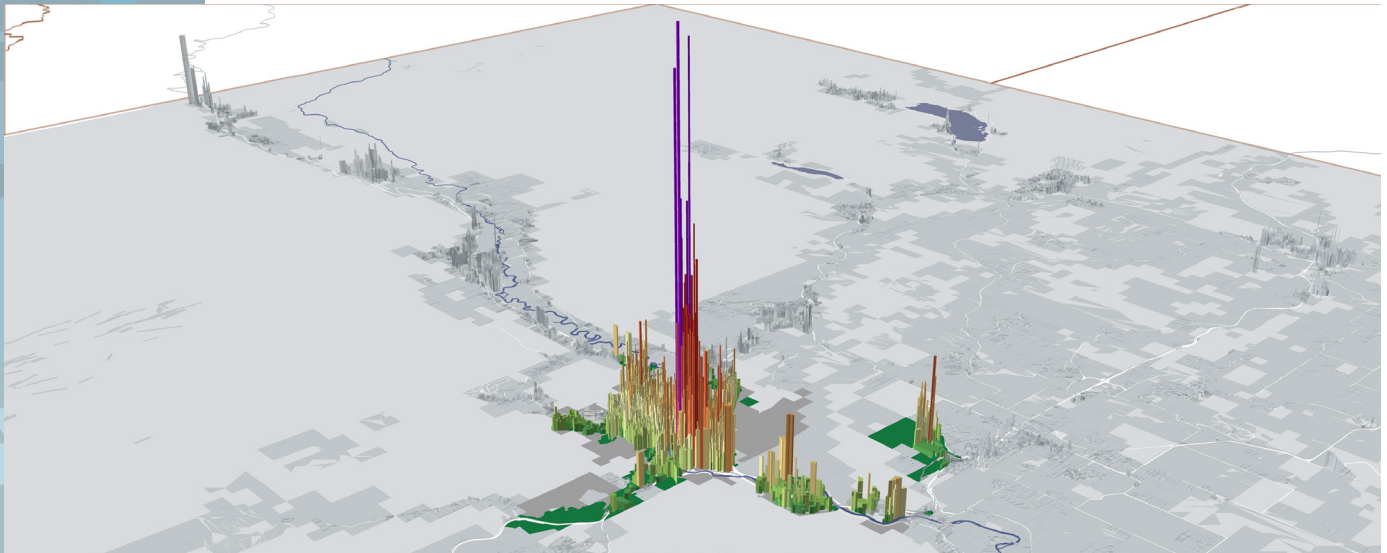
Completion Date:
October 2016

Owner:
**City of Idaho
Springs**

Contact:
**Andrew Marsh,
City
Administrator,
(303) 567-4421
x 121**

Urban³

Durango, Colorado

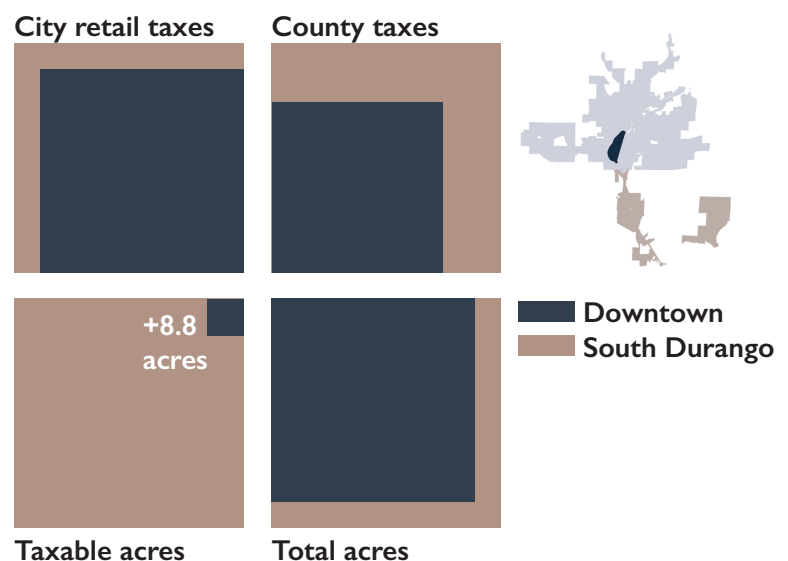


▲ 3D detail map of part of La Plata County showing Durango highlighted in color illustrating value per acre.

Urban3 was contracted by the American Booksellers Association and Local First to analyze the revenue potency of the City of Durango and La Plata County. The Booksellers were particularly interested in the productivity of two of their small, independent bookstores in relation to the Durango Walmart. Colorado's municipal finances rely on retail sales tax revenue. In Durango, more than half of the City's budget is funded by sales tax. With this in mind Urban3 analyzed sales tax activity over a nine-year period.

Urban3 found that the Downtown business district produced about the same amount of sales tax as the much larger South Durango commercial district, despite the fact that South Durango's large-lot commercial area added more than 250,000 SF of commercial space to the supply. Further, Urban3 found that the Downtown business outpaced the large retailers across a variety of employment and revenue metrics.

Maria's Bookshop and Durango Coffee Co. collectively produce 12 times the property taxes, 3.6 times the sales tax output, and more than 15 times the number of jobs per acre than the big box stores in South Durango.



Scope:
**Value per Acre
Analysis, Retail
Tax mapping,
Jobs per Acre**

Population:
17,557

Completion Date:
March 2016

Owner:
**American
Booksellers
Association**

Contact:
**Dan Cullen,
Senior Strategy
Officer,
(914) 406-7560**

Urban3



Value per acre map of
Auckland, New Zealand

URBAN3

Data-driven storytelling

Data-driven Storytelling.

We help communities make better decisions
through an understanding of data and
community design.

**Are you frustrated every budget season,
because you realize you can't include all the
needed programs and repairs for residents?**

At Urban3, we believe every community
deserves a resilient financial future.

Urban3 at a glance.

Key facts

- Founded in 2011 in Asheville, North Carolina, by Joe Minicozzi, AICP
- Seven total employees in two offices (Asheville, North Carolina, and Portland, Oregon)
- Completed over 80 projects in four countries and 150+ cities

What do we do?

We show communities the true value of good design.

How do we do it?

Through mapping the financial health of built environments.

Why do we do it?

To include everyone in conversations about growth and help communities make smarter decisions about future development, design, and public policy.

OUR DIFFERENTIATORS

What makes us different?

We're driven by data.

We make a quantifiable case for better city planning, urban design and smarter growth; we back up our stories with research and numbers.

We're creative storytellers.

We use our visuals to tell unique, compelling, community-driven stories—often with a spoonful of humor.

We make the complex human.

We demystify tax codes, government jargon, and municipal finance data, allowing communities to clearly understand the economic impact of development.

We're pragmatic change makers.

At our core, we are activists who believe that change happens through meaningful conversations that everyone can participate in.

We have an eye for design.

Though we love numbers, we also speak the language of urban designers. We examine communities through the lens of design, not just economics and data.

We're pioneering the industry.

We were the first firm to visualize a community's value per acre.

OUR CORE SERVICES

How can we help your community?

Our services are built on the goal of arming communities with data and stories about their fiscal health, and inspiring people to lead change.

We have several core projects that we can adapt to fit the specific needs of a place. Each project type is scalable from the fine-grain of specific site, through to an entire region.

Our services include:

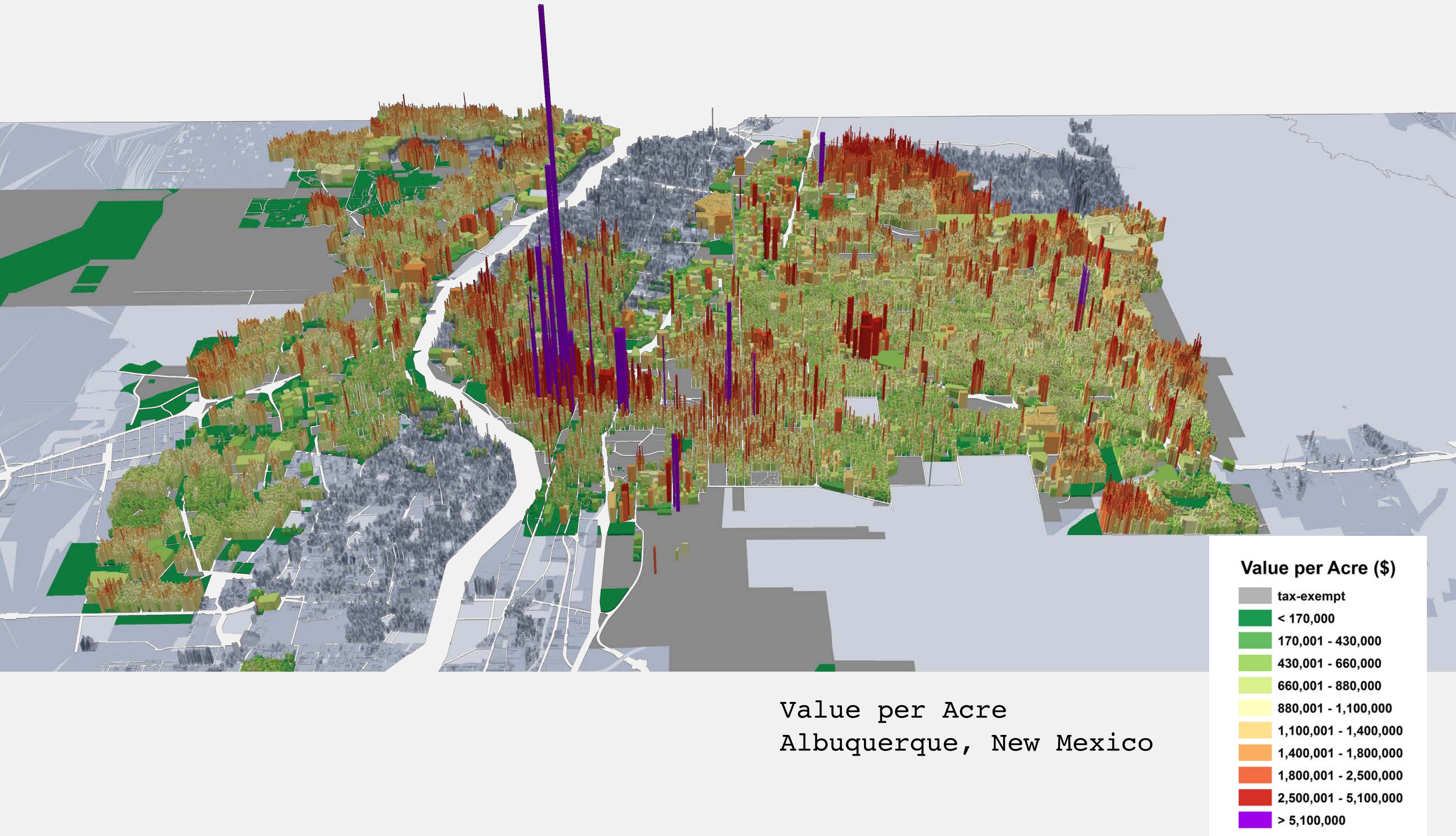
- Revenue Productivity Analysis
- Return on Investment Analysis
- Revenue Forecasting and Scenario Planning
- Civic Education Workshops
- Public Asset Valuation

Our core services.

PROJ . 1

Revenue Productivity Analysis

Composed using local data, a revenue productivity analysis creates a snapshot of a community's fiscal health, identifying performance of a parcel's tax value relative to its land area. This flips the traditional approach of looking at total taxable value on its head. These visuals are a new way of seeing the world in which fiscal efficiency is immediately apparent. Our clients utilize these analyses make public policy adjustments, with the goal of maximizing fiscal productivity.



We can visualize where your community is leaking money, and what areas produce more revenue than they use in services.

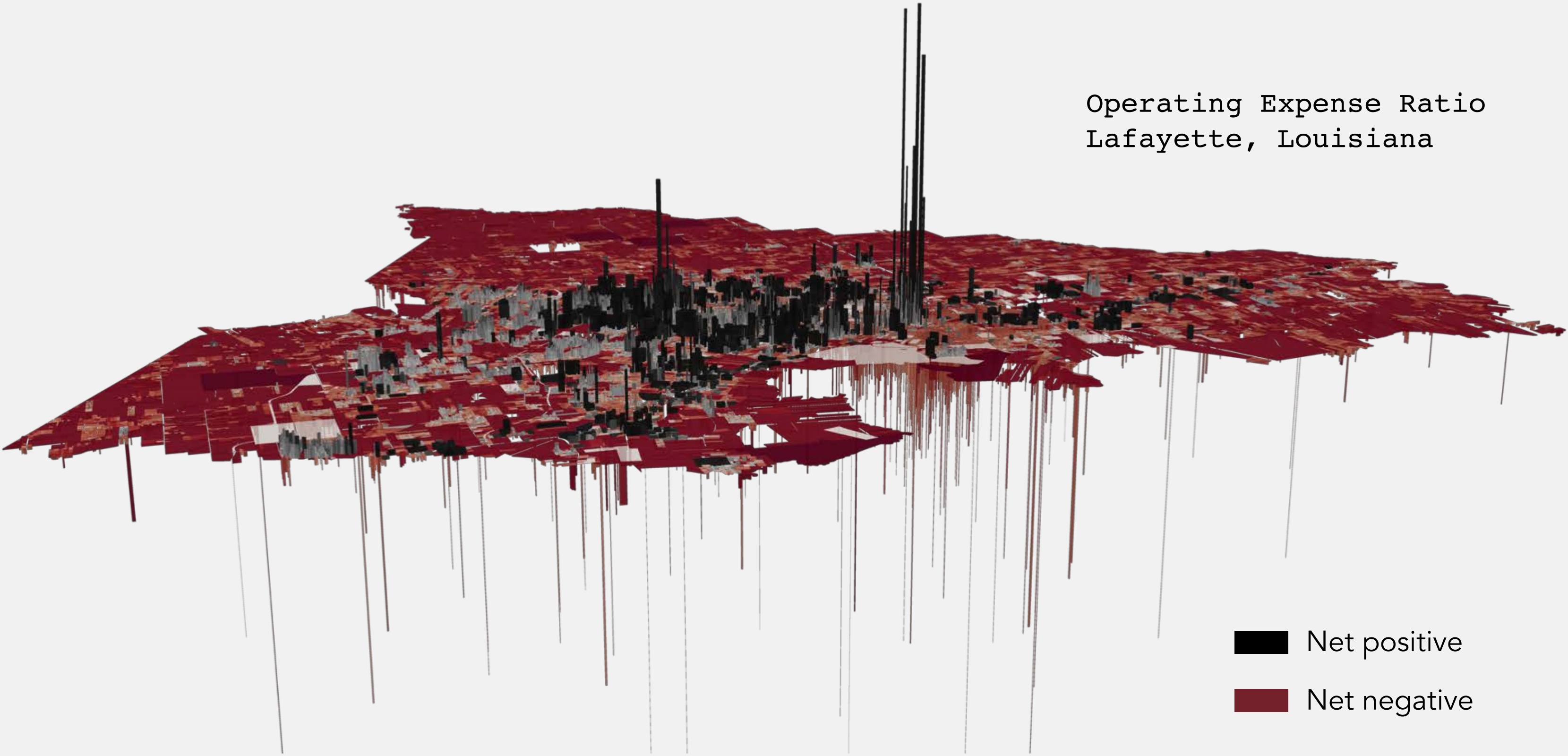
When you clearly see your community's financial health on a map, residents and staff will be able to make data-driven decisions together.

Our core services.

PROJ. 2

Return on Investment Analysis

The financial health of a community is directly related to its proportion of taxable returns on public investment. In this type of analysis, Urban3 builds on a revenue productivity analysis to create a municipal cash-flow model of an entire city, county or region. The final product is a visual education and municipal management tool that allows communities to identify high return investments on a consistent and continuous basis, enabling better future capital improvement decisions.



There is nothing worse than getting reports and information full of jargon that no one understands.

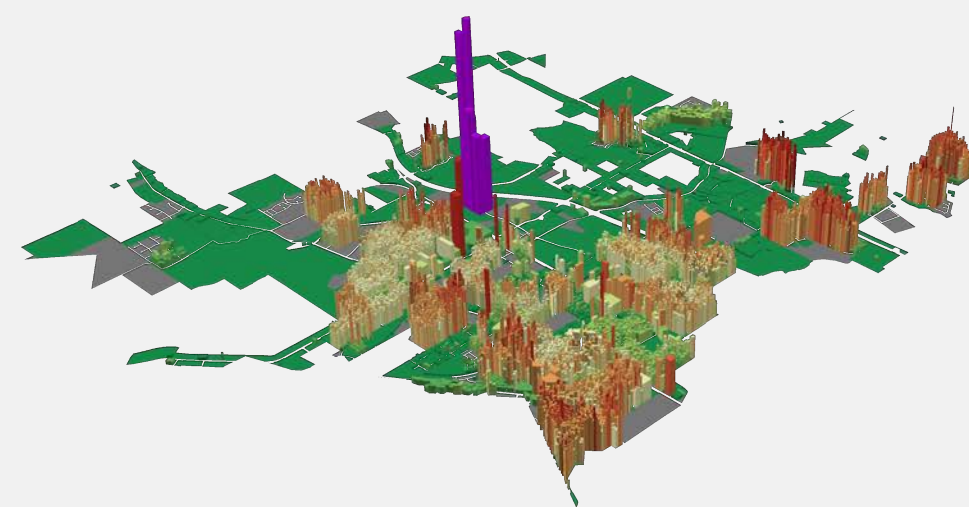
We have award-winning methods that remove the fog from your financial picture.

Our core services.

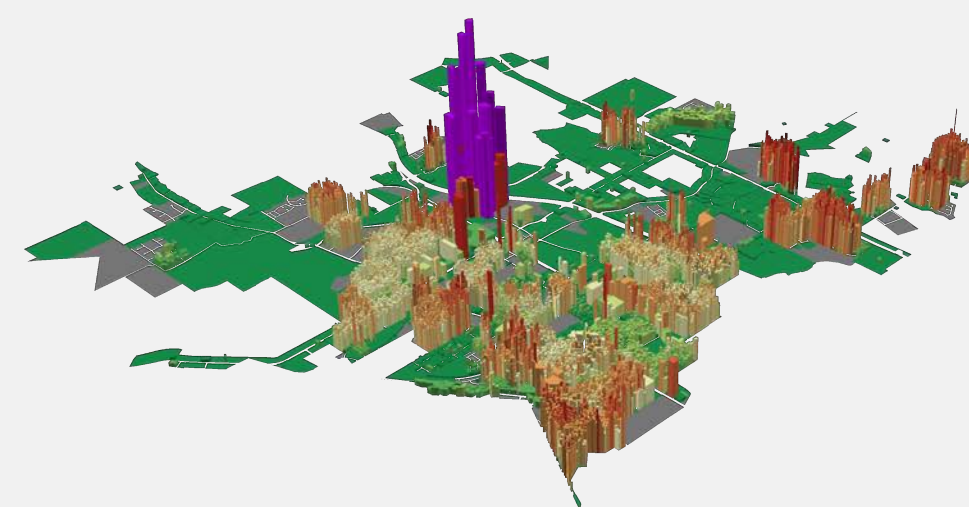
PROJ . 3

Revenue Forecasting and Scenario Planning

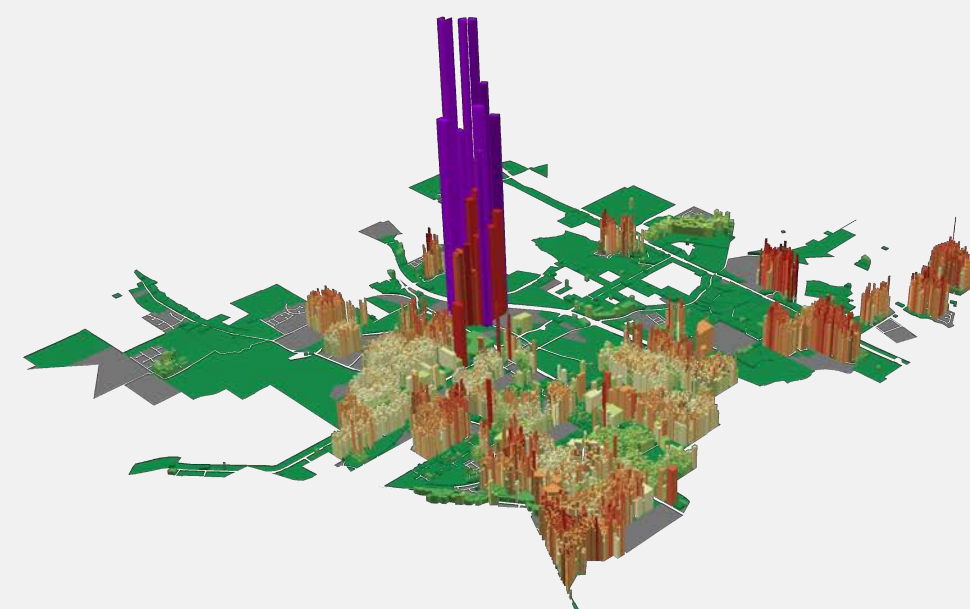
Both cities and developers need to understand the potential value of new development. Through this analysis, Urban3 quantifies and visualizes the impact of various development scenarios proposed by urban designers or architects. This enables municipal clients to make informed infrastructure investments. For developers, having data on the added tax value of real estate projects can be invaluable during negotiations with cities and counties, and can help assuage local concerns during public input sessions. This type of analysis can also focus specifically on transit-oriented development (TOD); using valuation scenarios, we can project the increase of property value over time as transit infrastructure is built.



Phase I
\$182M Projected
Tax Value

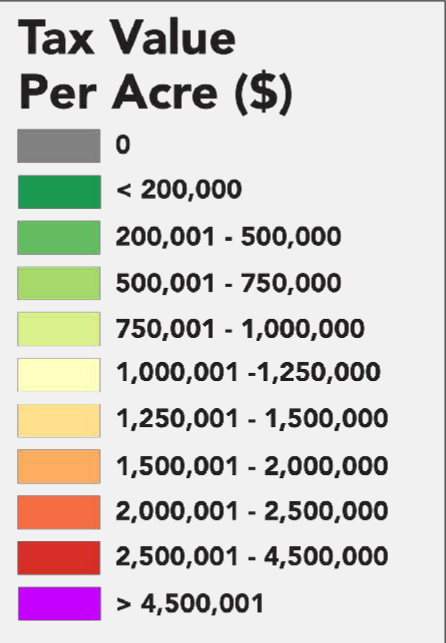


Phase 2
\$367M Projected
Tax Value



Full Buildout
\$733M Projected
Tax Value

TOD Revenue Forecast
Leander, Texas



Can a map help you economically? We think so.

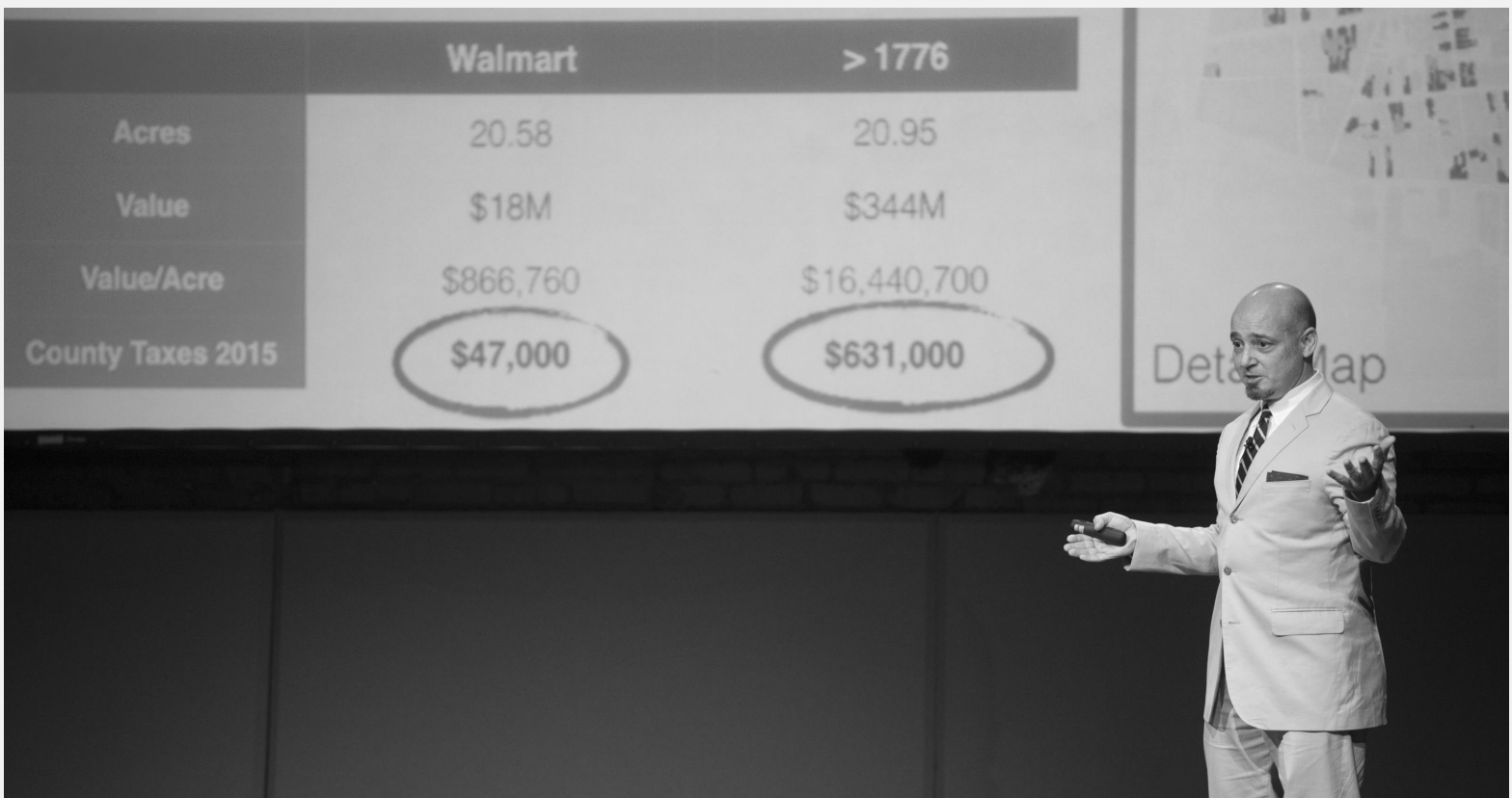
Through our visual storytelling, your
citizens will understand where and how your
community can grow to create a strong fiscal
future.

Our core services.

PROJ . 4

Civic Education Workshops

Prioritizing and mapping out how to support a fiscally healthy future can be challenging. Urban3 has expertise working with elected officials and appointed commissions to facilitate conversations about community growth. Our facilitators—former city staffers and a former city councilor—help policymakers define priorities to create a roadmap of action items for the community. This process could occur before an analysis, at the conclusion of an analysis, or as a standalone activity for civic education. These workshops allow civic leaders to agree on a shared vision for the future financial resilience of their community, based on their fundamental understanding of its fiscal health.



What is currently within your control that can secure your community's financial future?

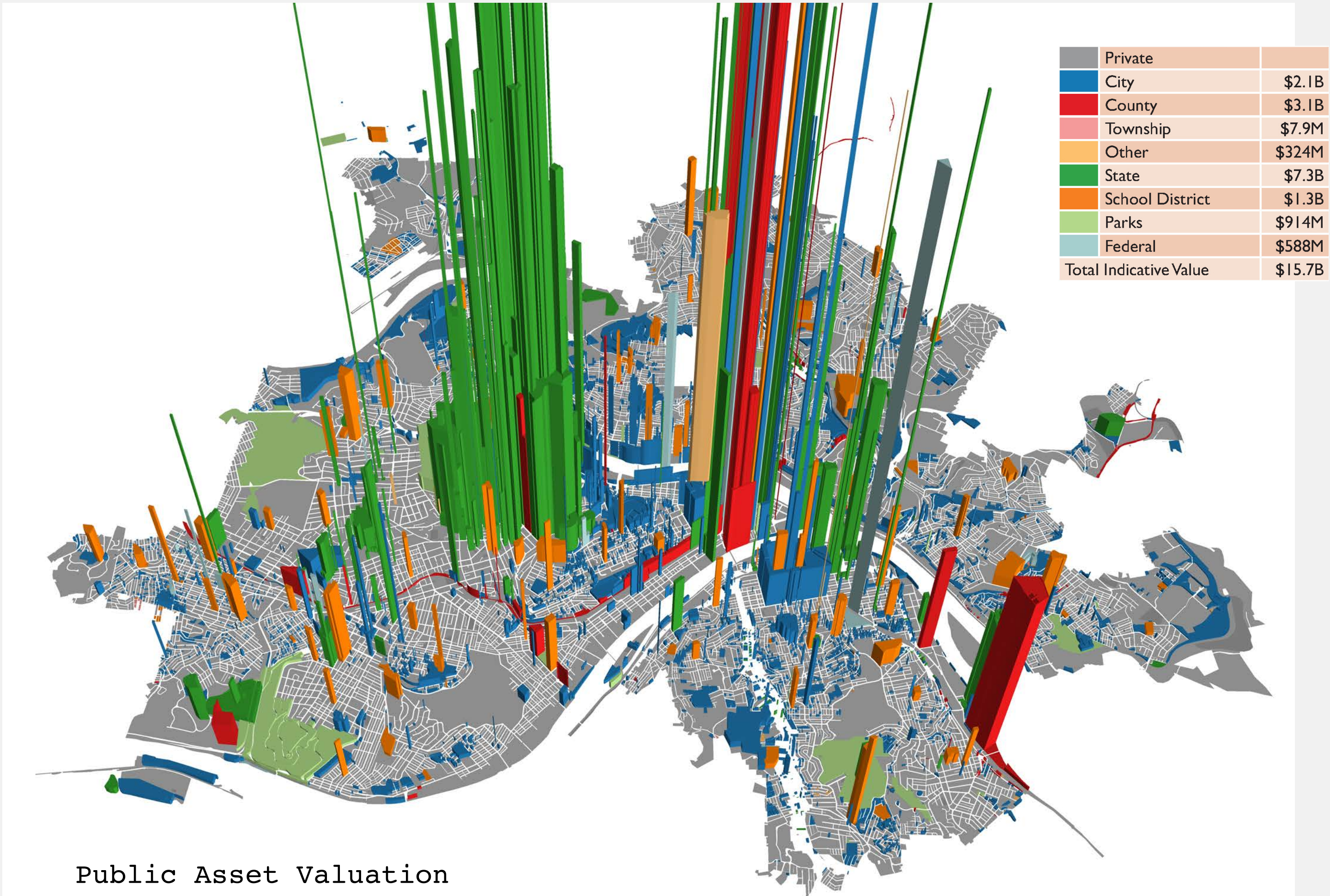
Most local governments have not leveraged the assets of publicly owned land already within their management.

Our core services.

PROJ. 5

Public Asset Valuation

By leveraging existing holdings, public entities can utilize development to balance community health and advance public policy goals. In this analysis, Urban3 compiles a comprehensive database of public property holdings, at all levels of public administration within the designated City or County, in order to determine the potential indicative value of all real property within the municipal portfolio. This information helps public entities determine how to provide fiscally prudent management of municipal assets for the public good.



Public Asset Valuation
Pittsburgh, Pennsylvania

We work with a range of clients.



And we partner with firms across the world.



Meet our team.



Joshua McCarty
Chief Analytics Researcher



Joe Minicozzi, AICP
Principal



Cate Ryba
Chief Operating Officer & Planner



William Creasy
Analyst & Creative Director



Phillip Walters
Senior Analyst



Kate Sales
Analyst



Ori Baber
Analyst



Caitlen Nelis-Masters
Marketing & Communications Manager

**Here's what our clients &
partners have said about us.**



- “Working with Urban3 helped us push the envelope for what is right for our community. Our City Councilors felt better informed by the graphics and the presentation, so they could make a data-driven decision about a proposed new development. Urban3’s analysis was a fruitful investment on behalf of the City of Leander.”

Tom Yantis, former Assistant City Manager, City of Leander, TX



“We used Urban3’s analysis to make significant changes to our zoning code, ensuring long term financial sustainability for our city. We utilize their work on a monthly basis to review every new development project, and it was integral during the process of updating our comprehensive plan.”

– **Greg Montgomery, Planning Director, City of Ogden, UT**



“Urban3 make a visceral, economic case for better city planning. In a world where cities make so many bad land-use decisions leading to economic disaster, Urban3’s work provides evidence for decision makers to confidently change the course of their decisions and undercut antiquated biases.”

- Charles Montgomery, urbanist and author of *Happy City: Transforming Our Lives Through Urban Design*



“[Urban3’s work] created a change in people’s mindsets, [for them] to see the value of high-density developments that offer affordable housing in our region.”

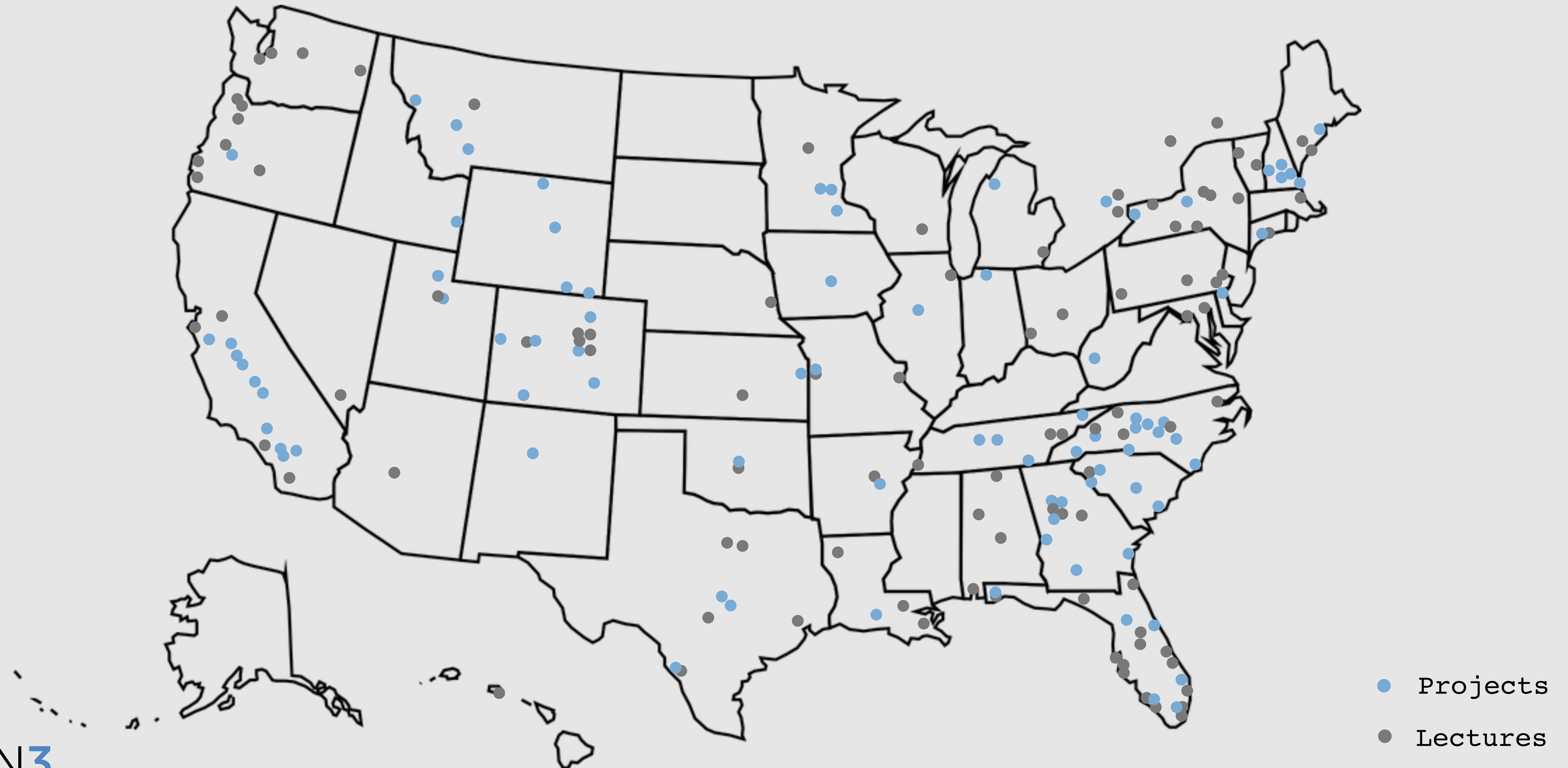
– Michelle Mapp, former Chief Executive Officer of the South Carolina Community Loan Fund



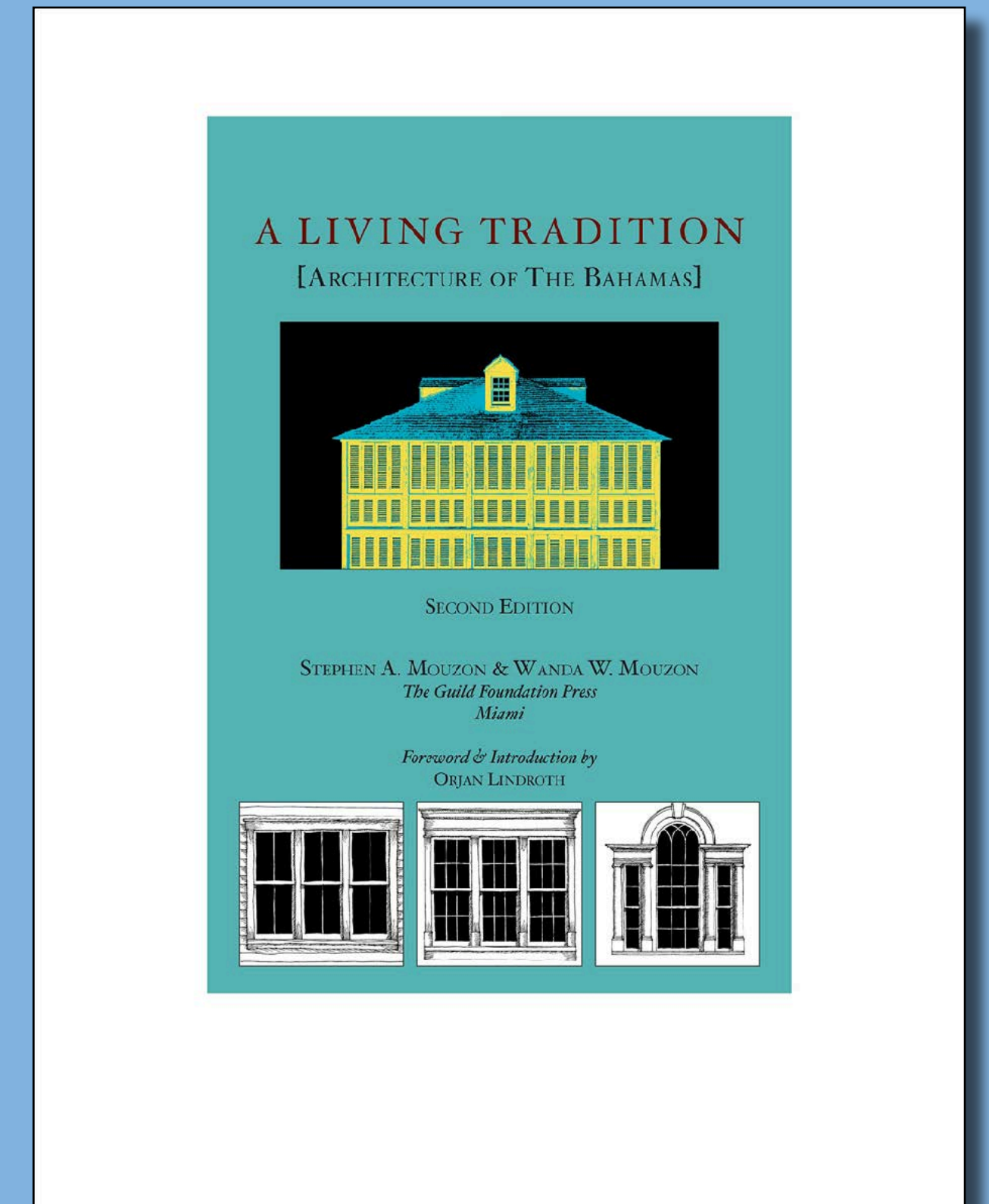
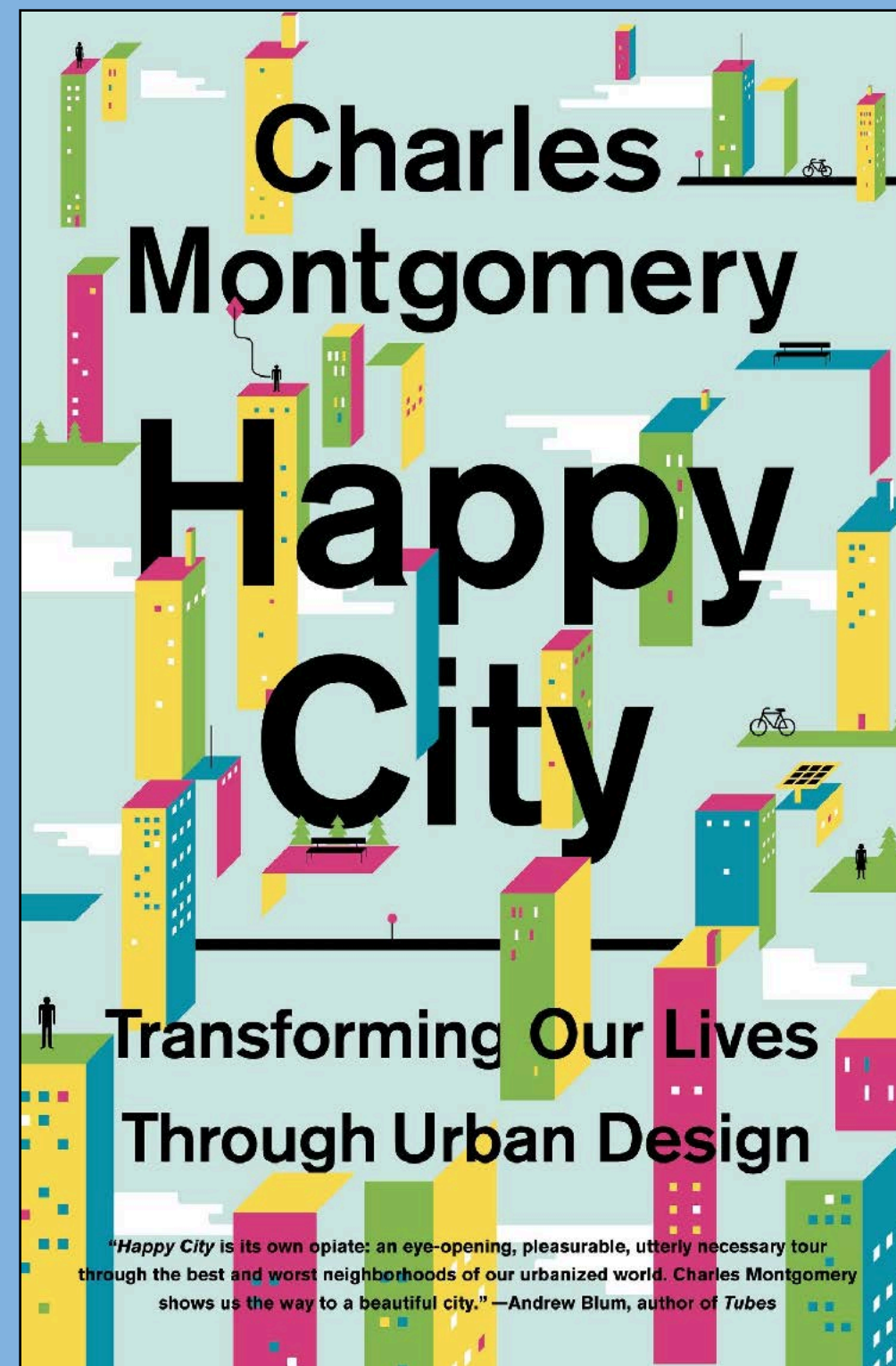
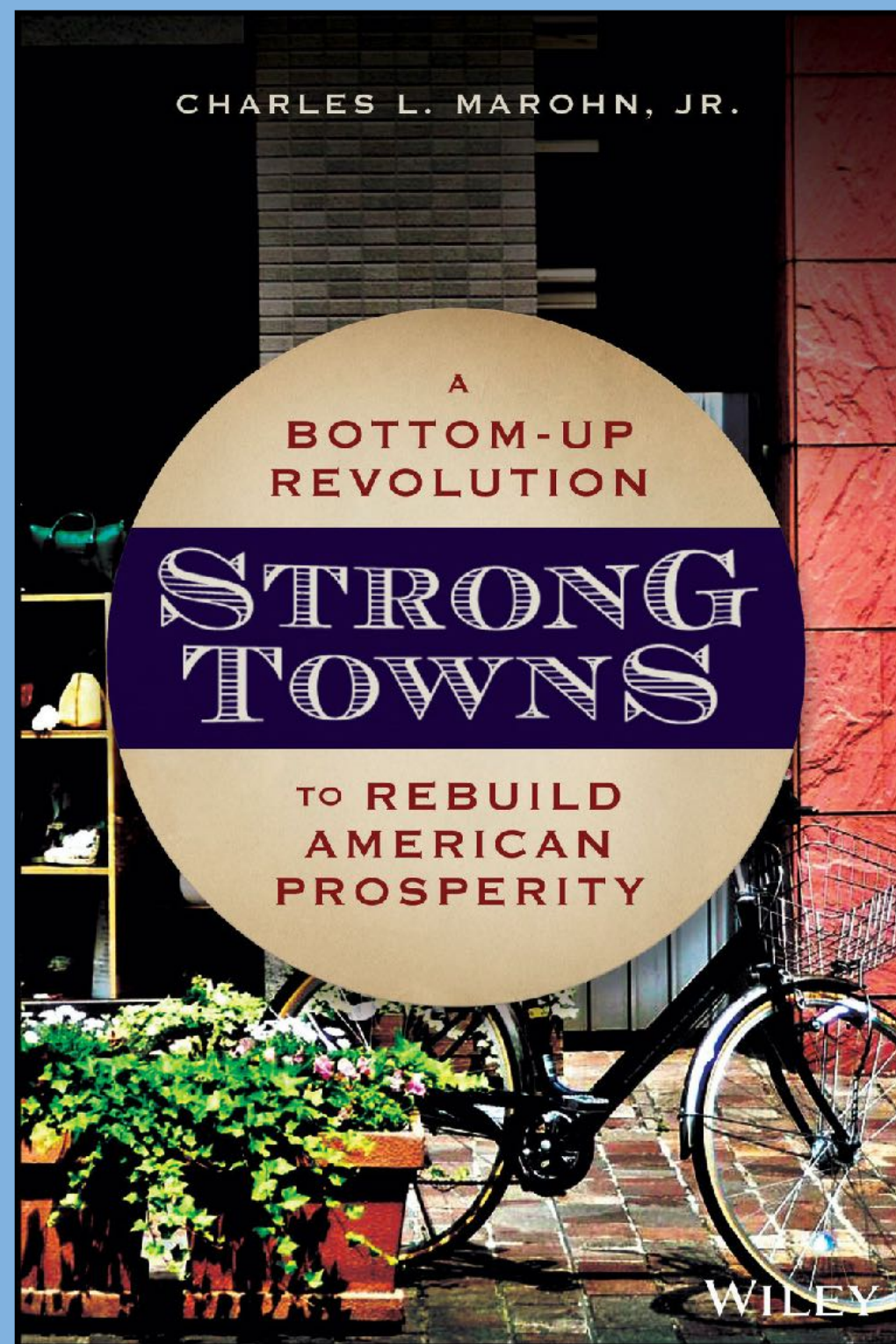
“[Urban3] will give you the ammunition you need to convince city leaders to value and invest in downtown real estate and to stop supporting sprawl.”

- Jeff Speck, city planner and author of *Walkable City: How Downtown Saves America, One Step at a Time.*

Our experience spans the country...



Read About Us!



11/22/19 book tour in Fate

Get in touch.

Address

Urban3, LLC.
2 Vanderbilt Place
Asheville, NC 28801

Phone

(828) 255-7951
ext. 209

Website

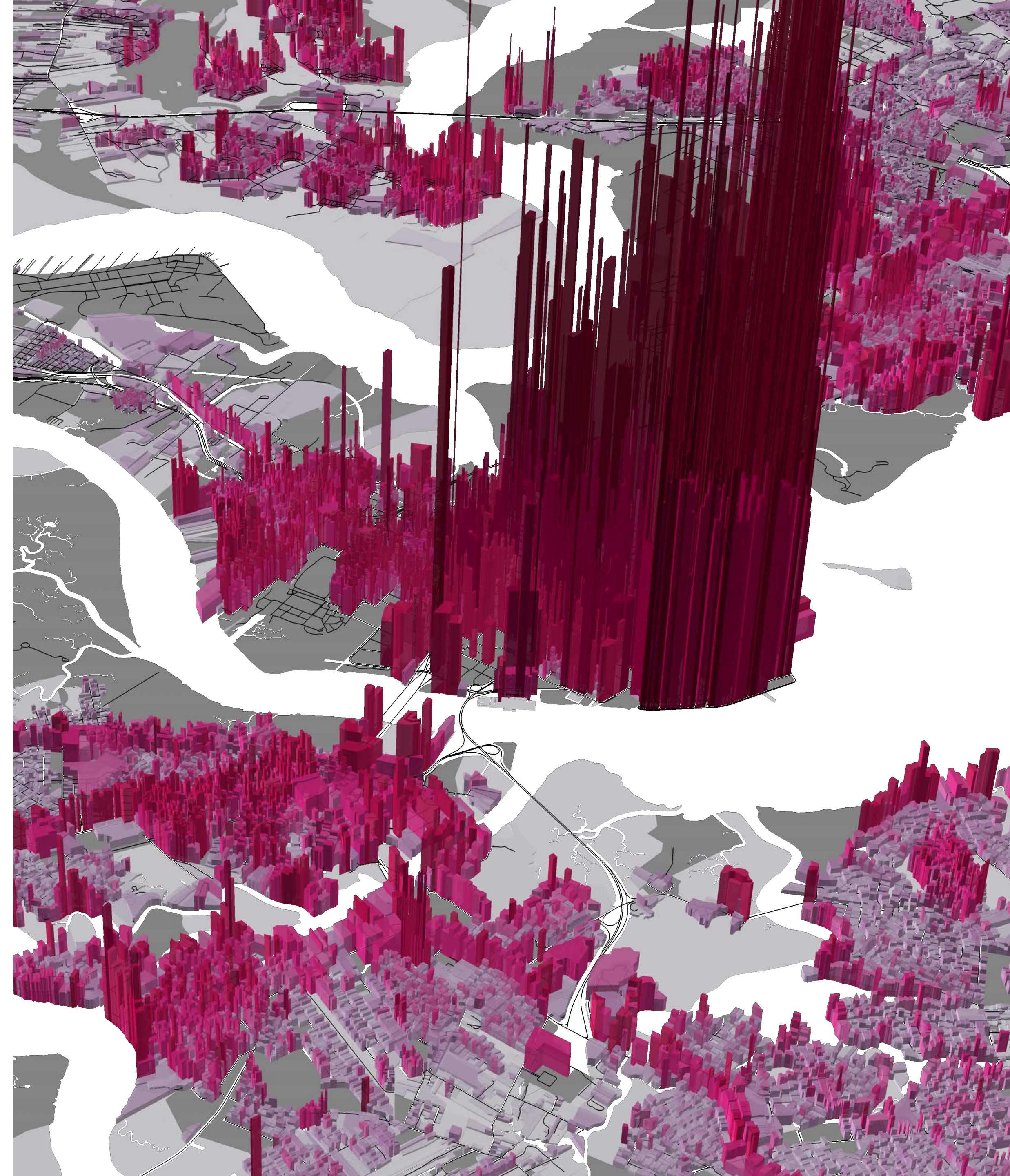
urban-three.com

Email

cate@urban-three.com

Twitter

@urbanthree





MEMORANDUM

Date: October 19, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: Karen Frawley, Town Clerk
Re: Future Meeting Agenda
Item #: 2.

ATTACHMENTS:

- ▢ Future Meetings Agenda



FUTURE TOWN BOARD MEETINGS

October 24, 2020 8:00 a.m.	Operational Budget Discussion
October 26, 2020 5:30 p.m.	Town Board Work Session Water and Sewer Rate Review
October 26, 2020 7:00 p.m.	Town Board Regular Meeting
November 2, 2020 5:30 p.m.	Town Board Work Session Operational Budget
November 9, 2020 5:30 p.m.	Town Board Work Session with Planning Commission 7 th Street Multimodal & Walnut Bikeway Projects Kickoff & Initial Input – Paul Hornbeck
November 9, 2020 7:00 p.m.	Town Board Regular Meeting
November 16, 2020 5:30 p.m.	Town Board Work Session DDA Budget presentation—Matt Ashby Wayfinding Signage Discussion—Matt Ashby Impact Fees (Road Impact, Parks, Drainage, Water, etc.)
November 23, 2020 5:30 p.m.	Town Board Work Session Trailer Parking Poudre River Trail Corridor Strategic Plan Update
November 23, 2020 7:00 p.m.	Town Board Regular Meeting
December 7, 2020 5:30 p.m.	Town Board Work Session Affordable Housing discussion for Strategic Plan
December 14, 2020 5:30 p.m.	Town Board Work Session 2006 SH 392 Environmental Overview Study (EOS) Bypass Alignment
December 14, 2020 7:00 p.m.	Town Board Regular Meeting
December 21, 2020 5:30 p.m.	Town Board Work Session Board-Manager-Attorney Social

January 4, 2021 6:00 p.m.	Town Board Work Session
January 11, 2021 6:00 p.m.	Town Board Work Session
January 11, 2021 7:00 p.m.	Town Board Regular Meeting
January 18, 2021 6:00 p.m.	Town Board Work Session
January 25, 2020 6:00 p.m.	Town Board Work Session
January 25, 2020 7:00 p.m.	Town Board Regular Meeting

Future Work Session Topics

- Eastman Park Drive Corridor Plan (January 2021)
- Joint Meeting with Town of Windsor, Town of Severance, Fire District and School District – Tentative for Fall of 2020
- Facility Master Plan Check in (January)
- Telecom Code (December or January)
- Poudre Learning Center Presentation (January)
- Comprehensive Plan Review
- Proportional services and amenities for planned population (February 2021)
- Economic development/retail needs based on population levels
- Code Amendments for Reimbursements