



TOWN BOARD WORK SESSION

May 12, 2025 - 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. Sales Tax Distribution Discussion - S. Hale, Town Manager
3. Museum Strategic Plan - L. Browarny - Culture Supervisor
4. 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: May 12, 2025
To: Mayor and Town Board
From: Shane Hale, Town Manager
Re: Sales Tax Distribution Discussion - S. Hale, Town Manager
Item #: 2.

Background / Discussion:

Proposed amendment to the Municipal Code to provide Town Board with the flexibility to allocate greater sales tax funding to the General Fund, if and when required.

Financial Impact:

Per 2025 budget allocation example, up to \$2.3M in transferred funding from the Capital Improvement Fund to the General Fund.

Relationship to Strategic Plan:

Recommendation:

Adopt the forthcoming Ordinance to amend the Municipal Code.

CC:

Attachments:

1. Activity Timeline
2. Sales Tax Distribution - Presentation for TB

SALES TAX ALLOCATION – TIMELINE

1976: Creation of General Fund (Ordinance # 552-1976)

1982: Increase of Sales Tax from 1% to 2% (Ordinance # 1982-653)

Creation of Capital Improvement Fund – 40% of 2% Sales Tax Dedication

1987: Increase of Sales Tax from 2% to 3% (Ordinance # 742-87)

Dedication of Additional 1% Entirely to Capital Improvement Fund as a Revenue Pledge (along with the original 0.8% Sales Tax) for the Issuance of Revenue Bonds (\$855k) to pay for Chimney Park Pool

Note : The Current Municipal Code (4-2-20) Corresponds to this Ordinance

1997: Via Ballot, Construction Use Tax increased to 3% (from 2%) – all proceeds go to CIF

Budget Materials:

1988 – 40% GF / 60% CIF

1995 - 40% GF / 60% CIF

1998 – 60% GF / 40% CIF – Per Budget Message...

Honorable Mayor Miller and Town Board Members:

It is with great pleasure that I submit the proposed 1998 Town Budget for your review and approval. The annual Budget that is done jointly by both Staff and the Board is arguably the single most important policy document that the Town produces each year. I would like to point out one nuance in the 1998 Budget that is different from the previous year. In order to mitigate the 1.3 million dollar deficit in the General Fund identified in the Fiscal Futures Study done by BBC Research & Consulting (May 1997). This Budget will Implement their recommendation to switch how the Town's sales tax revenue is shared by both the General and Capital Improvement Funds. Starting in 1998, sales tax revenue going into the General and Capital Improvement Funds be at the rate of 60% and 40% respectively. It is my feeling that this change will improve the overall scope of the Budget document. Anticipated revenues and expenses for the 1998 Budget are as follows:



Sales Tax Distribution

Proposal to Amend the Current
Allocation of Sales Tax Between
the General Fund and the Capital
Improvement Fund



Current Allocation of Sales Tax

Sales Tax Dedicated to General Fund & Capital Improvement Fund = 3.0%

Per 1998 Budget Adoption:

General Fund = **60%** of 3.0%

Capital Improvement Fund = **40%** of 3.0%

Per 2025 Budget Example;

General Fund: **60%** / \$13.5M

Capital Improvement Fund: **40%** / \$9.0M

Problem Statement 1

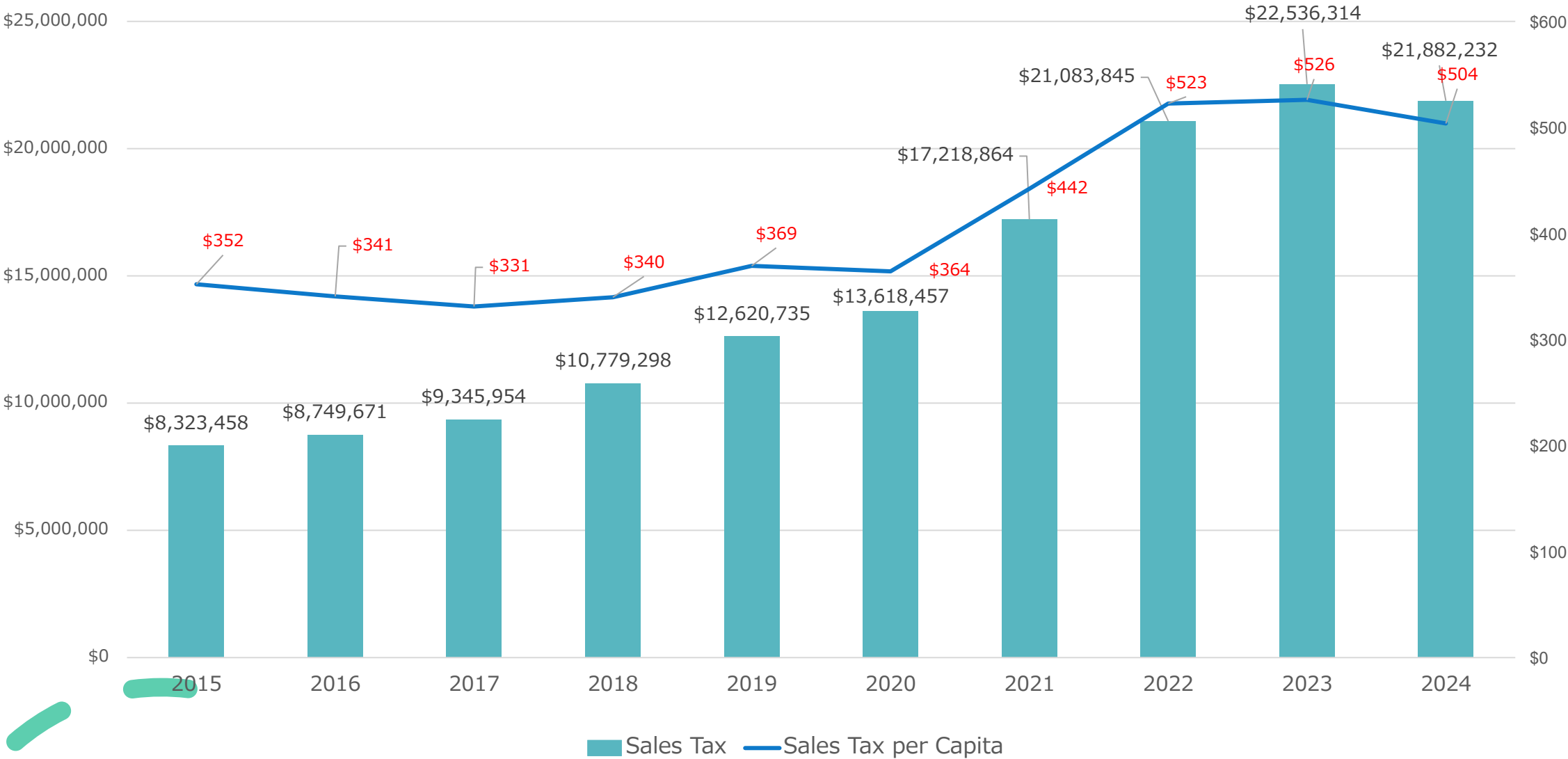
Increased Operational Demands From:

- Larger Population – Increased Demands on Existing Staff
- Expanded Asset Base – Maintenance for Roadways, Buildings, Parks etc.
- Technological Advancements – Greater Expectations of Service
- Town Board Focus on Public Safety
- Emphasis on Employee Retention after COVID

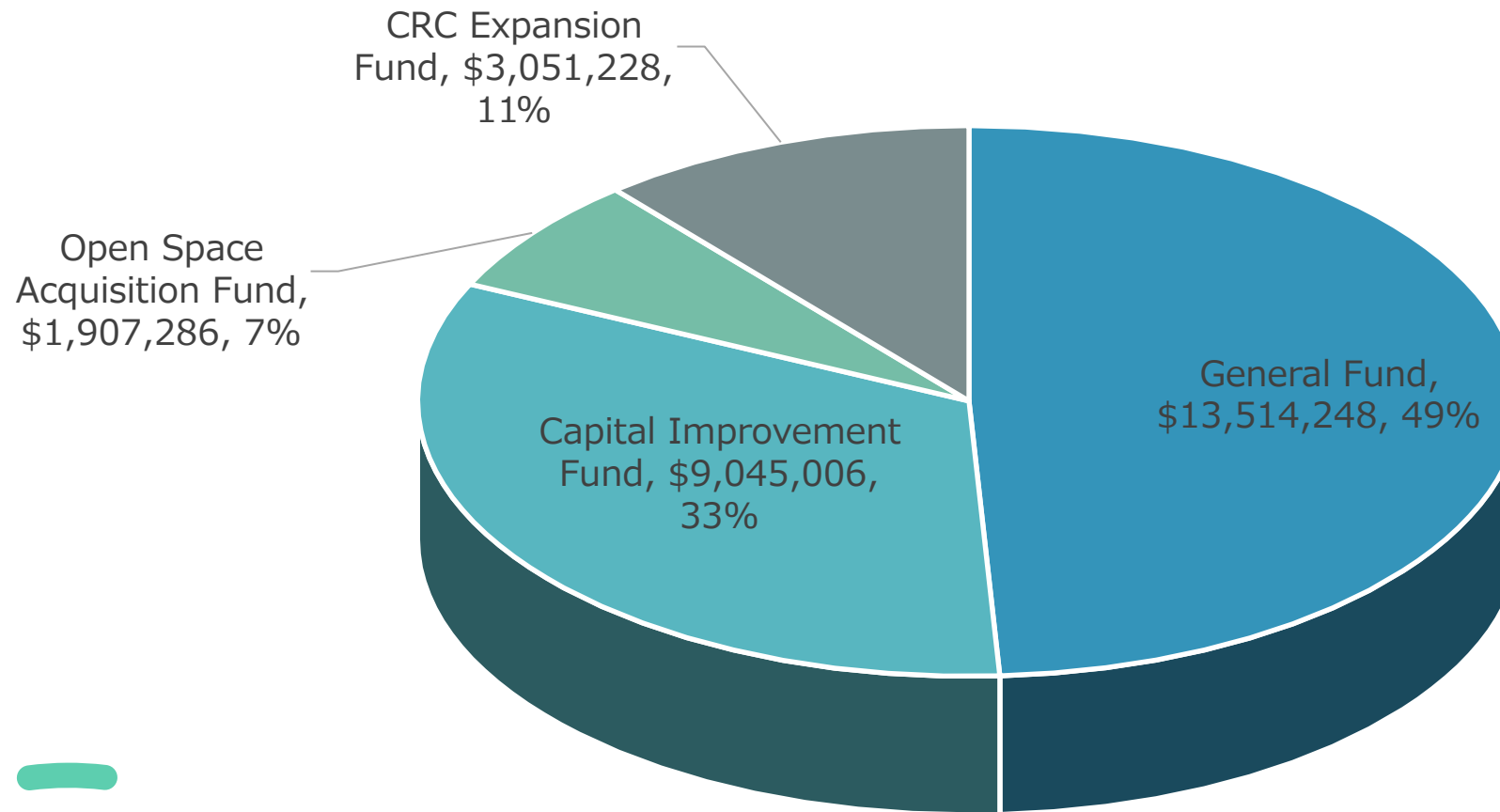
Coinciding With...

Slowdown in Growth (2023 and 2024) Coupled With Near-Term Economic Uncertainty

3% SALES TAX COLLECTIONS & SALES TAX PER CAPITA



Current (2025) Allocation of 3.65% Sales Tax Collections



Problem Statement 2

Municipal Code 4-2-20 (1982) currently reads as:

Forty percent (40%) of the revenues derived from the two-percent (2%) sales tax and one hundred percent (100%) of the one-percent (1%) sales tax imposed by this Chapter shall be deposited to said fund and used solely for the purpose of providing capital improvements or paying debt service on bonds issued for such purposes pursuant to state law.

The 1998 Budget Reversed the 3.0% Sales Tax Allocation that was Stipulated under Municipal Code 4-2-20. However, the Code was never Updated.

Proposed Allocation of Sales Tax

Sales Tax Dedicated to General Fund & Capital Improvement Fund = 3.0%

Per 2025 Budget Example;

General Fund: **70%** / \$15.8M

Capital Improvement Fund: **30%** / \$6.7M

The Allocation of Sales Tax Dedicated to the General Fund Could Increase (If Needed) from 60% of the 3.0% to 70% of 3.0% and the Allocation of Sales Tax Dedicated to the Capital Improvement Fund, Could Decrease from 40.0% to 30.0% of 3.0%.

Proposed Amendment:

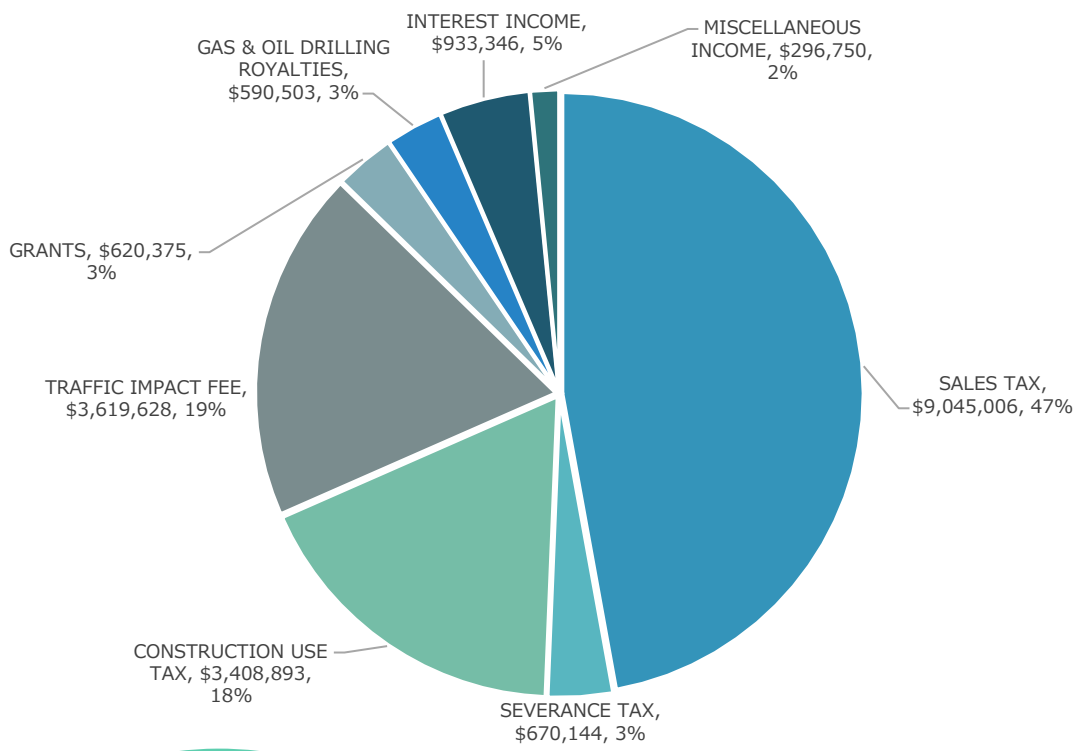
At least thirty percent (30.0%) but no more than forty percent (40.0%) of the revenues derived from the three-percent (3.0%) sales tax that is dedicated to General Operations and Capital Improvements for the Town, shall be deposited to said fund and used solely for the purpose of providing capital improvements or paying debt service on bonds issued for such purposes pursuant to state law. Nothing in this Amendment should prohibit the Town Board in controlling the distribution of all remaining dedicated sales tax collections.

Purpose of Proposed Amendment

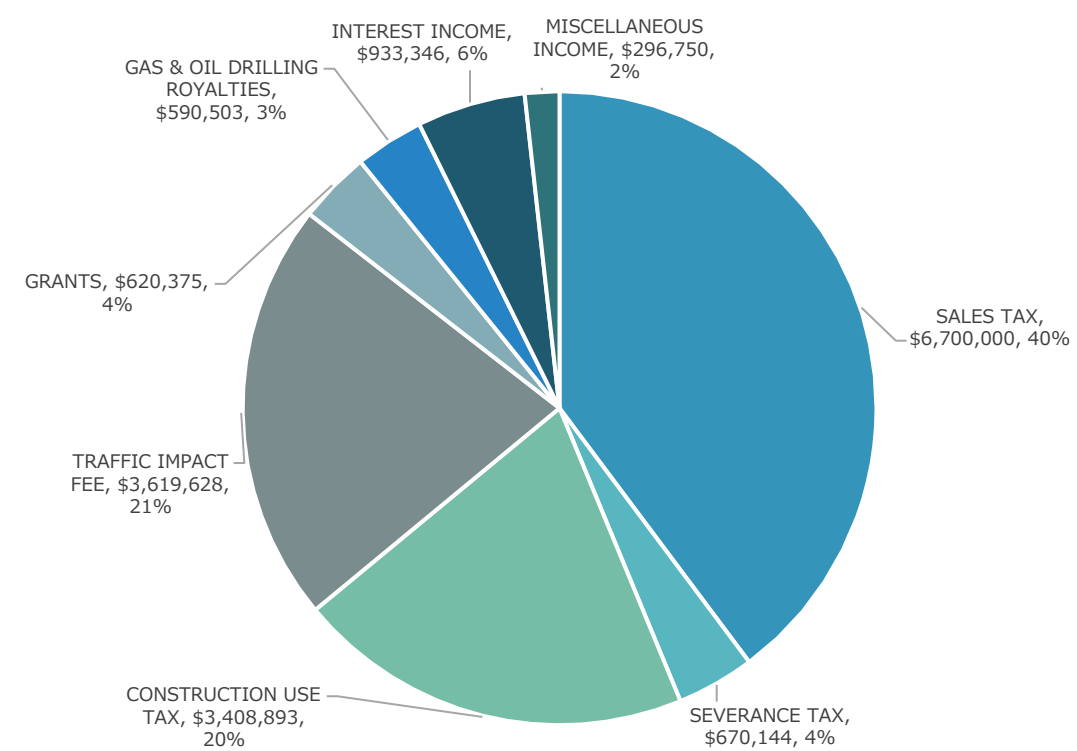
Provide Flexibility for the Town Board to Allocate Increased Funding to the General Fund, for Pressing Operational Needs, in Any Given Year

- Town Board Retains Control of Allocation – 60% to 70% for General Fund
- Per 2025 Budget Example, Level of Increased/Decreased Allocation to the General Fund/Capital Improvement Fund = \$2.3M
- Note: In Other Years, the General Fund has Supported the CIP when Capital Improvement Fund Revenues were Inadequate: *New Police Facility - \$18.0M & Renovation of Old Police Facility - \$5.0M*

Current (2025) and Proposed (2026) Funding for Capital Improvement Fund

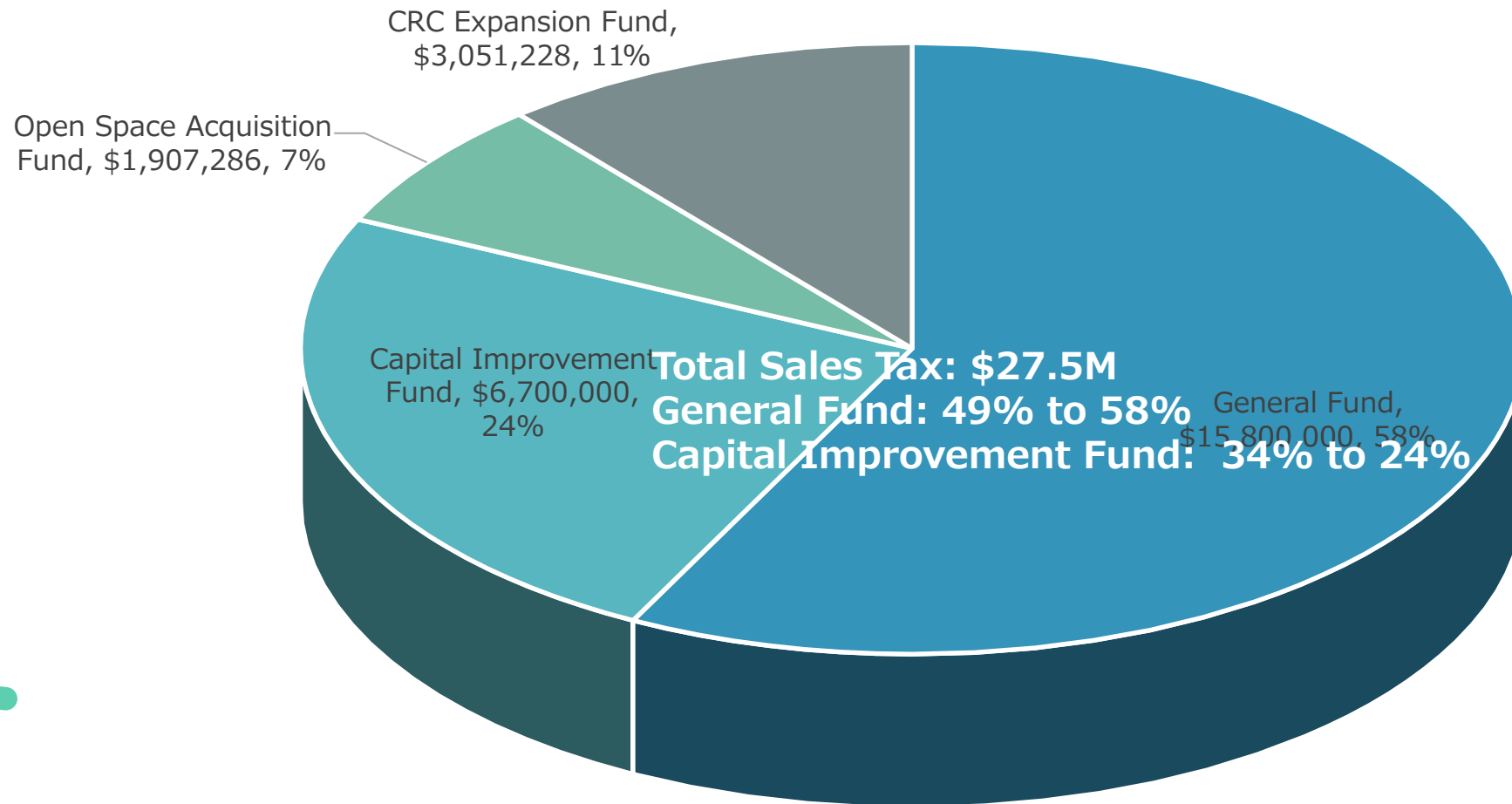


\$19,184,644
Current



\$16,884,644
(-12%)
Proposed

Proposed (2026) Sales Tax Revenue Allocation



40% to 30% Distribution – Effect on Historical Revenue Allocations in Capital Improvement Fund

2025: \$24.2M Revenue Forecast - \$2.3M
Reduction = (-9.3%) Decrease in Funding

2024: \$18.8M Revenue Forecast - \$2.2M
Reduction = (-11.7%) Decrease in Funding

2023: \$36.4M Revenue Forecast - \$2.1M
Reduction = (-5.9%) Decrease in Funding

2022: \$18.8M Revenue Forecast - \$2.0M
Reduction = (-10.6%) Decrease in Funding

2021: \$14.5M Revenue Forecast - \$1.6M
Reduction = (-11.3%) Decrease in Funding

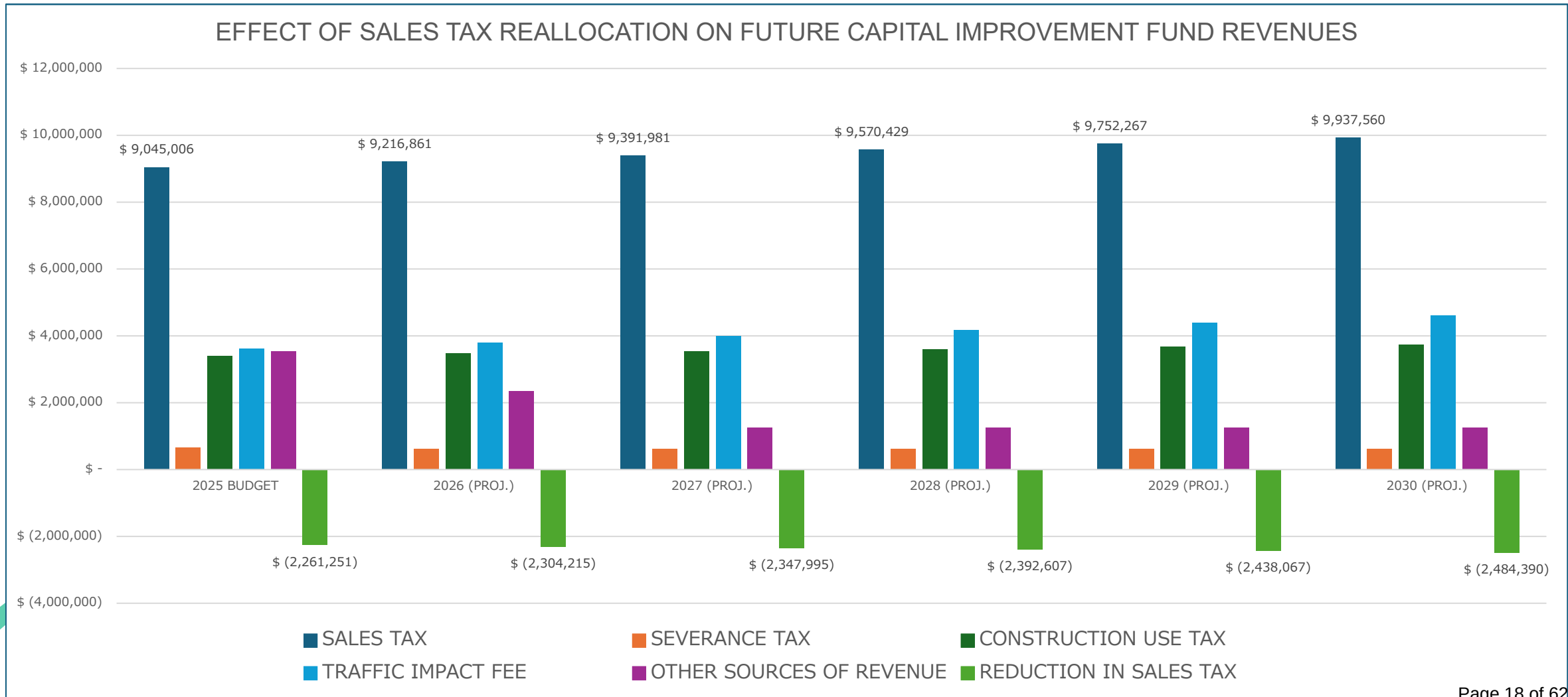
EFFECT ON CAPITAL IMPROVEMENT FUNDING THROUGH 2030

REVENUE SOURCE	2025 BUDGET	2026 (PROJ.)	2027 (PROJ.)	2028 (PROJ.)	2029 (PROJ.)	2030 (PROJ.)
SALES TAX	\$ 9,045,006	\$ 9,216,861	\$ 9,391,981	\$ 9,570,429	\$ 9,752,267	\$ 9,937,560
SEVERANCE TAX	\$ 670,144	\$ 610,778	\$ 610,778	\$ 610,778	\$ 610,778	\$ 610,778
CONSTRUCTION USE TAX	\$ 3,408,893	\$ 3,473,661	\$ 3,539,661	\$ 3,606,915	\$ 3,675,446	\$ 3,745,279
TRAFFIC IMPACT FEE	\$ 3,619,628	\$ 3,799,052	\$ 3,987,371	\$ 4,185,025	\$ 4,392,477	\$ 4,610,212
OTHER SOURCES OF REVENUE	\$ 3,530,785	\$ 2,350,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000
REDUCTION IN SALES TAX	\$ (2,261,251)	\$ (2,304,215)	\$ (2,347,995)	\$ (2,392,607)	\$ (2,438,067)	\$ (2,484,390)

Assumptions:

Growth Rate = 1.9% (Based on SFRE 5-Year Average Projected Growth)
Growth in Impact Fees Includes 3% Inflationary Increase
Reduction in Demand will Offset Inflationary Effects on Sales & Use Taxes

EFFECT ON CAPITAL IMPROVEMENT FUNDING THROUGH 2030





MEMORANDUM

Date: May 12, 2025
To: Mayor and Town Board
From: Laura Browarny, Culture Supervisor
Re: Museum Strategic Plan - L. Browarny - Culture Supervisor
Item #: 3.

Background / Discussion:

Staff along with our consultant, will present the draft Museum Strategic Plan.

Financial Impact:

Relationship to Strategic Plan:

Recommendation:

Provide staff feedback

CC:

Attachments:

1. Museums Strat Plan DRAFT

DRAFT

2025

TOWN OF WINDSOR MUSEUMS STRATEGIC PLAN





Acknowledgements

Special thanks to the Windsor community for their participation and contribution.

TOWN BOARD

Mayor Julie Cline
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Bobby Warner, *Recreation Manager*
Laura Browarny, *Culture Supervisor*

TOWN OF WINDSOR MUSEUMS STAFF

Caitlin Heusser, *Museum Curator*
Heidi Fuhrman, *Museum Education Coordinator*
Chris Bates, *Arts and Exhibitions Specialist*
Sam Sedoryk, *Museum Education Specialist*
Maya Barboa-Ojinaga, *Museum Education Specialist*
Emily Crennen, *Museum Education Specialist*

CONSULTANT

Jill Stilwell, *Stilwell Cultural Consulting*
Design by Kristin Lathrop, *Loah Design*



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Introduction

The Town of Windsor Museums traces its lineage to 1974 when a group of concerned citizens saved the 1882 Windsor railroad depot from demolition and created The Windsor Depot Centennial Museum which opened in 1976. Over the next two decades, the Windsor-Severance Historical Society operated the museum and relocated four additional historic buildings alongside the depot to create Pioneer Village. In 2003, the Town of Windsor became the owner and operator of the Centennial Museum and Pioneer Village and hired the first museum professional to oversee museum operations. Old Town Hall and its historic collections became part of the Town's Museum program in 2004. In 2016, the Town renamed Pioneer Village as "Boardwalk Park Museum" and turned Old Town Hall into the "Windsor Art & Heritage Center" both under the Culture division within the Parks, Recreation and Culture Department. In 2019, after multiple name iterations, Windsor History Museum became the definitive identity, officially replacing "Boardwalk Park Museum." The Culture division began branding itself under the umbrella "Windsor Museums."



EXPANDING WINDSOR MUSEUMS

In 2016, the Town began planning renovations for two historic properties, the Halfway Homestead and the Eaton House. Construction commenced in 2020 with expected completion in 2025. These historic properties will be managed, interpreted and programmed by the Culture division as part of Windsor Museums. Today, these historic properties along with the Windsor History Museum (historic depot, five historic buildings and museum lawn) and the Art & Heritage Center, their interpretation, 40,000 object historic collection, exhibitions, programs, events and educational offerings comprise the "Town of Windsor Museums."

A division of the Parks, Recreation and Culture Department (PRC), Windsor Museums' mission, "To build community through creativity and discovery," was adopted in 2021 and aligns with the PRC's mission statement, "To Build Community." This Strategic Plan for Windsor Museums comes out of a recommendation from the 2020 Parks, Recreation and Culture Strategic Plan that calls for developing plans for specific sites and business plans for all major functions and services within the PRC Department.



Through this strategic plan, Windsor Museums will define its place and purpose within the Town of Windsor government, advance its mission to build community through creativity and discovery and strive towards becoming a vibrant regional destination, a cornerstone of the community, and a recognized leader in the museum field.



Overview of Windsor Museums



Windsor Museums encompasses a collection of historic buildings and sites that are centrally located in downtown Windsor and less than one mile from one another. It boasts a professional, creative full-time staff team of three along with four part-time staff and four seasonal interns, all dedicated to stewarding local history and engaging the Windsor community. The organization and its staff are well-regarded in the regional museum field and a trusted resource in the community. Windsor Museums offers educational outreach primarily for 2nd, 3rd and 4th grade school children both in the classroom and at museums sites that are valued by local schools. Other programs include summer camps, field trips, tours, early childhood offerings, homeschool outreach, children's after-school classes, adult programs, gardens to explore, and more. It hosts special events that have become town traditions, like the Halloween Carnival, Night at the Museum, and Vintage Baseball that are well-received by the community and draw visitors to Windsor. Windsor Museums stewards an historic artifact collection, education collection and newspaper archive and creates exhibitions in its historic spaces featuring town history, artifacts and local art. Although not covered in this strategic plan, the art in public places program also resides within the Culture Division and has its own dedicated plan.

Windsor Museums has made great strides in the last several years under its current leadership. It has forged positive partnerships with various community groups including the Windsor-Severance Historical Society and Clearview Library District, secured a dedicated environmentally controlled storage facility, added key staff positions and now is undertaking two additional historic properties under the Windsor Museums purview. Participation grew significantly by approximately 61% from 2018 to 2023. The steady rise in participation

highlights increased community engagement and interest, driven by expanded programming, improved outreach efforts, and enhanced museum communications.

Windsor Museums Participation			
2018	2023	Increase	Percent Increase
9,388	15,119	5,731	+ 61%

Windsor Museums is funded primarily through the Town of Windsor General Fund, with additional funding through grants and limited earned income. The Town’s increased financial support for the Museums over the past several years has been significant, allowing for important progress in staffing, programming, and overall operations. Between 2017 and 2023, the Town’s General Fund support for Windsor Museums grew by approximately 89.9%. However, it’s important to recognize that this growth comes from a historically low baseline, where staffing levels and resources were limited and stretched thin. As two new properties come online in the coming years, the demands on the Museums will only increase, with rising expectations for expanded educational programs, special events, and updated exhibits. Sustained and continued investment will be essential to ensuring the Museums can fully meet these expectations and continue serving the community at the highest level. The Town’s commitment thus far has laid a strong foundation, and with ongoing support, the Museums can continue to thrive and grow as vital cultural and educational assets for Windsor.

Overall, the community enjoys Windsor Museums offerings and, as the town continues to grow, Windsor Museums intends to grow in scope and service to the entire community.

Town of Windsor Financial Support			
2017	2023	Increase	Percent Increase
\$259,282	\$492,227	\$232,945	+ 89.9%

Staffing Support			
2016	2025	Increase	Percent Increase
1 full-time	3 full-time	2 full-time	+ 200%
1 part-time	4 part-time	3 part-time	+ 300%
2 seasonal	4 seasonal	2 seasonal	+ 100%

Accomplishments Since 2013 Strategic Plan

The Town of Windsor last commissioned a strategic plan for the Museum program in 2013. Windsor Museums accomplished many of the action items from that plan. Below are some highlights:

- Developed and adopted a new mission statement in line with the Parks, Recreation and Culture Department
- Built a new off-site storage facility and moved the collection (2020)
- Developed a digital collections policy (2021)
- Conducted Historic Structures Assessments for all Museum historically landmarked buildings
- Adopted collections management software and entered inventory
- Identified and rehoused most threatened collections items
- Developed a disaster preparedness plan
- Added two full-time positions since 2016
- Developed traveling educational materials to classrooms
- Developed and implemented both on-site and in-classroom 2nd, 3rd and 4th grade education programs.
- Rebuilt partnership with the Windsor-Severance Historical Society, with the Society assisting in fundraising, marketing, events, social media, and outreach to the community
- Developed regional partnerships with Cache la Poudre River National Heritage Area, founding member of the Northern Colorado Museum and Heritage Educators Network
- Strengthened local partnerships around museum programming and events (4-H, Environmental organizations, Library, etc.)



In addition to the achievements of the 2013 Strategic Plan listed at left, Windsor Museums has made significant strides under its current leadership in advancing its educational mission, including:

Increasing staffing levels and hiring dedicated professional staff

Growing relationships with school district, teachers, local businesses and organizations

Expanding partnerships with additional community organizations, including Downtown Windsor Alliance, Columbine Commons, Historic Preservation Commission, Homeschool organizations, Weld R-4 and Poudre School Districts, History Colorado, High Hops, Boy and Girl Scouts, Chamber of Commerce, and Sustainable Windsor, to name a few

Engaging with the regional museum community and raising the organization's reputation in the field

Increasing funding for Windsor Museums through the Town and grants

Preserving the artifact collections with professional-level inventorying, cataloguing, housing and care

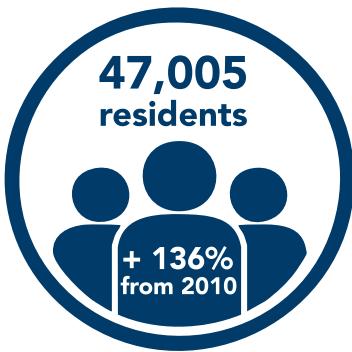
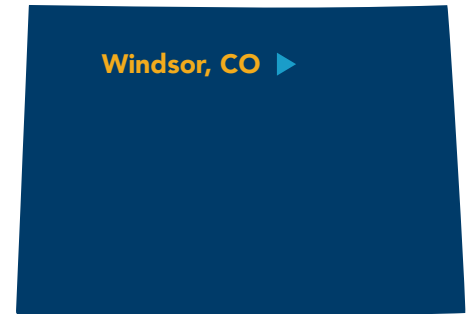
Developing a public art program that is housed within the Cultural Division and producing a specific plan for that program, separate from this strategic plan

Current Conditions

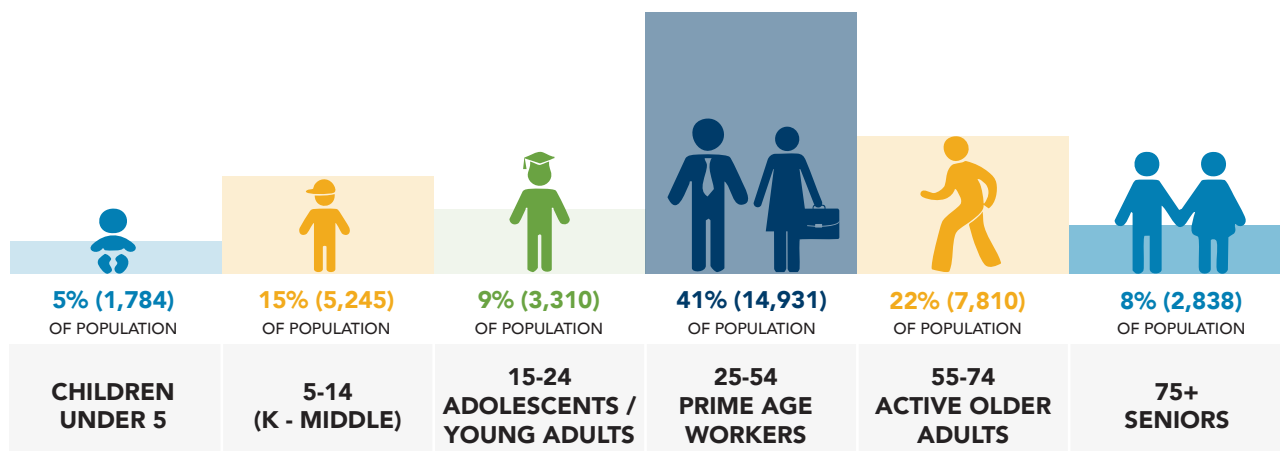
Windsor's demographic trends and community conditions were studied to help inform the strategic plan.

WINDSOR COMMUNITY SNAPSHOT

Windsor, Colorado, has a rich history that blends indigenous heritage, railroad expansion, and agricultural prosperity. Long before its incorporation in 1890, the area was home to Native American communities, as evidenced by the Kaplan-Hoover Bison Kill Site dating to more than a thousand years ago. The town's growth took off in 1882 with the arrival of the Greeley, Salt Lake and Pacific Railroad, bringing settlers and industry to the region. Windsor soon became a hub for wheat and sugar beet farming, attracting German-from-Russia and Hispanic immigrants to the region whose cultural influences remain today. Windsor is a unique blend of history, from ancient inhabitants to pioneering agriculture to a thriving family-friendly community with a strong appreciation for its heritage. This makes Windsor an ideal place to connect generations, spark curiosity, and inspire a deeper understanding of the town's evolving story through its museums.



As of 2025, Windsor is a rapidly developing community located in the heart of Northern Colorado between the mountains and the plains. The town spans approximately 27 square miles and is home to 47,005 residents, an increase of 136% from 2010. The median age is 42 years with prime age workers (25-54) and older adults/seniors (56+) as the largest age groups. The largest Windsor racial/ethnic groups are White (85.5%) followed by Hispanic (8.0%) and two or more races (2.7%). Of Windsor's 14,000+ households, approximately 4,900 have children. Educational attainment is high, with 80% of residents college educated. The median household income stands at \$121,754, which is notably higher than the regional average. The primary employment sectors include construction, manufacturing, and wholesale and retail trade. More Windsor residents work outside of the community (14,966) than work within the community (1,580). Approximately 7,719 people commute into Windsor for work from outside the community. Despite significant growth, Windsor maintains its small-town charm.



American Community Survey, Census Bureau, 2023

Windsor Museums Cultural Assets

ART AND HERITAGE CENTER

The 1909 original Windsor Town Hall on 5th and Ash Streets serves as the Art and Heritage Center. The building, on the National Register and designated as a local historic landmark, also once housed the jail, municipal offices and a fire station. The main floor contains an upper and lower gallery dedicated to art exhibitions with a focus on local artists. This floor also includes a private office, store room, and two accessible restrooms. The second floor is open concept and houses Windsor Museums staff and education collection. It is not ADA accessible and does not have restrooms or water. The AHC is open year-round on Friday, Saturday and Sunday, and during programs, events, and special exhibitions. Admission is free with donations welcome.



Programming: The upper gallery currently hosts most Museums programming, including art, nature/science, early childhood, and adult programs.

Interpretive opportunities: Focus on the arts and building the local arts community; serve as a gathering space for the Windsor community; architecture and historic downtown.



WINDSOR HISTORY MUSEUM

Windsor History Museum, located at the north end of 5th Street across from Boardwalk Park, features five relocated historic buildings representing early Windsor from 1882 to the 1920s: The 1882 Windsor Train Depot (relocated from ¼ mile SE along the railroad tracks), the 1885 schoolhouse (relocated from NW of Windsor), the 1900s farmhouse (relocated from Pelican Lakes area), the 1900s beet shack (relocated from south of Windsor Reservoir), and the 1900s chapel (relocated from 201 Walnut St). The buildings are arranged in a horseshoe with a lawn area in front that can be used for programming and events. Each building helps tell the story of Windsor's beginnings with the

completion of the Greeley, Salt Lake and Pacific Railroad through the sugar beet boom of the early 20th century. The Museum includes one restroom in the Depot and access to restrooms in the Windsor-Severance Fire Museum. The Museum is open seasonally, Memorial Day to Labor Day, Friday, Saturday and Sunday. Admission is free with donations welcome.

Programming: Windsor History Museum features historic exhibitions, hands-on activities, school field trips, tours, homeschool days, and events (i.e., Halloween Carnival, Night at the Museum, etc.).

Interpretive opportunities: Serve as Windsor's Front Porch/Free programs; immigration (why people came, where they came from, how they influenced the community throughout history); famous events in Windsor's history; architecture and historic downtown; Native Americans who call this area home.

COLLECTIONS STORAGE FACILITY

Part of the Public Works Campus on North 15th St., the 4,000 sq. ft. dedicated museum storage facility came online in 2020. This new facility not only consolidated collections storage into one location, it provided a significant upgrade from previous storage environments, greatly increasing the overall care, safety and preservation of the collection. The facility includes a non-toxic chemical fire suppression system, compact storage, low light levels, and humidification. The facility's HVAC system has struggled to maintain consistent temperature and humidification standards for museum storage, especially as humidity conditions are changing in Colorado. The Town maintains the building, including recent roofing repairs. The facility is not open to the public.



Programming: Tours by appointment, volunteer crew.

Interpretive Opportunities: Open/viewable storage.



HALFWAY HOMESTEAD

Windsor's first local historic landmark site, the Halfway Homestead on County Road 15 includes two local historic landmark buildings: the 1907 Dickey Farmhouse and the 1873 Halfway House, Windsor's oldest standing structure. The Halfway House, just 260 sq. ft., was originally a stagecoach stop, post office and pub and got its name for being halfway between Greeley and Fort Collins on the Overland Trail Cutoff Route. Other structures include a silo, maintenance shed, one-story wood framed barn, shade structure, outdoor grill and community garden space. An office restroom and two unisex accessible restrooms are available in the Dickey Farmhouse. The site is under renovation and landscaping in 2025.

Programming: Once open to the public, the Dickey Farmhouse offers programming space (kitchen, classroom, seminar room) and outside, the site includes community garden space, natural amphitheater, stage/event area and teaching kitchen.

Interpretive opportunities: Immigration (why people came, where they came from, how they influenced the community throughout history); famous events in Windsor's history; Native Americans who call this area home; important and/or interesting people in Windsor's history.

EATON HOUSE

The Eaton House, a local historic landmark adjacent to the Windsor History Museum, was built in 1902 by early irrigation developer and fourth Colorado Territorial Governor, Benjamin Harrison Eaton as housing for his ditch workers. Eaton settled in Windsor along the Cache la Poudre River in 1864 and constructed one of the first irrigation ditches in the area (B.H. Eaton Ditch). Eaton acquired his irrigation knowledge from Hispanic farmers in the San Luis Valley and brought those skills to northeastern Colorado. He built numerous irrigation ditches and reservoirs to supply the parcels he owned in Weld and Larimer counties. The main floor includes a serving kitchen, reception, north addition/classroom, access ramp, one accessible and one non-accessible restroom. The second floor includes three offices (not accessible). The house is under renovation in 2025.



Programming: Once open to the public, the main floor can host programs.

Interpretive opportunities: Important and/or interesting people in Windsor's history; nature and ecology of the area.



CREAMERY BUILDING

This 1909 historic structure, located at 501 Ash Street, is designated a local landmark. Previously it was planned as a maker space to augment Windsor Museums programming. However, with new spaces coming on-line, it would be important to revisit this building and complete an updated space use plan. This building is slated for renovation in 2026/2027.

Programming: To be determined.

Interpretive opportunities: Architecture and historic downtown.



Overview of Planning Process

With two new properties coming under Windsor Museums and the 2013 Strategic Plan sunsetting, Museum leadership launched a new strategic planning process. With funding provided by the Town, Stilwell Cultural Consulting was hired to help guide the process. The process began with reviewing past accomplishments of the 2013 Strategic Plan, researching current conditions, inventorying existing cultural assets, and reviewing Town of Windsor planning documents. To ensure the community's needs, interests and aspirations influenced the plan, a slate of engagement activities were undertaken including pop-up booths at community events, a community survey, interviews and focus groups with key stakeholders, work sessions with staff, visioning workshop, and presentations to the Windsor-Severance Historical Society and the Windsor Downtown Alliance. The final plan was reviewed by the Parks, Recreation and Culture Advisory Board, posted online for public input and reviewed and discussed by the Town Board at a Study Session prior to adoption.

Community Survey Results Summary

From August 2024 through January 2025, a community survey was hosted on WindsorProjectConnect.com. The community survey received 244 responses, 85% were Windsor residents. Based on this sample size and the population of Windsor, the survey results have a margin of error of approximately $\pm 6.26\%$ at a 95% confidence level. Respondents include a broad range of age groups, with the largest representation (40.5%) from individuals aged 35-44. Other well-represented groups include those aged 65-74 (18.5%), 45-54 (14.9%), and 55-64 (10.3%), with the lowest participation among younger demographics, with only 0.5% from ages 18-24 and 17 or younger. Reflecting Windsor demographics, the majority of survey respondents identified as White/Caucasian (80.3%), with smaller representation from other racial and ethnic groups, including Asian (3.1%), Hispanic/Latino/a (2.2%), two or more races (2.7%), and American Indian/Alaska Native (0.9%).



244

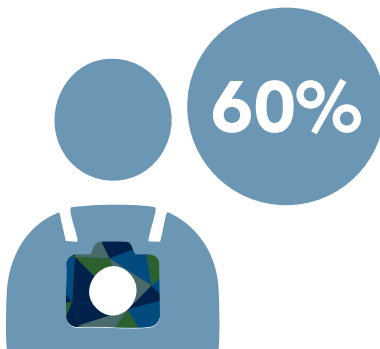
Responses

85%

Windsor Residents

35-44

Largest Age Representation



Nearly 60% of survey respondents had visited The Windsor History Museum at least once in the last year

Room to grow participation

Nearly 30% of respondents had visited the Windsor History Museum two-five times in the last 12 months and 27% have visited one time, while just under 40% had not visited. Nearly 25% of respondents had visited the Art & Heritage Center two-five times in the last year and 10% visited just one time, while 53% had not visited. The main reason for not attending was lack of awareness about the museums and being unsure of what they offer. When asked what would bring them to Windsor Museums more often, having more history and art exhibitions and changing them more frequently were mentioned the most.

Positive Experience

Of those who had experienced programs and exhibitions at Windsor Museums, more than 90% rated their experience as good or excellent. For those who hadn't experienced programming or exhibitions, the overwhelming reason was because they were not aware of the Museums' programs or exhibitions.



Good or Excellent Experience

Growing Interests

The most selected programs respondents would participate in if offered are:

CHILDREN	Art-Making Cooking Nature Programs	ADULTS	Cooking Art-Making History
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Gardening, nature programs, history programs and summer camps were also frequently selected, with accessibility programming selected the least, likely due to having smaller audiences.

Topics of Importance

The top 5 stories or topics respondents are most interested in learning about at Windsor Museums are:



Benefits to Our Community

The top 5 benefits respondents would like Windsor Museums to have for the community:

I would most like Windsor Museums to ...



Final Words

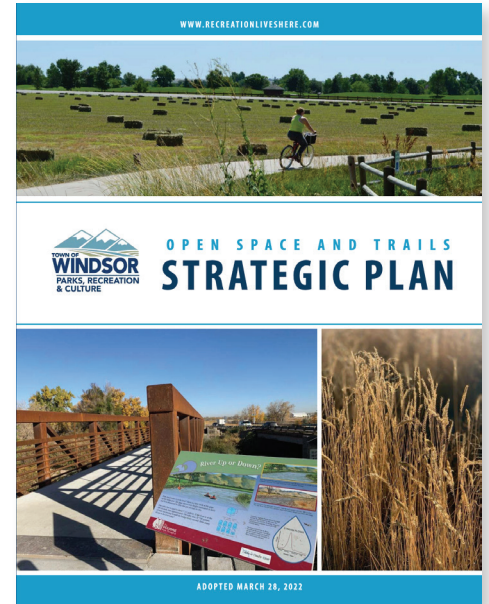
Within the write-in comments at the end of the survey, some key themes emerged, with the most frequent being the need for increased access and visibility, including extended hours and improved marketing to enhance awareness. Respondents also expressed strong interest in expanded educational and interactive programming, particularly for children and school partnerships. Many emphasized the importance of refreshing exhibits and rotating displays to keep museum experiences engaging. Additionally, feedback highlighted the need for greater accessibility and inclusivity, ensuring spaces and programs accommodate all visitors. (See full survey results in the Appendix.)

Alignment with Other Relevant Planning Documents

In developing this Strategic Plan, several Town planning documents were reviewed. The Town of Windsor's Strategic Plan, which envisions Windsor as a "safe, unique, and special town that offers diverse culture and recreation opportunities," served as a foundational guide. Considering this and other relevant planning documents ensures that this Plan aligns with the Town's priorities and goals.

Parks, Recreation and Culture Strategic Plan (2020)

The Parks, Recreation and Cultural Strategic Plan (PRCSP) completed in 2020 primarily focused on parks and recreation, with some inclusion of history programs and museum facilities. A few key elements offer guidance for this Windsor Museums Strategic Plan. The PRCSP introduces six "Big Moves" in its opening pages, with two directly related to Windsor Museums: "Explore the expansion of indoor recreation spaces - to complement current recreation center, and add newer spaces for other uses e.g. fieldhouse, cultural center and arts facility," and "Focus on planning and executing- Develop Master Plans for specific sites and business plans for all major functions and services." (p.2)



Through its community engagement efforts, the PRCSP found its museums and cultural activities are one of Windsor's strengths. The community agreed that "Cultural facilities are important and the heritage and artifacts are being preserved" (p.38). This translated into Windsor's history and preservation of its culture as one of the things the community wants Windsor to be known for.(p.40). The PRCSP also shared opportunities the community noted, including improving marketing, addressing staffing capacity including attracting and retaining qualified staff and pay accordingly. The PRCSP also noted that lack of awareness was the number one barrier to participating in Town offerings (p.42). These were also areas identified in outreach for this new Windsor Museums Strategic Plan. The PRCSP included brief assessments of the Art and Heritage Center and the Windsor History Museum site (mistitled "Boardwalk Park Museum"). The key opportunities listed and the Big Move to develop master plans and business plan were translated in developing this Strategic Plan for Windsor Museums.

Downtown Master Plan (2024)

The Town of Windsor collaborated with the Windsor Downtown Alliance (WDA) to create the town's first Downtown Master Plan. The purpose of the plan is "to establish a vision for the future of Downtown Windsor and harness its potential as a fun, attractive, engaging lifestyle hub for the local community." Given their location, purpose and activities, the Art and Heritage Center and the

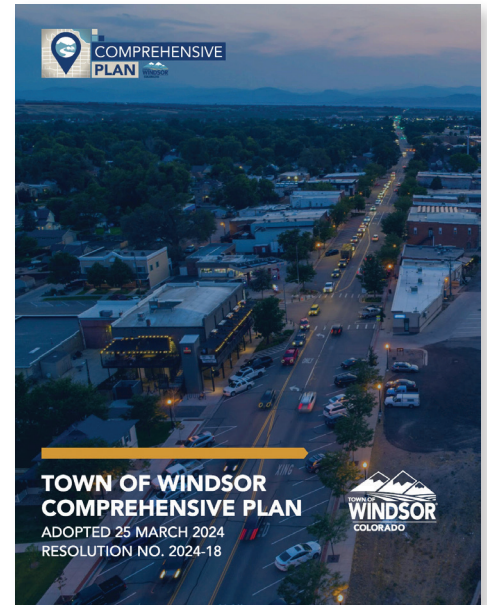


Windsor History Museum are ideal partners in achieving this vision for Downtown Windsor. Windsor Museums are uniquely positioned to help create a “Downtown For All” (p.27). The Museums offer unique ways to spend time downtown for all ages; invite pedestrians to explore the area and move between the sites, and serve as connectors between Main Street, Boardwalk Park and Windsor Lake. Windsor Museums also preserve and share the stories of Windsor, specifically designed to ensure the “Legacy Lives On” (p.27). Windsor Museums anchor the focus areas of both Ash Street and 5th Street and the Backlots as potential development is considered. Continued development of Windsor Museums will only strengthen the Downtown’s attraction for residents and visitors.

Town of Windsor Comprehensive Plan 2024

The Town’s Comprehensive Plan was updated in 2024. One of its Guiding Principles is to have “a sense of place and small-town character that makes Windsor a desirable place to live, work, and recreate.” The Plan outlines eight topical areas, each with goals and policies, several of which relate directly to Windsor Museums. These include:

- Goal 2 in the Economic Development section is to “Enhance and expand downtown to create a dynamic and flourishing destination that celebrates economic vitality,” with Policy 3 focused on “Cultivating regional tourism downtown through marketing campaigns, events, and by reinforcing the downtown as a welcoming and interesting destination.” (p.60)
- Community Character & Design introduction states, “Building on Windsor’s charm and community character, this Plan intends to promote arts and cultural programming, preserve historic character, and encourage landscape design standards.” Policy 3 promotes “educational opportunities, organizations and community events that celebrate local arts, culture and history.” (p.61-62)
- The Parks, Recreation, Open Space & Trails section includes Policy 7 “Promote the history of Windsor through programming, activities, and spaces.” (p.66)
- Finally, Community Facilities & Infrastructure has a goal to “support the success and diversity of educational opportunities, lifelong learning, and senior and youth services in Windsor.” (p.70)





Vision and Mission



o inspire a unified direction for the future of Windsor Museums, a vision statement was developed for this Strategic Plan to guide decision making, align goals and reflect the community's aspirations.

VISION

Windsor Museums is a vibrant regional destination inspiring creativity, discovery and community connections through exceptional, innovative experiences in distinctive historic spaces. As a cornerstone of the community, Windsor Museums enhances tourism, energizes local culture, and helps drive economic growth. Windsor Museums is recognized as a leader in the museum field, exemplifying best practices and setting the standard for what a regional museum can be.

MISSION

“ to build community through
creativity and discovery ”



Focus Areas

The following Focus Areas have been identified through research, analysis, community engagement and staff participation to serve as the foundation for advancing the mission and vision of Windsor Museums. These four Focus Areas provide the framework for this Strategic Plan's recommendations, goals and action steps.

Focus Area A:
Improving Visibility to
Strengthen Impact and
Reach

Focus Area B:
Enhancing the Visitor
Experience

Focus Area C:
Maximizing Museum
Spaces for Future
Success

Focus Area D:
Organizational
Planning and
Development to
Building Capacity



FOCUS AREA A:

Improving Visibility to Strengthen Impact and Reach

Windsor Museums is a vital cultural asset that enriches the Town of Windsor and strengthens its identity as a destination for both residents and visitors. Increasing Windsor Museum's visibility will deepen public engagement, enhance tourism and contribute to the local economy. Expanding visibility isn't just about tourism and economic impact—it's also about strengthening community engagement and participation, ensuring Windsor Museum's critical role in lifelong learning. To fully realize this potential, people—both within Windsor and beyond—must know about Windsor Museums and its offerings, be able to find and access the different Museum sites, and feel welcomed into the spaces and experiences.



Cultural tourism is one of the fastest-growing travel sectors, making up 40% of global tourism (UNESCO). Studies show 30% of adults choose travel destinations based on arts, cultural or heritage experiences, contributing directly to local economies (Americans for the Arts). Visitors drawn to museums also support local restaurants, shops, hotels, and services. The recent *Arts & Economic Prosperity 6* study reported the average spending by attendees at nonprofit arts and culture events is \$38.46 beyond the cost of admission. Regionally, the same study concluded that Fort Collins attendees spend an average of \$31.08 and in Cheyenne, \$42.03. Non-resident attendees spend even more. Museums also generate broader economic benefits, from direct job creation to indirect spending through supply chains.

89%

of Americans recognize museums as key contributors to economic vitality

97%

of Americans believe museums are valuable educational assets for their communities

In Colorado alone, museums contribute \$1.08 BILLION annually to the state economy.



A.1. Improve the physical visibility and attractiveness of Windsor Museums sites to draw visitors.

SHORT-TERM ACTION STEPS

A.1.1. Create a more inviting, beautiful, usable/visit-worthy Museum Lawn and grounds surrounding the historic buildings at Windsor History Museum.

- Review and revise 2014 landscaping plan to reflect strategies set forth in this Plan prior to installing in 2025.
- Improve infrastructure of the Museum Lawn to support events including power, lighting, sound equipment, barrier for multiple uses.
- Outfit the historic buildings at Windsor History Museum with electricity to allow for interior lighting and potential year-round programming.
- Design fencing to enclose the Museum Lawn for special events and to create a boundary if alcohol is sold.
- Develop a defined area within the Museum Lawn landscape plan to tell Native American stories.

A.1.2. Create a landmark sign designating the entrance into Windsor History Museum grounds.

MID-TERM ACTION STEPS

A.1.3. Improve directional and wayfinding signage for the Art & Heritage Center, Windsor History Museum and Halfway Homestead.

A.2. Improve accessibility of Windsor Museums.

LONG-TERM ACTION STEPS

A.2.1. Ensure ADA accessibility across Museum sites by developing a funding and implementation plan.

A.2.2. Provide equitable access solutions where physical modifications to historic buildings are not feasible.

A.2.3. Develop a funding plan to implement Art & Heritage Center second floor elevator access project.

A.3. Improve and expand marketing efforts and online presence.

SHORT-TERM ACTION STEPS

- A.3.1.** Continue to partner with Windsor Downtown Alliance (WDA) to ensure the inclusion of Windsor Museums and its downtown sites in promotional and marketing efforts and signage plans.
- A.3.2.** Update the Museums' website with current happenings front and center and ensure staff is able to update content regularly to keep the site up to-date.
- A.3.3.** Continue to explore Windsor Museums having its own social media presence in accordance with Town of Windsor best practices.

MID-TERM ACTION STEPS

- A.3.4.** Once improved, promote the Windsor History Museum Lawn as a separate rentable event space, unique from Boardwalk Park.

LONG-TERM ACTION STEPS

- A.3.5.** Develop an online presence and access for the permanent collection.
- A.3.6.** Develop a new Museums community event that will attract tourists to Windsor and visitation at Windsor Museums (i.e. Pickle Days).



FOCUS AREA B: **Enhancing the Visitor Experience**

A truly exceptional museum experience sparks curiosity, fosters learning, and creates lasting connections with arts, culture and history. Windsor Museums is committed to enhancing educational programs, exhibitions, and outreach to deepen visitor enjoyment, encourage repeat visitation, and align with best practices in the museum field.

As a small museum, Windsor Museums must focus its resources where they can have the greatest impact. For this strategic planning period, school-aged children remain a top priority, building on strong existing programs and partnerships with local schools. Likewise, older adults (55+) represent an audience with more time for cultural enrichment and engagement. Prioritizing these groups for this planning period ensures deep, sustained engagement while making the best use of limited resources.

At the same time, Windsor Museums recognizes the opportunity to engage the 25–54 workforce, a demographic with limited free time but strong potential for participation in family-friendly programming and evening/weekend events. By offering a few select programs tailored to this group, the Museums can extend their reach while remaining committed to serving their core audiences.

Through innovative, interactive exhibitions and updated and expanded interpretation, Windsor Museums will continue to evolve as a dynamic, welcoming destination—one that inspires creativity, discovery and enriches every visitor's experience.



B.1. Develop and expand education programs and outreach for key museum audiences, identified for this planning period as school-aged children and active adults.

SHORT-TERM ACTION STEPS

- B.1.1.** Focus on bolstering and expanding educational services to support Windsor schools.
 - Reorient and revitalize outreach programs to 2nd, 3rd and 4th graders
 - Reach out to teachers and determine ways the Museums can continue and expand support.
- B.1.2.** Continue to explore community partnerships for programming opportunities.
- B.1.3.** Formulate an Interpretive Focus for each site to guide programming and interpretation.
- B.1.4.** Clearly define “Windsor Museums programs” to strengthen identity and audience recognition.

MID-TERM ACTION STEPS

- B.1.5.** Begin aligning existing and any new Museums programs and outreach with each sites Interpretive Focus and/or appropriate sized spaces, including as new spaces come online at the Halfway Homestead and Eaton House.
- B.1.6.** Develop criteria to evaluate new and existing programs, ensuring they align with the Museums’ mission, meet community needs, and justify the investment of time and resources.
- B.1.7.** Expand art-making activities for children and active older adults at Art & Heritage Center as non-arts programming moves to other Museums locations.
- B.1.8.** Host grand opening celebration of the Halfway Homestead.
- B.1.9.** Develop a Program Plan for the Halfway Homestead (including existing programs relocated from the Art & Heritage Center, school programming, summer camps, tours, special events, and gardening/nature).

LONG-TERM ACTION STEPS

- B.1.10.** Expand to a full slate of summer programs across Museums sites.
- B.1.11.** Launch the classroom spaces and programming at the Dickey Farmhouse and Eaton House.
- B.1.12.** Develop a community garden program with rentable spaces.
- B.1.13.** Partner with Town special events team to develop a schedule of museum-specific and community-based special events at Halfway Homestead.

B.2. Improve and expand interpretation and exhibitions at each site.

SHORT-TERM ACTION STEPS

B.2.1. Update interpretation and layout of exhibits at the Depot as part of its 50th anniversary as a museum in 2026.

B.2.2. Develop exterior interpretive signage for the Historic Halfway Homestead local historic site, the Dickey Farmhouse, and the Halfway House.

B.2.3. Activate the Art & Heritage Center and both galleries as art spaces and artists' hub to build and cultivate the local Windsor art community.

B.2.4. Transition Art & Heritage Center from traveling exhibitions to in-house curated or juried art exhibits focused on local/regional artists that change more frequently.

MID-TERM ACTION STEPS

B.2.5. Create long-term partnerships with tribal communities to provide accurate and diverse perspectives of Native American histories throughout Windsor Museums sites.

LONG-TERM ACTION STEPS

B.2.6. Update and expand exterior interpretive signage at all Museums sites.

B.2.7. Create an exhibition plan for Windsor History Museum Depot and its historic buildings.

B.2.8. Research untold stories of diverse communities in Windsor with the ultimate goal of developing interpretive exhibitions.

B.2.9. Research, develop and install interior wall displays within the Dickey Farmhouse with objects found during the renovation of the site.

B.3. Ensure any new amenities, programs, outreach, events or exhibitions have appropriate level of additional staffing and resources before launching to avoid overextending existing staff and resources. (see Implementation)



FOCUS AREA C:

Maximizing Museum Spaces for Future Success

Windsor Museums' facilities, which are primarily historic structures, are essential to preserving the community's heritage while serving as dynamic spaces for programs, exhibitions, outreach, and collections care. To fully support its mission, the Museums must optimize facility use, expand capacity, and strategically plan for future assets that enhance visitor experience and support operational efficiency.

SHORT-TERM (2025-2026) **MID-TERM (2027-2029)** **LONG-TERM (2030+)**



GOALS

C.1. Clarify responsibilities and strengthen coordination with Town departments on oversight and maintenance of Museums' historic structures.

SHORT-TERM ACTION STEPS

C.1.1. Develop a 5-Year Maintenance plan for the Museums' historic buildings in collaboration with facility maintenance staff.

C.1.2. Negotiate a lease with Cache La Poudre Natural Heritage Area organization to office in the upstairs of the Eaton House

C.2. Ensure Collections Storage Facility meets museum standards for collections care.

SHORT-TERM ACTION STEPS

- C.2.1.** Evaluate the HVAC at the Collections Storage facility to determine how to maintain appropriate temperature and humidity control required of museum-quality artifact storage.
- C.2.2.** Purchase and install two oversize object carriages to increase storage capacity.

MID-TERM ACTION STEPS

- C.2.3.** Develop funding and implementation plan to make any necessary upgrades to HVAC system.
- C.2.4.** Research granting and funding opportunities for purchasing full build out of storage furniture.

LONG-TERM ACTION STEPS

- C.2.5.** Secure and install full build out of storage furniture.
-

C.3. Improve infrastructure at Windsor History Museum.

SHORT-TERM ACTION STEPS

- C.3.1.** Update interior of Depot by removing ceiling popcorn finish, painting the interior and relocating the front desk.

LONG-TERM ACTION STEPS

- C.3.2.** Develop more, updated restroom facilities at Windsor History Museum.
-

C.4 Fully activate the Halfway Homestead as a Museum site.

SHORT-TERM ACTION STEPS

- C.4.1.** Complete site construction at the Halfway Homestead.
- C.4.2.** Complete restoration of the Halfway House focusing on its history as a stage stop from 1873 to 1885.
- C.4.3.** Complete rehabilitation of the Dickey Farmhouse, including the classroom/event space.

MID-TERM ACTION STEPS

- C.4.4.** Identify possible parking solutions for the Halfway Homestead, (i.e. agreement with the nearby elementary school for use of its lot, shuttles from nearby Town owned lots) and promote on website and to neighbors.

C.5. Implement Art & Heritage Center second floor renovation.

SHORT-TERM ACTION STEPS

C.5.1. Continue to consolidate Windsor Museums staff on the second floor.

C.5.2. Install restroom and water source to second floor staff offices.

C.6. Explore usage of Creamery Building.

LONG-TERM ACTION STEPS

C.6.A. Conduct a new study for the potential and best use of this facility, given its downtown location, connectivity to Windsor's history, and to ensure it fulfills both a Windsor Museums and community need.

C.7. Continue to explore the Museums future facilities and space needs, viability and priorities.



FOCUS AREA D:

Organizational Planning and Development: Building Capacity

For Windsor Museums to thrive and grow, its staffing, funding, and organizational structure must evolve alongside its expanding programs, sites, and community impact. A strong foundation in these areas ensures the Museums can continue delivering high-quality educational experiences, exhibitions, and outreach while adapting to future needs.

SHORT-TERM (2025-2026) **MID-TERM (2027-2029)** **LONG-TERM (2030+)**



D.1. Increase staffing levels over time to support ongoing and expanded programs, outreach, exhibitions, services, operations and museum sites.

SHORT-TERM ACTION STEPS

D.1.1. Develop a Staffing Plan outlining potential new positions, what each position will support and timeline.

MID-TERM ACTION STEPS

D.1.2. Request highest priority positions through the budgeting process as supported by PRC director.

D.2. Increase volunteerism at Windsor Museums.

SHORT-TERM ACTION STEPS

D.2.1. Continue to develop and nurture Curator Crew volunteer program

MID-TERM ACTION STEPS

D.2.2. Build a robust docent program to assist with field trips.

D.2.3. Recruit volunteers to assist with events.

LONG-TERM ACTION STEPS

D.2.4. Develop a volunteer program for maintaining the gardens at the Halfway Homestead and Windsor History Museum and recruit volunteers.

D.3. Consider reorganizing the Museums/Culture Division within the Parks, Recreation and Culture Department.

MID-TERM ACTION STEPS

D.3.1. Revise Organizational Structure within Town hierarchy

LONG-TERM ACTION STEPS

D.3.2. Consider expanding the role of the Arts Commission to cover Culture and Museums as the Arts and Culture Commission.

D.4. Increase and diversify revenue to support the educational and community-building mission of Windsor Museums.

SHORT-TERM ACTION STEPS

D.4.1. Continue to expand Town support for Windsor Museums, especially to fund the Halfway Homestead operations, programming and interpretation, the Eaton House, and expanded opportunities at the Windsor History Museum.

D.4.2. Align revenue expectation with Windsor Museums' community-service role by changing its revenue generation category to "community-based" with the expectation of 0-25% revenue generation for the majority of its programs and activities.

D.4.3. Continue to seek granting opportunities as available.

MID-TERM ACTION STEPS

D.4.4. Research and benchmark charges other museums in the region assess for school visits and programming and consider implementing a nominal fee at Windsor Museums based on research.

D.4.5. Consider charging a higher fee for out-of-district schools that visit and/or non-residents.

D.4.6. Identify key needs for funding and develop a fundraising plan that is rightsized for staff capacity to raise funds through a variety of channels (individual donors, sponsorships, grants, etc.).

LONG-TERM ACTION STEPS

D.4.7. Engage with the new foundation to establish a fund to support Windsor Museums.

D.4.8. Explore creating a sustainable, dedicated funding source through lodging tax or other options.

D.5 Enhance communication and collaboration across the department.

SHORT-TERM ACTION STEPS

D.5.1. Share "Museum Moments" at Parks, Recreation and Culture Department meetings to highlight key updates.

D.5.2. Continue to invite key Town leadership to attend a museum conference with staff to foster broader engagement with and understanding of the field.



Turning Strategy into Action

To achieve the goals of this strategic plan, Windsor Museums must have the structure, staffing, and support needed to grow its impact and manage expanded responsibilities—not only to meet increased demand, but to maintain the high quality of programs, collections care, and public service the community has come to expect.

Staffing Considerations for Sustainable Growth

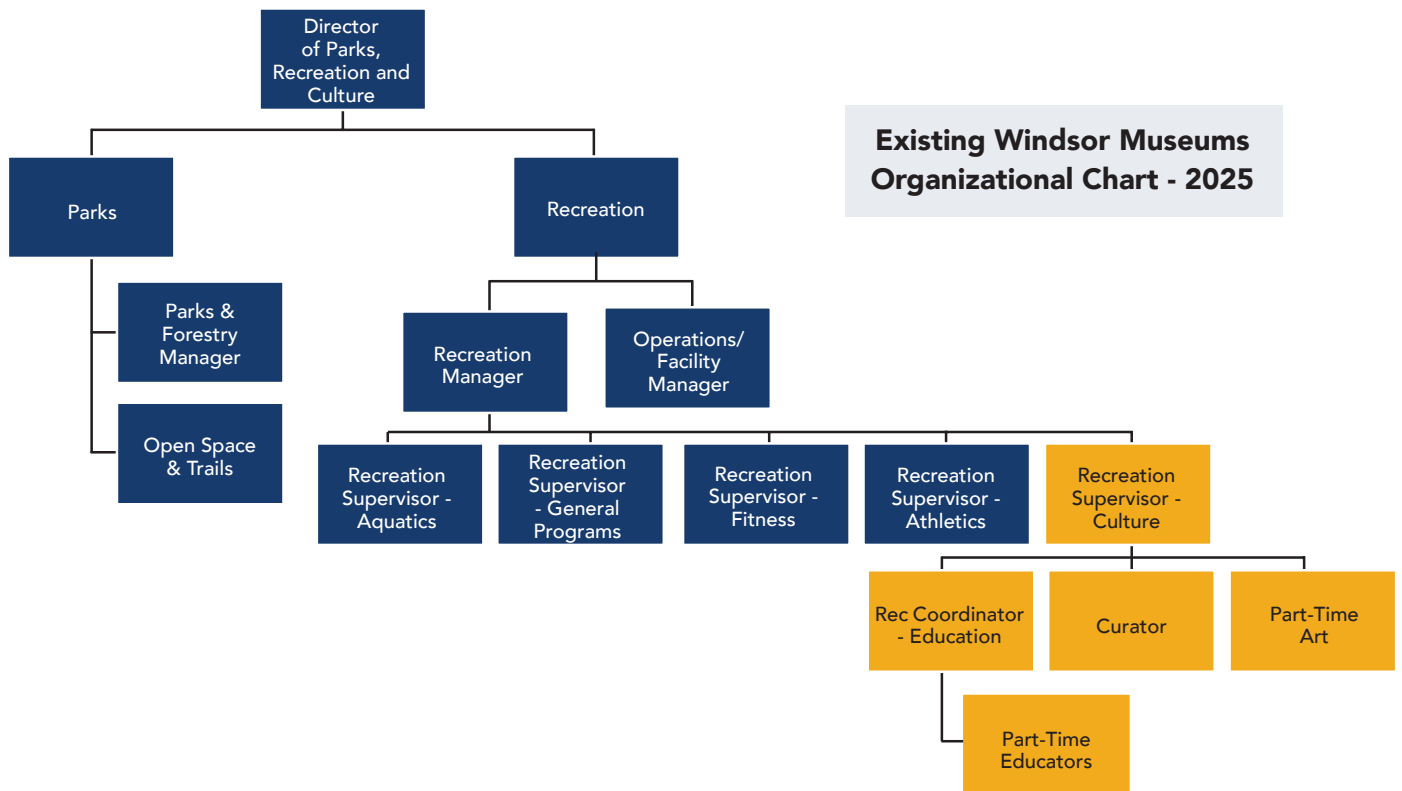
As Windsor Museums continues to expand its sites and services, a thoughtful, phased approach to staffing will be essential. Ensuring that the right roles are in place will help the Museums meet growing public expectations, enhance visitor experiences, and support the management of new and existing facilities.

[Section to Come - under review by staff]

[Section to Come - under review by staff]

Future Organizational Considerations

As the Museums continue to grow in scope and significance, a clear and well-aligned organizational structure will be essential for supporting long-term success. Rather than proposing a specific structure, we recommend that the Parks, Recreation & Culture (PRC) Department consider future organizational changes that better align with the cultural vision outlined in this Plan and enhance collaboration and integration of the Museum Division within the broader departmental and Town service goals.



Evaluating Success

Windsor Museums can use a set of simple, meaningful indicators to track progress toward strategic goals. The following metrics align with the Town's Key Performance Indicators (KPI) and focus on community satisfaction, participation, volunteer engagement, and internal capacity growth, while being mindful of available resources.

Visitor Satisfaction

- Maintain a 90% or higher "good" or above rating of the Museums experience from visitors.
- Data can be collected through on-site comment cards, QR-linked digital surveys, and/or post-program evaluations.
- Consider adding a public satisfaction question to the Town of Windsor's biennial community survey to track broader perceptions of the Museums.

Participation & Engagement

- Maintain or increase annual visitation to Windsor Museums sites.
- Increase the number of 2nd-4th graders that attend school tours at the Museums annually.
- Track growth in webpage visits and social media engagement (followers, likes, shares, comments) using built-in platform analytics.
- Track partnerships and collaborations (e.g., with schools, community groups, Town departments) as indicators of relevance and reach.
- Consider tracking ZIP codes of visitors through optional survey questions or program registration to estimate out-of-town visitation.

Volunteer Involvement

- Increase total volunteer hours contributed annually.
- Evaluate the volunteer program's growth over time, with staffing support and resources aligned to manage the program and ensure quality volunteer experiences.

Organizational Capacity

- Demonstrate increased capacity through staffing growth over the next five years.
- Consider also tracking staff retention as a qualitative indicator of a strong organizational structure.

Action Steps Overview

The following chart outlines well-defined action steps organized by short-, mid-, and long-term time frames. While near-term actions include more specific dates and details, longer-term steps are broader allowing for flexibility. Each item includes leads, collaborators, and notes on any additional staffing or funding that will be required to advance an action. Designed as a living document to be reviewed at least annually, this tool helps the Museums team stay on track, adapt to change, and maintain accountability as the plan moves forward.

SHORT-TERM ACTION STEPS (2025-2026)

	ACTION	WHEN	WHOM	COLLABORATORS	REQUIRED RESOURCES
A.1.1.	Create a more inviting, beautiful, usable/visit-worthy Museum Lawn and grounds surrounding the historic buildings at Windsor History Museum.	2026	Museum Team Parks		On-going maintenance
A.1.1.a.	Review and revise 2014 landscaping plan to reflect strategies set forth in this Plan prior to installing in 2025.	Q3 2025	Museum Team Parks	Landscape Architect	Funded
A.1.1.b.	Improve infrastructure of the Museum Lawn to support events including power, lighting, sound equipment, barrier for multiple uses.	2026	Museum Team Parks	Contractor	Funded
A.1.1.c.	Outfit the historic buildings at Windsor History Museum with electricity to allow for interior lighting and potential year-round programming.	2026	Museum Team Parks	Contractor	Funded
A.1.1.d.	Design fencing to enclose the Museum Lawn for special events and to create a boundary if alcohol is sold.	2026	Museum Team Parks	Contractor	Funded
A.1.1.e.	Develop a defined area within the Museum Lawn landscape plan to tell Native American stories.	2026	Museum Team Parks	Contractor	Funded
A.1.2.	Create a landmark sign designating the entrance into Windsor History Museum grounds.	2026	Museum Team Landscape Architect	Contractor Public Art	Additional funding
B.1.1.	Focus on bolstering and expanding educational services to support Windsor schools.	Q4 2025	Museum Team	School District	
B.1.1.a.	Reorient and revitalize outreach programs to 2nd, 3rd and 4th graders.	Q4 2025	Museum Team	School District	
B.1.1.b.	Reach out to teachers and determine ways the Museums can continue and expand support.	2026	Museum Team	School District	
B.1.2.	Continue to explore community partnerships for programming opportunities.	On-going	Museum Team	Community partners	
B.1.3.	Formulate an Interpretive Focus for each site to guide programming and interpretation.	Q4 2025	Museum Team		
B.1.4.	Clearly define “Windsor Museums programs” to strengthen identity and audience recognition.	Q4 2025	Museum Team	Recreation	
B.1.3.	Ensure any new amenities, programs, outreach, events or exhibitions have appropriate level of additional staffing and resources before launching to avoid overextending existing staff and resources.	On-going	Museum Team	PRC Director Recreation Manager	Additional staffing Additional funding
C.1.1.	Develop a 5-Year Maintenance plan for the Museums’ historic buildings in collaboration with facility maintenance staff.	2026	Museum Team Parks	Facilities	

ACTION		WHEN	WHOM	COLLABORATORS	REQUIRED RESOURCES
C.1.2.	Negotiate a lease with Cache La Poudre Natural Heritage Area organization to office in the upstairs of the Eaton House.	Q3 2025	Town	Cache La Poudre Natural Heritage Area org	
C.2.1.	Evaluate the HVAC at the Collections Storage facility to determine how to maintain appropriate temperature and humidity control required of museum-quality artifact storage.	2026	Museum Team Facilities		
C.2.2.	Purchase and install two oversize object carriages to increase storage capacity.	2026	Museum Team		
C.3.1.	Update interior of Depot by removing ceiling popcorn finish, painting the interior and relocating the front desk.	Q4 2025	Museum Team	Contractor	Funded
C.4.1.	Complete site construction at the Halfway Homestead.	Q4 2025	Contractor		Funded
C.4.2.	Complete restoration of the Halfway House focusing on its history as a stage stop from 1873 to 1885.	Q4 2025	Contractor		Funded
C.4.3.	Complete rehabilitation of the Dickey Farmhouse, including the classroom/event space.	Q4 2025	Contractor		Funded
C.5.1.	Continue to consolidate Windsor Museums staff on the second floor.	On-going	Museum Team		
C.5.2.	Install restroom and water source to second floor staff offices.	2026	Museum Team Facilities	Contractor	Additional funding
D.1.1.	Develop a Staffing Plan outlining potential new positions, what each position will support and timeline.	Q3 2025	Museum Team Recreation Manager PRC Director		Additional funding
D.2.1.	Continue to develop and nurture Curator Crew volunteer program.	On-going	Museum Team		
D.4.1.	Continue to expand Town support for Windsor Museums, especially to fund the Halfway Homestead operations, programming and interpretation, the Eaton House, and expanded opportunities at the Windsor History Museum.	2026	Museum Team PRC Director		Additional funding
D.4.2.	Align revenue expectation with Windsor Museums' community-service role by changing its revenue generation category to "community-based" with the expectation of 0-25% revenue generation for the majority of its programs and activities.	Q3 2025	Museum Team PRC Director		Town approval
D.4.3.	Continue to seek granting opportunities as available.	2026	Museum Team		
D.5.1.	Share "Museum Moments" at Parks, Recreation and Culture Department meetings to highlight key updates.	On-going	Museum Team		
D.5.2.	D.5.2. Continue to invite key Town leadership to attend a museum conference with staff to foster broader engagement with and understanding of the field.	On-going	Museum Team Recreation Manager PRC Director		Additional funding

MID-TERM ACTION STEPS (2027-2029)

	ACTION	WHEN	WHOM	COLLABORATORS	REQUIRED RESOURCES
A.1.3.	Improve directional and wayfinding signage for the Art & Heritage Center, Windsor History Museum and Halfway Homestead.	2027	Museum Team Facilities	WDA	
A.3.4.	Once improved, promote the Windsor History Museum Lawn as a separate rentable event space, unique from Boardwalk Park.	2028	Museum Team Events Team	WDA	Additional staffing
B.1.5.	Begin aligning existing and any new Museums programs and outreach with each sites Interpretive Focus and/or appropriate sized spaces, including as new spaces come online at the Halfway Homestead and Eaton House.	2027	Museum Team		
B.1.6.	Develop criteria to evaluate new and existing programs, ensuring they align with the Museums' mission, meet community needs, and justify the investment of time and resources.	2026	Museum Team		
B.1.7.	Expand art-making activities for children and active older adults at Art & Heritage Center as non-arts programming moves to other Museums locations.	2027	Museum Team		Additional staffing
B.1.8	Host grand opening celebration of the Halfway Homestead.	2027	Museum Team	Town Events Team Parks & Recreation	
B.1.9.	Develop a Program Plan for the Halfway Homestead (including existing programs relocated from the Art & Heritage Center, school programming, summer camps, tours, special events, and gardening/nature).	2028	Museum Team		Additional staffing
B.2.5.	Create long-term partnerships with tribal communities to provide accurate and diverse perspectives of Native American histories throughout Windsor Museums sites.	2029	Museum Team	Native American Tribal representatives	Parking plan
C.2.3.	Develop funding and implementation plan to make any necessary upgrades to HVAC system.	2029	Museum Team	Facilities	
C.2.4.	Research granting and funding opportunities for purchasing storage furniture for collections facility.	2028	Museum Team	Cache La Poudre Natural Heritage Area org	
C.4.4	Identify possible parking solutions for the Halfway Homestead, (i.e. agreement with the nearby elementary school for use of its lot, shuttles from nearby Town owned lots) and promote on website and to neighbors.	2027	Museum Team Parks & Recreation		

ACTION		WHEN	WHOM	COLLABORATORS	REQUIRED RESOURCES
D.1.2.	Request highest priority positions through the budgeting process as supported by PRC director.	2026-2028	Museum Team Recreation Manager PRC Director		
D.2.2.	Build a robust docent program to assist with field trips.	2028	Museum Team	Volunteer Coordinator	Additional staffing
D.2.3.	Recruit volunteers to assist with events.	2027	Museum Team	Volunteer Coordinator	Additional staffing
D.3.1	Revise Organizational Structure within Town hierarchy.	2026	Museum Team PRC Director		Town approval
D.4.4.	Research and benchmark charges other museums in the region asses for school visits and programming and consider implementing a nominal fee at Windsor Museums based on research.	2028	Museum Team	PRC Director	
D.4.5	Consider charging a higher fee for out-of-district schools that visit and/or non-residents.	2028	Museum Team	PRC Director	Town approval
D.4.6.	Identify key needs for funding and develop a fundraising plan that is rightsized for staff capacity to raise funds through a variety of channels (individual donors, sponsorships, grants, etc.).	2029	Museum Team	Consultant	Additional funding Additional staffing

LONG-TERM ACTION STEPS (2030+)

ACTION		WHEN	WHOM	COLLABORATORS	REQUIRED RESOURCES
A.2.1.	Ensure ADA accessibility across Museum sites by developing a funding and implementation plan.	2030+	Museum Team Facilities	ADA consultant/architect	Additional funding
A.2.2.	Provide equitable access solutions where physical modifications to historic buildings are not feasible.	2030+	Museum Team		Additional funding
A.2.3	Develop a funding plan to implement Art & Heritage Center second floor elevator access project.	2030+	Facilities		
A.3.5.	Develop an online presence and access for the permanent collection.	2030+	Museum Team	Town communications (website)	
A.3.6.	Develop a new Museums community event that will attract tourists to Windsor and visitation at Windsor Museums (i.e. Pickle Days).	2030+	Museum Team	Town Events Team	Additional staffing Additional funding
B.1.10.	Expand to a full slate of summer programs across Museums sites.	2030+	Museum Team		Additional staffing
B.1.11.	Launch the classroom spaces and programming at the Dickey Farmhouse and Eaton House.	2030+	Museum Team		Additional staffing
B.1.12.	Develop a community garden program with rentable spaces.	2030+	Museum Team		Additional staffing
B.1.13	Partner with Town special events team to develop a schedule of museum-specific and community-based special events at Halfway Homestead.	2030+	Museum Team	Town Events Team	
B.2.6.	Update and expand exterior interpretive signage at all Museums sites.	2030+	Museum Team		Additional funding
B.2.7.	Create an exhibition plan for Windsor History Museum Depot and its historic buildings.	2030+	Museum Team	Exhibitions Consultant	Additional staffing Additional funding
B.2.8.	Research untold stories of diverse communities in Windsor with the ultimate goal of developing interpretive exhibitions.	2030+	Museum Team		Additional staffing
B.2.9.	Research, develop and install interior wall displays within the Dickey Farmhouse with objects found during the renovation of the site.	2030+	Museum Team		Additional staffing

ACTION		WHEN	WHOM	COLLABORATORS	REQUIRED RESOURCES
C.2.5.	C.2.4. Secure and install full buildout of storage furniture.	2030+	Museum Team		Additional funding
C.3.2.	C.3.2. Develop more, updated restroom facilities at Windsor History Museum.	2030+	Parks		Additional funding
C.6.1.	C.6.1. Conduct a new study for the potential and best use of the Creamery, given its downtown location, connectivity to Windsor's history, and to ensure it fulfills both a Windsor Museums and community need.	2030+	Museum Team Recreation Manager PRC Director		
C.7.	C.7. Continue to explore the Museums future facilities and space needs, viability and priorities.	2030+	Museum Team Recreation Manager PRC Director		
D.2.4.	D.2.4. Develop a volunteer program for maintaining the gardens at the Halfway Homestead and Windsor History Museum and recruit volunteers.	2030+	Museum Team	Parks	Additional staffing
D.3.2.	D.3.2. Consider expanding the role of the Arts Commission to cover Culture and Museums as the Arts and Culture Commission.	2030+	Museum Team Recreation Manager PRC Director		Town approval
D.4.7.	D.4.7. Engage with the new foundation to establish a fund to support Windsor Museums.	2030+	Museum Team Recreation Manager PRC Director	Foundation	Town approval
D.4.8.	D.4.8. Explore creating a sustainable, dedicated funding source through lodging tax or other options.	2030+	Town of Windsor leadership		Voter approval



Appendix



FUTURE TOWN BOARD MEETINGS

May 19, 2025 5:30 p.m.	Town Board Work Session Sustainable Windsor Update Prop 123 Housing Updates Proposed SAFEbuilt stormwater inspection services fee increases
May 26, 2025	Canceled – Memorial Holiday
June 2, 2025	Canceled – 1 st Monday
June 9, 2025 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting Windsor Housing Authority Update Audit Presentation
June 9, 2025 7:00 p.m.	Town Board Regular Meeting
June 16, 2025 5:30 p.m.	Town Board Work Session Sex Offender Ordinance Discussion Barking Dogs Ordinance Discussion Traffic Offenses Fees Ordinance Discussion
June 23, 2025 5:30 p.m.	Town Board Work Session Windsor High School Student Presentation Charter Review Recommendations Building and Energy Codes Discussion
June 23, 2025 7:00 p.m.	Town Board Regular Meeting
June 30, 2025	Canceled – 5 th Monday
July 7, 2025	Canceled – 1 st Monday
July 14, 2025 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting Metro District Discussion for Service Plans and Finance
July 14, 2025 6:45 p.m.	Kern Board Meeting
July 14, 2025 7:00 p.m.	Town Board Regular Meeting
July 21, 2025 5:30 p.m.	Town Board Work Session

July 28, 2025 5:30 p.m.	Town Board Work Session
July 28, 2025 7:00 p.m.	Town Board Regular Meeting
August 4, 2025	Canceled – 1 st Monday
August 11, 2025 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting
August 11, 2025 7:00 p.m.	Town Board Regular Meeting
August 18, 2025 5:30 p.m.	Town Board Work Session
August 25, 2025 5:30 p.m.	Town Board Work Session
August 25, 2025 7:00 p.m.	Town Board Regular Meeting

Future Work Session Topics

- Wildland Resiliency Code presentation - sometime in July