



TOWN BOARD WORK SESSION

August 12, 2024 - 5:30 PM

1st Floor Conference Room, 301 Walnut Street, Windsor, CO 80550

To view Town Board meeting broadcasts, visit
www.windsorgov.com/MeetingsOnDemand.

AGENDA

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

WORK SESSION AGENDA ITEMS

1. Board/Manager/Attorney Monthly Meeting
2. Strategic Plan Update - S. Hale, Town Manager
3. 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: August 12, 2024
To: Mayor and Town Board
From: Shane Hale, Town Manager
Eric Lucas, Deputy Town Manager
Re: Strategic Plan Update - S. Hale, Town Manager
Item #: 2.

Background / Discussion:

The Windsor Town Board held its bi-annual Strategic Planning Retreat on May 16-17 at the Sylvan Dale Ranch in Loveland. On the first day we reviewed accomplishments and status updates from each of the three focus areas, discussed several high level topics that included affordable housing, open space acquisitions, infrastructure, service capacity and land use. On the second day, Town Board discussed their vision for the future and staff asked clarifying questions, in an effort to ensure alignment with the board's vision.

Following this high-level planning session, approximately 35 Town Staff met to align the work of the organization over the next two years around the Board's strategic vision. That work has been further refined by the leadership team, and is being presented tonight to ensure that our implementation plan is in alignment with your strategic vision.

Attached please find the draft goals and action steps for each focus area. Staff will review each goal as well as a few of the associated action steps for discussion.

Financial Impact:

None at this time

Relationship to Strategic Plan:

This discussion directly impacts the strategic plan for the next two years and beyond.

Recommendation:

Provide staff with feedback to further refine the plan prior to public input being obtained later this fall.

CC:

Attachments:

1. Draft Town Board Strategic Plan Document 8.8.24



Town Board Strategic Plan Document

Focus Area:

Strategic Growth: Windsor is committed to responsible and purposeful growth of our community through a connected transportation system, land use policies, open space preservation, services and amenities that reflects the needs of our Town, and sustainable resources.

Focus Area 1	Strategic Growth
Goal 1.1	Continue to develop Windsor's emergency response
Action Step 1.1.1	Conduct full scale multi-agency exercise bi-annually
Action Step 1.1.2	Conduct tabletop exercises with county emergency managers and the Windsor leadership team two times per year.
Action Step 1.1.3	Develop emergency action plans and conduct training for every Town facility and specific special events
Action Step 1.1.4	Review standard operating procedures annually to ensure contacts, contracts, and resources are up to date
Action Step 1.1.5	Create emergency operations portal with plans, policies, roles, and partner contracts
Goal 1.2	Acquire 1,290 acres of open space to ensure Windsor maintains its identity and quality of life
Action Step 1.2.1	Present open space acquisition process for review to Town Board each year
Action Step 1.2.2	Continue to engage the State of Colorado to ensure access of the Frank State Wildlife Area by the Town of Windsor for recreation activities
Action Step 1.2.3	Partner and collaborate with neighboring communities and other entities on conservation of open space
Action Step 1.2.4	Improve access to existing open spaces by development of management plans for existing and future sites.

Action Step 1.2.5	Increase open space in Windsor by 325 acres over the next 5 years
Goal 1.3	Assess and address long-term capital facilities needs
Action Step1.3.1	Implement recommendations of the facility master plan.
AS 1.3.2	Complete needs analysis for future senior center
AS 1.3.3	Complete needs analysis for future recreation center
Goal 1.4	Implement growth priorities from Comprehensive Plan
Action Step 1.4.1	Create land use policies that support the Comprehensive Plan to direct growth and density to appropriate areas
Action Step 1.4.2	Create policies related to population and land use, infrastructure capacities and reduce obligated demand
Action Step 1.4.3	Perform a fee/cost study to determine areas to incentivize development
Action Step 1.4.4	Define and measure obligated demand
Action Step 1.4.5	Create a Town open space acquisition policy in which obligated demand is reserved for future economic development opportunities.
Goal 1.5	Increase attainable housing by 10% for those who work in Windsor so they can live in Windsor
Action Step 1.5.1	Complete a housing needs assessment to address local priorities
Action Step 1.5.2	Meet with the Windsor Housing Authority annually to ensure Town support
Action Step 1.5.3	Develop a Down Payment Assistance Program for Town employees, first responders and teachers

Action Step 1.5.4	Adopt Municipal Code updates to address inconsistencies regarding Accessory Dwelling Units, occupancy limits and parking created by recently adopted 2024 legislation.
Action Step 1.5.5	Research and present policy considerations to support attainable housing projects to Town Board
Action Step 1.5.6	Engage DOLA on Prop 123 Down Payment Assistance Program

Focus Area:

Vital Infrastructure: Windsor places significant value on building and maintaining a safe multi-modal public transport network, consistent communication systems, efficient wastewater and stormwater management, reliable water delivery and storage systems, and accessible and equitable public facilities that provide a high quality of life for our community.

Focus Area 2	Vital Infrastructure
Goal 2.1	Design and implement a well-connected, efficient, safe multimodal public transportation network.
Action Step 2.1.1	Coordinate with Severance on design and construction cost for Harmony Road from CR15 to SH257
Action Step 2.1.2	Coordinate with Loveland on design and construction cost for Crossroads from Colorado Blvd West
Action Step 2.1.3	Coordinate with Timnath / Larimer & Weld County on design, function and construction cost for straightening of Colorado Blvd., north of Jacoby Rd.
Action Step 2.1.4	Prioritize projects through the annual CIP process for review and allocation of budget
Action Step 2.1.5	Complete 90% plans/design of SH392 west of Colorado Blvd to Highland Meadows Pkwy
Action Step 2.1.6	Improve traffic flow at the intersection of SH392/SH257 and Hollister Lake Rd.
Action Step 2.1.7	Implement safety improvements annually within allocated budget
Action Step 2.1.8	Secure funding and ROW for Colorado Boulevard/Crossroads Boulevard intersection

Action Step 2.2.9	Acquire ROW, design and construct Windsor Lake Rd.
Action Step 2.2.10	Identify three key intersection improvements; if funds allow, design and construct all by 2026
Goal 2.2	Build out pedestrian and bicycle connectivity throughout Windsor
Action Step 2.2.1	Acquire ROW, design and construct trail along SH392 from top of the hill to Colorado Blvd.
Action Step 2.2.2	Acquire ROW, design and construct 2.5 miles of trails in the next 5 years.
Action Step 2.2.3	Implement a non-motorized safety improvement program
Action Step 2.2.4	Identify gaps in sidewalk and trail connectivity, then prioritize and construct
Action Step 2.2.5	Identify and widen sidewalks in heavy pedestrian areas
Action Step 2.2.6	Evaluate trail crossings for improvements
Action Step 2.2.7	Install RRFBS as identified in school areas
Goal 2.3	Increase alternative transportation opportunities for Windsor residents
Action Step 2.3.1	Work with area partners to improve ridership opportunities
Action Step 2.3.2	Work with area partners to increase/establish ADA accessible transportation opportunities in and around the Windsor area
Action Step 2.3.3	Initiate educational and promotional campaigns regarding Poudre Express route and new connection to Loveland to continue to grow ridership
Action Step 2.3.4	Consider public private opportunities to provide on demand micro transit in and around Windsor.
Action Step 2.3.5	Consider public private partnership with company that rents bikes/scooters for use in and around Windsor.

Goal 2.4	Provide a safe and reliable water supply for the community
Action Step 2.4.1	Pursue regional water opportunities and partnerships to increase overall water system redundancy and efficiencies
Action Step 2.4.2	Utilize potable water model to determine improvements needed for water distribution system
Goal 2.5	Maintain and expand existing infrastructure to meet current and future demands
Action Step 2.5.1	Complete North West Sewer Basin Master Plan to identify system needs for future growth
Action Step 2.5.2	Develop a facilities asset management plan
Goal 2.6	Complete park system buildout
Action Step 2.6.1.	Determine what triggers design/construction of LaBue Park
Action Step 2.6.2	Determine what triggers design/construction of Tacincala Park
Action Step 2.6.3	Begin phased construction of Tacincala Park
Action Step 2.6.4	Renovate Halfway Homestead
Action Step 2.6.5	Design and build Wayne Miller Park when subdivision reaches 80-85% capacity
Action Step 2.6.6	Review parks and trail asset management program annually to determine budgetary request.
Action Step 2.6.7	Provide free Wi-Fi in all community parks
Action Step 2.6.8	Design and construct Eastman Park Phase III
Goal 2.7	Support efforts to make the Windsor downtown area a cultural center for public art, events and activities

Action Step 2.7.1	Complete construction of Creamery and SW corner of Ash & 5th St.
Action Step 2.7.2	Complete construction of Eaton House
Action Step 2.7.3	Complete construction of the Boardwalk Park Landscape Master Plan
Action Step 2.7.4	Establish gateway signage at entry points to downtown

Focus Area:

Vibrant and Healthy Economy: Windsor is business friendly. We maintain a viable, stable, diverse, and strategic economic base which supports the needs and enhances the lifestyles of those living and working in our community.

Focus Area 3	Vibrant and Healthy Economy
Goal 3.1	Enhance and expand downtown Main Street vitality
Action Step 3.1.1	Establish three pedestrian safety zones on SH392 from CR15 to CR19
Action Step 3.1.2	Assess one pedestrian safety zone for improvements annually based upon the pedestrian safety guidelines
Action Step 3.1.3	Implement Downtown Parking Management Plan
Action Step 3.1.4	Investigate opportunities for shared parking downtown
Goal 3.2	Attract diverse and unique restaurants throughout Windsor
Action Step 3.2.1	Promote and market existing empty restaurant spaces to potential prospects
Action Step 3.2.2	Explore alternative options for food locations and experiences

Goal 3.3	Promote business diversification to attract balanced commercial development that will sustain the future of Windsor
Action Step 3.3.1	Investigate options for additional grocery or expansion of current entities
Action Step 3.3.2	Identify additional business park opportunities
Goal 3.4	Leverage entertainment opportunities in and around Windsor to capture revenue
Action Step 3.4.1	Move toward implementing a lodging tax within 2 years
Action Step 3.4.2	Develop public private opportunities to provide public transportation in and around Windsor.
Action Step 3.4.3	Encourage the Windsor Chamber of Commerce to coordinate annual special events round table with key stakeholder and develop a calendar of events for business outreach with a QR code
Goal 3.5	Expand a public art plan
Action Step 3.5.1	Identify additional funding sources to amplify art funding
Action Step 3.5.2	Work with Arts Commission to ensure master plan is implemented in all districts
Action Step 3.5.3	Evaluate policies that add public art in commercial areas
Goal 3.6	Support public private partnerships
Action Step 3.6.1	Investigate public private options to create affordable day care options in Windsor



FUTURE TOWN BOARD MEETINGS

August 19, 2024 5:30 p.m.	Town Board Work Session Meet the Board – New Employees Placeholder Budget: Revenue Estimates
August 26, 2024 5:30 p.m.	Town Board Work Session Review of the 2023 Safety Report Sales Tax Code Update Sales Tax Rebate Program
August 26, 2024 7:00 p.m.	Town Board Regular Meeting
September 2, 2024	Canceled for Labor Day Holiday
September 9, 2024 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting Budget: Staffing Needs
September 9, 2024 7:00 p.m.	Town Board Regular Meeting
September 16, 2024 5:30 p.m.	Town Board Work Session Budget: Capital Improvement Projects
September 23, 2024 5:30 p.m.	Town Board Work Session Liquor Licensing Legislative Update Downtown Parking Plan Land Use Legislative Updates
September 23, 2024 7:00 p.m.	Town Board Regular Meeting
September 30, 2024	Canceled for the 5 th Monday
October 5, 2024 (Saturday)	Budget: Operating Requests
October 7, 2024	Canceled for the 1 st Monday
October 14, 2024 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting Compensation Study Overview and Presentation
October 14, 2024 7:00 p.m.	Town Board Regular Meeting

October 21, 2024 5:30 p.m.	Town Board Work Session Budget: Utility Rates for 2025
October 28, 2024 5:30 p.m.	Town Board Work Session
October 28, 2024 7:00 p.m.	Town Board Regular Meeting
November 4, 2024	Canceled for the 1 st Monday
November 11, 2024	Canceled for Veteran's Day Holiday
November 18, 2024 5:30 p.m.	Town Board Work Session Budget Wrap-up/Revisions
November 25, 2024 5:30 p.m.	Town Board Work Session
November 25, 2024 7:00 p.m.	Town Board Regular Meeting

Future Work Session Topics

- Metro/Special District 101 Discussion