



Visions For The Future

WINDSOR VISION 2025 PLAN

September, 2005

**Town of Windsor
301 Walnut Street
Windsor, CO 80550**

TOWN OF WINDSOR

Windsor Vision 2025 Plan

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INTRODUCTION

The Town of Windsor is a rapidly developing unique community located in the center of the Central Northern Colorado Tri-Cities (Fort Collins, Loveland and Greeley) high growth area. Windsor is an exciting place where people want to experience the joys of defining and fulfilling their dreams for a community rich in quality and spirit.

In 1999, the Community and Town Board of Windsor initiated a citizen-driven strategic planning process seeking to gain from the community's residents their views and hopes for the Town's future and a responsible, measurable and determined means to achieve that future by creating a workable "road map" (vision and various implementation plans) to the future. Windsor 2020 was born. During the last 5 years, many of the recommendations in this original Vision have been accomplished.

In 2005, the Town Board asked the community to review and update Vision 2020 projecting it to the year 2025. During the first seven months of 2005, community forums were held to gain citizen input. A steering committee, communications committee, and seven citizen task forces were created to prepare the revised and updated Windsor Vision 2025.

Residents and stakeholders from throughout, and outside of, the Windsor community volunteered not only to attend the community forums but to serve actively on the various committees and task forces who created this revised and updated plan. Numerous others: citizens, professional experts, concerned citizens and Town staff provided invaluable resource and knowledge assistance enabling the committee and task forces to complete their tasks. The entire effort can be summarized as creation of a Vision. And accompanying suggested goals and implementation strategies, for the Town of Windsor; developed by our community....for our community.

As documented in Appendix A, over 120 people volunteered to this effort their time, talents and pride in their Town of Windsor. It is estimated the combined amount of time these dedicated people gave to this immensely important effort exceeds 1400 person hours.

On August 16, 2005 the Windsor Vision 2025 Steering Committee, on behalf of everyone who participated in this effort and the entire Windsor community, presented a draft copy of the Windsor Vision 2025 Plan document to the Town Board for review and discussion. A final plan was presented to the Town Board in September for adoption as a community-created guide to the Town of Windsor on its journey to the year 2025.

Background: What is a Vision Plan?

Communities are future seeking. But first, they must be able to imagine and decide what they want the future to be. Secondly, they must decide how they propose to make this desired future become a reality. A vision plan is about leadership: a process that brings people together to think about the future, create a vision, and invent ways to make this future happen through determination, community teamwork, and disciplined actions. It is the primary function of leadership –making things happen that would not happen otherwise and, in some cases, preventing things from happening that might occur ordinarily. It is getting people to work together to achieve common goals and aspirations; to transform visions into reality.

This is a document recording what people think – a broad blueprint for positive change that defines a vision and key outcomes that must occur to attain this vision. Other more detailed implementation efforts and plans such as a comprehensive land use plan, financial plan, development and redevelopment plans, and economic development plans are policy and decision making tools that assist the community, Town Board, and administration in achieving the vision.

This long-range and strategic leadership perspective and plan will challenge and stretch the community's imagination in defining what is possible and test its will to commit to a great and exciting, rather than "good enough" future. The plan will forge and sustain the critical partnerships and relationships required to translate the vision into a reality.

This Vision Plan is a compass – a dynamic and continuous process about how a community sees, thinks about, and creates, through decisive and resolute leadership and management commitment and actions, the future it desires. It defines the long-term "big picture" framework within which all policy, fiscal, administrative, and tactical decisions need to occur. It focuses the Town Board and the entire community on defining Ends and Results to be achieved and the management team on defining the Means necessary to achieve those Ends and Results. It does the same for the leadership and administrative elements of all other entities and community partners who have a role to play and a stake in the successful implementation of the vision and plan.

A community's Vision Plan should be reviewed and updated at least every five years to ensure its currency and the continued involvement of the entire community in defining and achieving Windsor's future. It also is a time to celebrate the many accomplishments made during the last five years.

Windsor Vision 2025
What Our Community Seeks to Become

Windsor 2025

Windsor, proud of its historical roots and strong sense of community, is an exciting place our residents call home and our visitors enjoy as a destination place where people can spend the day socializing, shopping, dining and enjoying our many recreational, leisure and cultural amenities and the uniqueness of the Windsor Heritage Town Center and Lake Area.

Windsor values family, quality education, citizen involvement and pride, safe-livable neighborhoods, a vibrant and diverse economy and the quality cultural, recreational, leisure and community services and amenities that enrich the Town and the lives of its residents and visitors.

Through imagination and strong community leadership, good planning and productive partnerships, Windsor has sustained its distinctive identity and features. It is an aesthetically appealing community enjoying strong and safe neighborhoods offering a well-planned mix of retail, recreational, leisure and housing options to meet the needs of all ages and lifestyles. Windsor enjoys high quality education opportunities, successful business and commercial sectors that provide both a strong tax base and a wide variety of employment and shopping opportunities, and ready access to transit and transportation systems.

Windsor's Town Government is fiscally responsible and a good steward of the community's many municipal properties and capital assets. Its dedicated, highly-professional, and service-oriented employees offer quality-cost effective municipal services to its residents. Citizen input and participation are sought to identify problems and achieve mutually acceptable solutions. The Town has a reputation for positive working partnerships with the residents, businesses, school districts, and other government and community organizations who made Windsor Vision 2025 a reality.

Windsor 2025 Vision Elements – Areas of Strategic Emphasis for Achieving the Future we Envision

The following seven Vision Elements are the primary areas of strategic focus and profound importance to Windsor’s future:

- Growth and Land Use Management
- Economic Vitality
- Infrastructure
- Downtown and Neighborhood Quality
- Social, Cultural and Recreational Character
- Education
- Transportation

Within each Vision Element, the primary achievements to be achieved are defined in a vision statement followed by long-range goals and strategies to be pursued relative to the Vision Element. The goals reflect community leadership priorities and direction; the strategies define specific actions to be taken toward attaining the goals. Entities such as the Town Government, school districts and the other numerous partners contributing to the implementation of the Windsor Vision 2025 Plan then “link” to these community-wide visions, goals, and strategies with specific performance plans, budgets, policies and programs that transform the vision and goals into accomplished realities that collectively achieve Windsor as we desire and envision it to be in 2025.

This process is depicted graphically on the next page.

The strategic plans for each of the seven Vision Elements are detailed on pages 10 through 35. Related information pertaining to the seven Vision Elements are contained in Appendices A through C.

TOWN OF WINDSOR

Windsor Vision 2025 Plan

Vision Elements

Areas of Strategic Emphasis for the Future

Growth &
Land Use
Management

Downtown
& Neighborhood
Quality

Town
Infrastructure

Education

Economic
Vitality

Social,
Cultural &
Recreational
Character

Transportation

Long-Term (5 Year Goals and Strategies)

Town, School Districts & Community Partners'
Performance Plans and Programs

Assessment/Communicate Results/Strategic Plan Update

The Windsor Vision 2025 Plan document addresses seven (7) Vision Elements. The order in which they are presented does not imply priority. They all are vital and equal in priority because of their collective and interdependent contribution to fulfilling Windsor Vision 2025.

The order in which the vision elements are presented, however, does reflect how each builds upon and integrates with the others to form a strategic whole. One of the most important “foundation” elements determining a community’s future is land use-Growth and Land Use Management – because all the other vision elements “play out” on how the land is used.

The Growth and Land Use Management vision element section is comprehensive, detailed and profoundly important in determining the nature and character of growth Windsor can seek and upon which to build its future.

The Growth and Land Use Management section ends with a SUMMARY, not included in the other vision element sections. This summary provokes thought, develops a thorough understanding about the factors and issues affecting and determining Windsor’s future and the need to address these factors and issues in a reasoned and disciplined manner. Without good growth and land use management, the Town’s ability to achieve optimum outcomes relative to the other six vision elements can be diminished significantly.

Each of the other six Vision Elements further refines and defines the future envisioned by the Town of Windsor (2025). All of the Vision Elements, when woven together, create a rich and inspiring mosaic or tapestry depicting the aspirations of a community: a future that is appealing, attainable, and praiseworthy.

GROWTH AND LAND USE MANAGEMENT

VISION: Windsor will continue to create and support a desirable quality of life for its community; actively seeking balanced growth sectors of housing, business, employment, education and cultural opportunities for the present and future residents.

SUPPORT ELEMENTS OF THE VISION

COMMUNITY DIVERSITY, INTEGRATION & INTEGRITY

Windsor's planning efforts should facilitate the vision by supporting neighborhood housing densities and diversity for all economic ranges, family types and age groups as well as the clustering of business, commercial and industry groups, where possible, creating employment, service opportunities and the core economics for the community's success.

To support this Diversity, community zoning must have the appropriate integration and transition areas that preserve the integrity of existing and future developments throughout the community.

SUSTAINABILITY

Windsor will seek strong self-sustaining growth which contributes to an economic balance and diversity of employment, business services and enhanced livability.

Windsor will actively seek to facilitate the strength of the town's economics and livability through current and long term planning and especially through engaging in private and public entity collaborations to revitalize, attract and retain commercial, industrial and agricultural related industries, diverse housing opportunities, abundant opportunities for

outdoor recreation and the conservation of Windsor's natural resources.

COOPERATION & COLLABORATION

The Town will continue to engage actively in and create, where necessary, coordinated efforts with other external and internal government entities and surrounding area representatives and individual property owners, within the boundaries of the town's growth management area, to achieve the unique and successful community as sought in the Vision 2025 outlines.

The Town must continue to expand its active engagement in facilitating and maintaining a regional environment that supports a strong town economy, livability and a safe business and residential environment for its residents and employers.

A. COMMUNITY DIVERSITY, INTEGRATION & INTEGRITY

Windsor's planning efforts should facilitate the vision by supporting neighborhood housing densities and diversity for all economic ranges, family types and age groups as well as the clustering of business, commercial and industry groups, where possible, creating employment, service opportunities and the core economics for the community's success. Diversity in zoning areas to support this must have the appropriate integration and transition areas that preserve the integrity of existing and future developments throughout the community.

Note: The words "will" and "must" as contained in this section are not directive in nature. Rather they are statements in the "future tense" or reflective of the continuation of efforts, values and commitments already present within the community.

Goals:

1. **Town Planning:** Develop, maintain, and refine the Town's comprehensive, land use and zoning plans to continue to facilitate balanced growth while preserving the integrity of existing neighborhoods and commercial areas.
2. **Housing Variety:** Encourage a wide variety of housing by design, density, pricing and location from high density to rural estates to continue to support the diversity of the community in population, economics and cultures.
3. **Affordable Housing:** Assist, where appropriate and where the economic or market model does not support, affordable housing options at a sufficient level within the community.
4. **Commercial Corridor Plan:** Create a communitywide Corridor Development, Redevelopment, Revitalization master plan addressing Highways 392, 257, Crossroads and other appropriate major development corridors and their hubs/nodes for high density development feathering out to lower density from the core hubs.
5. **Primary Employers Recruitment, Location and support Plan:** Create a Science, Technology, Education and Primary Employers development/redevelopment and revitalization plan.
6. **Oversight Commissions and Public/Private Partnerships:** Create private/public sub-commissions to oversee these plans and their implementation.
7. **Outdoor Sports and Recreation Plan:** Create an Outdoor recreation plan that encourages public and private asset development that support an area outdoor recreation theme as part of the community's identity
8. **Approach to Open Space:** In creating or maintaining view corridors, community separators and open space, the Town will facilitate and encourage

the voluntary sale of land for such purposes or as part of incorporation and zoning agreed to by the land owner for such set asides.

9. **Good Neighbor Policy:** The Town will in all cases apply a good neighbor policy in its approach to private land owners, visitors and surrounding communities, which is reflective of the community's self image and history.
10. **Community communications, understanding and involvement:** Increased community / public involvement will be encouraged through a reaching out to the community to facilitate an understanding of town government, its services, regulations and activities.
11. **Public Fiscal and Service Focus:** The Town focus should be first on primary public services and good fiscal management with a balanced perspective on the existing community and any potential new growth.

B. SUSTAINABILITY

Windsor will seek strong self-sustaining growth, which contributes to economic balance and diversity of employment, business services and enhanced livability.

Windsor will actively seek to facilitate the strength of the town's economics and livability through current and long term planning and especially by engaging in private and public entity collaborations to revitalize, attract and retain commercial, industrial and agricultural related industries, diverse housing opportunities, abundant opportunities for outdoor recreation and the conservation of Windsor's natural resources.

Goals:

1. **Self Sustaining Growth:** Promote, revitalize and grow local businesses

and neighborhoods while continuing to recruit new.

2. **Public Fiscal Management:** Create and maintain a fiscal management plan and strategy to ensure short and long-term financial needs for public services are aligned to the community's changing size and composite.
3. **Public/Private Financial Group:** Create a public/private financial resource group to build resources to retain, recruit and locate targeted primary employers and specific commercial service and retail users to in-Town locations.
4. **Business Recruitment Focus:** Create a public/private group to focus retention, recruiting and location initiatives for targeted primary employers and specific commercial service and retail users for in-Town locations.
5. **Support Existing Business Groups:** Pro-actively facilitate Windsor based public/private partnerships engaged in business retention, business recruitment, in Town events, and general marketing to support area firms and the community in attracting businesses and sales. Where such groups do not exist encourage their creation and support along with supporting the regional organizations also facilitating growth in the region.
6. **Downtown & CBD Revitalization:** Create the public entities and the public and private partnerships to undertake a revitalization, redevelopment and development of the Old Town, Central Business District and Expanded Lake properties to create a themed pedestrian friendly heart of Windsor. Identify the financial options and structures to facilitate this in the near future and over the

long-term. It is hoped that this area will define and hold the "Small Town" branding image as the core image of Windsor.

7. **Building the Outdoor Image:** Facilitate promotion of the Outdoor theme where possible through organizations, events, marketing and materials
8. **I-25/392 Interchange Upgrading** Find alternative financing and create the IGAs, public and private partnerships to upgrade the I-25/392 Interchange and support this area as a core HUB for density commercial development.
9. **Community Visible Commitment To Facilitate Commercial and Employers' Growth:** Expand Town staff to accommodate commercial and primary employers growth within the Town and adjoining areas. This task may be assigned to a Deputy Town Manager so the Town Manager can focus his time on the overall management of the Town.
10. **Open Space Pays It Way:** View natural areas under the Town's management as assets to create user fees, private funding and public appropriations where possible and desirable to support active use by residents of these areas.

C. COOPERATION&COLLABORATION

The Town will actively engage in and create where necessary, coordinated efforts with other external and internal government entities, surrounding area representatives and individual property owners, within the boundaries of the town's growth management area, to achieve the unique and successful community as sought in the Vision 2025 outlines. The Town must continue to expand its active engagement in facilitating and maintaining a regional

environment that supports a strong town economy, livability and safe environment for its residents and employers.

Goals:

1. Good Neighbor Policy Extended Through IGAs:

Continue the success of the various IGAs used by the Town to facilitate growth. The Town is encouraged to continue the use this tool to further the long-range positioning of the community with its neighbors and to advance and leverage the Windsor's ability to facilitate positive and balanced growth.

2. IGA Advisory Board: Create an IGA advisory board with town planning staff and private/ public members to explore IGA opportunities, application models and refinement strategies for their use.

3. Applicable and Usable Regulations: Continue a policy of open dialog on all new regulations to allow application and usability to align to maintaining a high quality of living/ business environment. Avoid the inappropriate use of regulations and codes to deter quality growth or to be applied as an anti growth tool without citizen and business input.

4. Public Fiscal and Service Focus: The Town focus should always be first on primary public services and good fiscal management with a balanced perspective on the existing community and any potential new growth.

SUMMARY:

The Growth Management and Land Use Committee endorsed the increased proactive position undertaken by the Town building on the original Vision 2020 Plan and the successes realized. Public officials and staff have advanced a number of projects and activities that have positioned the community well for present growth.

The committee found consistent support for continued quality growth and even an increase of the Town's proactive involvement in facilitating that growth to the community's benefit. As such the committee members encourage that the Town moved to create Public/Private partnerships to extend the abilities of the community to engage and leverage the efforts of the Town Staff and elected officials.

The committee recommends that one of these be a special Public/Private advisory group to identify funding sources and appropriate financial models that will allow the Town to move forward on plans and interest to facilitate the building of commercial assets within the community, updating, expanding and revitalizing the core of the Downtown area, attracting and locating additional primary employers and addressing highway corridor, intersection and routing of traffic needs.

A key point that was always evident in the committee discussions was the "Good Neighbor Policy". It was a statement that reflected what Windsor's self image was and should govern our dialog on open space, community dividers and natural areas conservation.

Windsor is a work in progress and yet a beautiful community if all growth stopped today. The challenge is that as the community grows it will be as enjoyable for future residents and businesses ten, twenty and thirty years from now.

In addressing threats, the committee saw the competitive environment of many commercial and corporate location options now in planning along I-25 and in other communities eventually eroding Windsor's long term visibility and strength as a top location option. Through IGAs and private/public agreements, options might be developed that could further the timely involvement of the community in accessing these locations while the competitive options were not fully developed as yet. Therefore, the Town is encouraged to continue to expand their IGAs where such benefits could be realized.

A key issue the committee wishes to bring forward is the use of words to describe thoughts and recommendations. Early in the process of

exploring the focus area assigned, individual members were each asked for their input on the key areas and sub areas so a 360 degree view could be captured and explored. In doing this, it was found that a word or set of words meant different things to different people. As such, it was agreed that a clear set of words and definitions must accompany this report and be used by the reader in understanding what the committee said and is recommending.

The Growth Management and Land Use Committee was fortunate to have a membership made up of a long term multigeneration Town of Windsor residents, a new highland meadows resident, a north estate area resident, an in town Old Town and CBD resident and long term municipal planner and prior planning commission member for the Town, a thirty year economic development and community development professional and resident, another fifteen year not-for-profit housing association professional and resident, and a growth management area active farmer engaged in 200 owned acres and two sections leased of active farmed land and past planning commission chairman for Weld County.

Overall the maturing of the Town of Windsor as a key part of an evolving Northern Colorado Tri-Cities Metro-Plex region is well aligned to tasks before the community and its residents, public officials, staff, not for profits and businesses.

We wish to acknowledge and thank Gene Hoehne who chaired the overall 2025 Steering committee and was Vice-Chair of the original effort in 2000. Gene was at almost every one of our meetings and gave a great deal of support and dialog and is a true Town asset. We appreciated the opportunity to serve and assist in this process.

Economic Vitality

Vision:

The Town of Windsor – Northern Colorado’s Business and Lifestyle Destination

The Town of Windsor needs to have a diverse, prosperous, and dynamic business and commercial community. This insures continued economic vitality and provides for a strong tax base, high-quality employment opportunities, and a variety of unique recreational, cultural, shopping, dining, and leisure amenities. Balancing revenues among sales, commercial, industrial, and residential property taxes, and alternate and creative sources of revenue, the Town assures sufficient and stable operating and capital budgets needed to maintain the high level of services, amenities, and quality infrastructure and facilities commensurate with Vision 2025.

Goal 1: Establish the Windsor Marketing Identity

Rationale: The Town of Windsor shares many positive and attractive traits and amenities with its neighbors. In order to attract the types and number of businesses Windsor needs, the Town must establish a unique identity that would differentiate itself from its neighbors and would cause businesses and individuals to desire to be here. The Town must proactively seek out desirable businesses. Also, Windsor should promote its being the “central hub location” within the Tri-City area.

Strategies:

- Rather than being satisfied with services, amenities, and opportunities described as “good”, the Town should continually find ways to be better than the competition. Adequate or good in many areas is not enough to differentiate Windsor from the rest of Northern Colorado.
- Establish Building Design Standards that allow for flexibility and creativity while retaining the Windsor identity
- Establish the Windsor identity as a united Town - not just a loose confederation of disparate communities and neighborhoods
- Continually seek to elevate Windsor to the top of the desired location list

Goal 2: Improve the Ability of Windsor to Attract Desirable Businesses

Rationale: The Town of Windsor is in continual competition with its neighbors to attract new businesses. Wanting quality companies to locate and grow here, we have to be proactive to avoid losing the opportunities to the competition.

Strategies:

- Establish proactive full time Economic Development Board and Staff positions

This required proactive work cannot be carried out by part-time positions. The Economic Development Board (EDB) needs to be proactive in seeking out new attractive businesses. Relying on businesses to seek out

Windsor will limit the Town's ability to successfully stand out – or ever get noticed. It also limits the Town's ability to target attractive businesses. The businesses that seek out Windsor on their own may not be the type that the Town prefers to locate here.

While the local and regional Chambers of Commerce have worked well with the Town Board in the past, the Chambers of Commerce are not designed solely to seek out new businesses. Their primary concern is support and expansion of local member businesses. The Economic Development Board's singular focus would be entirely on attracting new, and expanding existing, businesses.

The EDB can coordinate assembling economic development options provided by the Town and local businesses, and then discuss these options with potential new businesses and with expanding local businesses. These options can include group discounts from realtors, banks, developers, and other local businesses, as well as economic and other incentives from the Town.

The EDB should work with the Town Board and Chambers of Commerce to support and enhance local businesses where appropriate. While continually seeking out attractive businesses, the EDB cannot dismiss the needs and desires of current businesses to thrive and continue to contribute to Windsor's Economic Vitality.

- Promote communications and marketing of Windsor, and what the area has to offer, to the business community and potential residents. This should include continuing the marketing activities in the regional IGAs, Direct Contact, and regional and state marketing.
- Seek out attractive businesses, and insure business-needed infrastructure

is in place. Where it is not in place, work with potential businesses to creatively finance and implement the infrastructure to limit Town expenditures and Business costs.

- Maintain a list of available or potentially available properties for potential business sites.
- Create a Windsor website that's easy to find and loaded with information that is vital to companies locating or relocating their businesses. Such information includes education, recreation, entertainment, and housing opportunities, population demographics, incentives, and Economic Development Staff information.
- Lead formation of creative incentive plans using private and public inputs to help expand local existing businesses and to attract new businesses. The incentives should include items that reduce operating fees, such as graduated fees based on anticipated positive impacts of the company. The current Town incentives of initial capital outlay and expansion requirement are designed for manufacturing or capital intensive businesses. Professional businesses require smaller capital investment, but also have the potential to create desirable high-income employment.
- Improve the Major Transportation Arteries into and around the city.
- Continue participation with other local governments and local economic development organizations, so Windsor can share marketing costs with its Northern Colorado neighbors.

Goal 3: Grow and Diversify the Windsor economy.

Rationale: Swings in the local, national, and global economies are

inevitable. To ensure the economic security of the Town of Windsor, it is important to prevent the Town and its citizens from becoming dependent on the viability of a limited number of businesses or limited types of businesses. Fact: to generate sufficient income for the Town, there must be enough large retail centers to generate sales tax revenue to fund all the features, services, and amenities envisioned by its citizens in this Windsor Vision 2025 Plan. Larger sales tax revenues help reduce dependency upon property tax revenues, and are necessary to achieve Windsor Vision 2025.

Strategies:

- Find suitable locations for large retail sites.
- Promote the expansion of locally owned businesses in the community.
- Encourage entrepreneurship in the community to help strengthen the identity of Windsor and create new opportunities for local employment.
- Lead formation of an incubator group to encourage and enable new business creation.
- Encourage relocation of businesses to the community -- bringing strong established businesses with new opportunities for long-term local employment.
- Insure continued improvements to communications services and facilities.
- Recognize that commercial corridors are major property tax revenue contributions to the Weld County Re-4 School District.

Goal 4: Establish the Town of Windsor as a Business and Lifestyle Destination

Rationale: The economic vitality of the Town of Windsor depends on the ability of the Town to draw people and their money to its businesses. While our neighbors receive the sales tax benefits when our citizens shop at the many fine stores in their areas, there are not enough of our neighbors returning that benefit to Windsor.

Strategies:

- Create Urban Revitalization Authority to develop the Downtown Lake area as an all-day destination (not just 8 to 5), to insure Windsor remains an attractive community, to speed up conversion of reclaimable areas, and to improve the general appearance of the community.
- Ensure Windsor is a safe community with many local and regional educational, dining, entertainment, recreational, and transportation opportunities. The Town needs to make use of these amenities to promote the Quality of Life in Windsor.
- Make Windsor more than the sum of its parts. The neighborhoods and communities within Windsor’s area of influence need to be organized and linked together for the common good of all. Without community-wide cooperation, the Town remains or reverts to a collection of adversarial neighborhoods.
- Improve off-street parking downtown. Make it apparent, accessible, safe, and convenient.
- Optimize land use to avoid crowding and to preserve the smaller town, rural identity and feel.
- Increase downtown residential growth and pedestrian traffic to provide greater shopping and dining

opportunities and patrons for a longer business day than the current 8 to 5 business day.

Goal 5: Establish alternate sources of Town revenue

Rationale: Once the Town is built-up, and little development is occurring, the impact fees that the Town depends on for capital project creation and maintenance will have to be replaced. Raising alternate revenue prevents Windsor from having to rely on property and sales tax increases to meet the funding requirements of the future.

Strategies:

- Consider creation of fee-based recreational, entertainment, or other activities or venues --owned by Windsor-- that draws local and outside visitors, and provides substantial levels of continuing and growing revenue.
- Think “outside the box” to include such businesses as would require large water usage (and associated fees) but little water treatment costs, regional transportation opportunities, and agriculture and energy related opportunities.

Goal 6: Improve Major Transportation Arteries

Rationale: Transportation is the mainstay of any economy. If it is difficult or unsafe to travel to, through, or around the Town, business will locate elsewhere and avoid the undesirable areas.

Strategies:

- The primary area of concern is the I-25/CO 392 interchange. Plans should be put in place to improve the interchange immediately, by

combining funds and forces with our public and private neighbors.

- Improve Hwy. 257 in Windsor, from Hwy. 392 toward our neighbors to the south. The railroad crossings are also in serious need of improvement now. Plans should be devised with the railroad for short and long-term improvements.
- Improvements to Crossroads Boulevard should be advanced to improve traffic flow for our many residents on the south side of Windsor and to help remove or reduce truck traffic through Downtown Windsor.

INFRASTRUCTURE

Windsor's Town Infrastructure is the backbone of Town Government. To achieve the desired result - a safe, appealing, and thriving community in 2025 - the entire Windsor community and the Town Government must be fiscally responsible and good stewards of our community and its numerous municipal properties and assets. The Town's dedicated, highly professional, service-oriented employees must provide high quality, affordable municipal services to Windsor's residents. Citizen input and participation must be actively pursued to identify issues and achieve mutually acceptable terms and solutions. The Town has an enviable reputation for positive working partnerships with the residents, businesses, service providers, School Districts, Fire District, and other government and community organizations; it is essential that these cooperative and collaborative efforts be sustained and strengthened.

The key to sustained high-quality Town Infrastructure is retention of its progressive leadership, dedicated to informing (and soliciting feedback from) the Town's citizens, on issues related to innovative and effective planning and implementation. Robust financial support must also be made available. Windsor needs increased commercial property tax base, in addition to increased shopping and sales tax revenues.

The essential Elements of Town Infrastructure are:

- Growth and Land Use Management
- Public Works & Engineering, Design, and Operations & Maintenance (O&M)
- Utilities
- Law, Order, and Safety
- Parks and Recreation
- New Technology
- Finances and Staffing*
- Transportation*
- Education*

All of these elements represent municipal services that must be provided with efficacy to enable a fully functional, smooth-running Town. All are considered important, and no attempt has been made to prioritize them; however, those topics marked with an asterisk (*) are treated in detail in

other Vision Elements of this Windsor 2025 document, and will not be selectively covered here. Long-term goals are assigned to each of the remaining Infrastructure Elements.

The global mission of Town Infrastructure is to develop and implement practical, flexible, sustainable, and innovative Strategic Plans to ensure that the Town is well-managed, adequately funded and staffed, and effectively serving its citizens. Vigorous implementation of these Plans will result in a safe, attractive, thriving Town and truly, an unrivaled place to live, with clean air, well-maintained buildings, enviable public works and services, and outstanding educational and recreational opportunities for all ages.

Vision: Windsor in 2025 is a safe, vibrant and economically diverse community. This was accomplished through innovative infrastructure planning, effective partnering with neighboring communities and service providers, responsible budgeting, and by maintaining highly qualified, progressive leaders and staff.

Goal 1: Create and adopt growth management policies and procedures that will enhance and maximize the Town's infrastructure for the future benefit of the Town and its end users.

Rationale: The Town of Windsor must continue to use prudent land use management practices to ensure that existing and future infrastructure is not over-burdened, poorly planned, or becomes a financial liability to the future business and residential inhabitants of the Town.

Strategies:

- Limit the practice of flagpole annexations that encourage development beyond the boundaries of existing infrastructure.
- Strengthen Intergovernmental Agreements (IGAs) and relationships with adjacent municipalities and service providers to stave off the incursion of unwanted influences on the Town.

- Expand the use and designation of cluster developments, which promote the conservation of open space and minimize the need for sprawling infrastructure such as roads and utilities.
- Proactively manage the Town’s infrastructure by developing policies and procedures that encourage developers to extend essential utilities in conjunction with Town capital improvement projects, rather than waiting for a developer to install these strategic infrastructure improvements.
- Cooperate with Public Works to maintain updated master drainage, water, transportation, and sewer plans to provide a framework for future planning and development.
- Ensure the Comprehensive Plan aligns with the overall Vision 2025 plan and with anticipated growth of the community, yet is flexible enough to accommodate unique opportunities and responsible growth outside the parameters of the plan.
- Continue the current beneficial practice of sharing Utilities and Revenue with neighboring communities to ensure high quality developments.
- Maintain the high quality of Town staff to ensure top notch results in all phases of planning (zoning, negotiating IGAs, adjusting boundaries, open space acquisitions, re-zoning issues, etc.) to manage growth.

Recommendations:

Actively seek IGAs with the city of Loveland and Weld County to preserve contiguity of development along shared boundaries. Consider citizen input on issues regarding re-zoning and open space acquisitions.

Goal 2: Ensure fully functional and efficient Public Works and Services (including state-of-the-art Engineering, Design, and Operations & Maintenance (O&M)).

Rationale:

To support orderly and controlled growth, benefiting the Town and its citizens, we need: aggressive planning; well-executed programs; sufficient financial resources; cooperation with other government entities through Intergovernmental Agreements (IGAs) and other formal agreements; and efficient O&M of the

Town’s Public Works to keep the Town functioning safely and smoothly while enriching the lives of residents.

Strategies:

As growth occurs, Windsor must implement new technologies to provide high quality services at reasonable cost. It is imperative that Windsor maintain and execute updated master plans for:

- Aggressive acquisition of water rights and firm agreements or contracts for delivery of treated water and agricultural irrigation water to meet current and future needs;
- Sanitary sewage treatment facilities to accommodate projected growth in both Northern and Southern Basins;
- Storm/runoff detention basins, drainage corridors, and pipeline drainage systems to protect properties within Town Limits;
- Providing modern and functional streets and roads, well engineered and constructed to meet current and future transportation* needs of the Town;
- Managing (through design, construction, maintenance, signage, and control) of all vehicular, bicycle, pedestrian, and air traffic to minimize congestion, noise and air pollution, and facilitate smooth flow of traffic* (all varieties);
- Providing efficient O&M of the Town’s Public Works, including water, sewer, wastewater treatment, storm drainage, streets, buildings, vehicle fleets and equipment, cemetery, open space, air quality, and insect control;
- Attracting of low pollutant industries and commercial activities; active support of alternatives (carpool, bike, walk, telecommute, use mass transit where available) to single occupant auto/truck traffic; cooperation with other government agencies in developing guidelines, procedures, and regulations to control emissions; implementation of monitoring procedures to detect pollutant concentrations; and generation of enforcement policy and practices to control air quality in Windsor;
- Sustaining control of Building Codes via construction permits and inspection, and the development and issuance of Town Standards;
- Involvement of citizens in development of funding and financial concepts;

- Increasing participation of citizens in the planning process via the use of open forums;
- Maintenance of existing and future cemetery grounds and facilities, as required, to meet Windsor’s projected needs;
- The generous support of the Public Works Information Technology Group, to assure that the Town Government stays in step with the leading edge of technological advances; this Group is expected to grow, see Goal 6.

Recommendations:

Sanitary sewers and storm drainage are fully under the control of the Town, but water supply and some roads (those under joint or sole control of the State or Counties) are not. The Town needs to focus on: (1) assuring water supplies and delivery systems to meet anticipated needs, (2) securing increased funding and higher intergovernmental priorities for critical roadway* improvements and expansions, and (3) gaining administrative and citizen support to acquire the financial resources needed to implement plans for advanced Public Works and Services. Cooperate with other Town Departments, Windsor-Severance Fire District, governmental agencies, service providers, communications specialists, security specialists, and private companies to establish a capable, responsive Emergency Operations Center (including linkage to FEMA and Homeland Security).

Goal 3: Provide abundant, modern, affordable utilities for Windsor.

Rationale:

The Town must provide modern utilities for the comfort, convenience, and safety of its citizens.

Strategies:

- Continue to cooperate and partner with private utility providers to furnish modern utility services to Windsor residents.
- Develop agreements with investor-owned utilities to facilitate systems and platforms that are beneficial to all parties, and result in savings to the citizens of Windsor.
- Provide the expertise and technology base for efficient management of utility operations...to be coordinated with or co-managed with Public Works.

- Enhance the Town’s present Information Technology (IT) capabilities (GIS-GPS-SCADA-Itron, Servers-PC’s, etc.).
- Keep attuned to advances in innovative programs to efficiently serve the community (e.g., the Itron System to read meters).

Recommendations:

The IT Group is now under the Public Works Department and appears to be doing an outstanding job. In the next twenty years the advancement in technology will create the need for an independent IT group to keep all departments in harmony and utilizing/maximizing IT skills and equipment. The objective is to create innovative capability, optimize performance in all Town Departments, and save tax money. This utility-oriented group should be embedded in the new Information Technology Department, see **Goal 6**.

Goal 4: Create a community where all residents can feel safe and secure.

Rationale:

In order for the town of Windsor to maintain a sense of safety and security, it must make efficient and effective use of the Fire Protection/Emergency & Rescue Services as well as Police and Law Enforcement resources. This is vital for the Town’s infrastructure as Windsor continues to grow.

Strategies:

- Ensure the Comprehensive Plan meets with the overall Vision 2025 Plan, and maintain and execute the Fire Protection Master Plan.
- Continue to preserve and develop partnerships and working relationships with surrounding Fire Protection Districts, towns and counties (Weld/Larimer).
- Maintain adequate mil levy and tax base to support funding of fire protection/rescue services.
- Achieve optimum career and volunteer staff for fire protection facilities within appropriate areas throughout the Town.
- Develop, adopt, and implement Emergency Operation Plans and training exercises to deal with major disasters.
- Build additional Fire Stations with career staff as specified in the Fire Protection Master Plan adopted in 2004.

- Create and implement emergency weather alert systems.
- Continue to make Police Department funding a top priority.
- Increase Police staffing levels, as required, to provide adequate protection/service to the public, commensurate with community growth (population, variety of businesses and square miles covered).
- Establish and maintain minimum patrol standards, to handle call loads and provide adequate response time, for downtown businesses and residential neighborhoods.
- Ensure effective communication between Police and Fire Departments and other public safety agencies.
- Create neighborhood watch groups and enlist citizens to work with law enforcement to ensure security and safety.

Goal 5: Provide pleasant parks, trails, open spaces, sports complexes, recreational and cultural facilities, and high-quality services that enhance the recreational, cultural, and natural amenities of Windsor through sustained, progressive planning.

Rationale:

To meet the reasonable expectations of the populace, adequate provisions should be made to provide recreational, cultural, and natural amenities for Windsor citizens in a cost effective manner. This will require: (1) aggressive and realistic planning, (2) well-executed and efficient programs, (3) sufficient financial resources, and (4) input and support from numerous cooperating entities.

Strategies:

- Maintain and execute updated master plans for Parks and Recreation (including recreation programs, sports, facilities services, museum/cultural affairs, forestry, parks construction, facility and parks maintenance).
- Develop, prioritize, and pursue planned projects at Windsor Lake, Windsor Community/Recreation Center, Diamond Valley Sports Complex, Poudre River and Great Western Trails, and numerous other trails and parks.
- Review all trail and bike paths for safety and functionality and provide adequate bicycle,

motorcycle, and vehicle parking near the various parks and buildings.

- Continue to use well water to irrigate parks, and prudently use drought resistant trees, plants, and xeriscape.
- Provide adequate and clean restroom facilities, wash areas, and adequate signage so that visitors know which park or trail they are visiting.
- Actively pursue acquisition of open space through negotiation and cooperation with property owners and developers.
- Integrate wildlife and environment conservation where possible in park settings.
- Explore innovative concepts for raising funds (e.g., new use for Old Town Hall Museum, use of concessions, water recreation equipment rental/lessons, business sponsorship, grants, and recruit citizen ideas).
- Periodically review fee schedules and activities offered to remain competitive with neighboring communities and keep the citizens playing in Windsor.
- Continue to share facilities with the School District, and to work with established businesses to provide activities for citizens.
- Continue to use the Town’s advanced Information Technology capabilities to manage recreational activities, announcements, etc.
- Maintain all park buildings, lands, trails, facilities, and equipment in good working order.
- Continue to support the popular Festivals, Concerts in the Park, Museum Displays, Railroad Exhibits, etc.
- Provide activities for all ages and for cultural as well as recreational enthusiasts.
- Increase participation of citizens in the planning process via the use of open forums and proactively solicit citizen and business input.
- Continue ongoing popular educational courses (e.g., Hunter’s Education, Computer Classes, Digital Photography, Intro to Spanish, Child Care, CPR, Dog Obedience, etc.).

Recommendations:

The Town needs to focus on (1) acquiring open land through cooperative measures with property owners, (2) gaining the support of various entities to acquire the financial resources needed to provide and maintain Parks and Recreation and Cultural programs for the enjoyment of the populace, (3)

wisely investing and responsibly spending public funds on these amenities, and (4) proactively engaging the citizens and property owners for their constructive input and support. Additional recommendations: prioritize use of facilities and amenities for citizens within the Windsor Growth Management Area and couple priorities with fee structures if necessary; incorporate some fishing ‘holes’ along the river where enthusiasts can practice their fly casting, teach youngsters to fish or explore, etc.; incorporate some child-friendly jetted wading fountains into community parks; preserve Windsor’s identity by acquiring land buffers to define Town limits; and investigate the feasibility of recruiting non-profit groups, civic groups, or homeowners associations to assist with the completion of Community or Neighborhood Parks.

Suggestions:

Re-visit the ‘Signage’ banner law; putting a banner across Main Street is a great way to advertise events and get more participation. Consider use of the Century Mobile Stage more often, not just for the Harvest Festival and Summer Concert Series; perhaps in ‘Neighborhoods’, for entertainment and/or educational purposes. Consider the addition of small ponds or pools in parks, where feasible.

Goal 6: Provide centralized information coordination for all Town Departments using state-of-the-art technology and exploit this New Technology to attract new business.

Rationale:

Rapid growth of the Town of Windsor necessitates continued advancement in the use of Technology, to enable efficient management of the Town’s government, and these advanced skills can be used to attract businesses seeking technology-friendly communities.

Strategies:

- Develop a 5 year Master Plan for Technology use within the Town government.
- Establish a stand-alone IT Department.
- Provide for increased staffing of IT personnel through training and outside recruiting.
- Provide adequate funding for implementation of current technology as the needs dictate.
- Encourage IT personnel to maintain their currency in Technology advancements.

- Work with The Northern Colorado Business Development Group to identify technology driven businesses.
- Identify desirable locations where these ‘clean’ businesses could locate, i.e., a Technology Campus.
- Devise innovative strategies and incentives that could be used to attract this type of business.
- Create a staff position that would work with these businesses to coordinate their needs with the Town’s growing Technology base.

Recommendations:

Allocate funds in the next Budget Year to have one of the current IT Specialists/Managers (in Public Works) develop a workable plan for the Information Technology Department and define both the management and technical skills needed for a Director and staff. Explore the extensive national and international fiber optics networks in place, and under development, for opportunities to leverage their use to support future industries in the community. The Town should focus on the key components of warehousing and redistribution of content using such systems, and examine the potential for strengthening infrastructure, transportation of data, multi-modal transport network systems, and future business development.

DOWNTOWN & NEIGHBORHOOD QUALITY

A. Downtown and Lake Area Preservation and Development.

Vision: Historic Downtown Windsor in 2025 is a destination located around lake Windsor serving as a hub for the entire Town. There is retail development on the North, South, East and West sides of the lake. HWY 392 has been diverted around the current Downtown area so that traffic into that area is primarily foot, bike and light automotive. The Lake is surrounded by a boardwalk with small shops lining some of the perimeter. Other parts of the lake provide picnic areas and small parks/playgrounds.

Access to the Historic Downtown Windsor area is provided by a number of means. Town buses are available to take people between neighborhoods and retail areas. Bike trails and walking trails lead into the downtown area. Traffic is limited to certain streets in the downtown area to encourage pedestrian traffic.

Retail and light commercial in the downtown area (on all sides of the lake) share space with loft apartments. This encourages people to work and live downtown.

Historic Downtown Windsor has the museums, small theatre, Town Hall, and Post Office to bring more people into the area. These amenities support the retail and other shops in the area.

Historic Downtown Windsor has strict building regulations so that buildings support a particular look and feel. Sidewalks are wide, parking is abundant, and trees are numerous.

Historic Downtown Windsor is the “Destination” for both residents of Windsor and visitors from other communities – a Unique, Charming Destination that builds on the history and culture specific to

Windsor – a friendly, personable, respectful place to live and visit; a good community with good people.

Windsor – A Destination in Northern Colorado!

Goal 1: Ensure that Downtown/Main Street is pedestrian friendly

Rationale: Why will anyone get out of their car and enjoy our Downtown and Main Street?

Strategies:

- Reroute Hwy. 392 trucks to CR70 and/or Crossroads Blvd.
- Build public restrooms
- Construct a roundabout on east side of Main Street around Rte 257, or clear angling of road to urge truckers, etc. to re-route
- Drop speed limit in downtown to 20 mph
- Do NOT widen to 4 lanes of traffic, unless 1-2 ‘lanes’ are for parking

Goal 2: Improve and increase Downtown parking to increase pedestrian traffic

Rationale: Walking traffic increases spending, helps build concept of Windsor as a Destination.

Strategies:

- Organize alleys and backspace for parking.
- Work with property owners and area next to Yauk Meats VFW/American Legion area.
- Use railroad track area or build ‘depot’ area for trains for pedestrian use with trails/sidewalks around the tracks.

- Weave trail access through to the community center area and High School for increased parking.

Goal 3: Provide pedestrians reasons to linger, walk and stay downtown. Build rental/living space so 24x7 walking traffic is promoted

Rationale: Increases revenue, retains Windsor residents money in Windsor.

Strategies:

- Increase trails and sidewalks.
- Put in Map/Kiosks
- Install fountains, benches, gazebos, landscaping
- Put in housing above retail space. Provide some type of incentive to property owners to improve 2nd stories.
- Make multi-use, apartment and non-single family part of **all** Lake-area housing options (particularly Greenspire as this will be the first and most visible move for the town).
- Look for a way to use trains and rails for pedestrian use.

Goal 4: Follow through with suggestions made by previous studies and plans.

Rationale: The studies have been done, the ideas are already there, and all the plans have pointed us towards the same basic ideas. 1969 had GREAT layouts around the lake; the recent CCRA study has many of the same recommendations again.

Strategies:

- Develop a Master Plan that has executable prioritized steps and ACT ON IT!
- Create a Historic Downtown manager position whose **job** it is to get this done – funding, planning, consensus building, coordination of parties (will need many volunteers).

Goal 5: Retain “Windsor” identity (aka- we’re not Fort Collins, Estes Park, nor Greeley)

Rationale: Increase in property values; reason for people to come and stay here instead of other Towns with rejuvenated downtown areas.

Strategies:

- Bring out Windsor’s identity: Farming/Ag
 - Sugar beet, flour mill, Russian/German heritage, small comfortable, neighborly. Maintain this identity even as it grows and small, localized Downtowns grow up.
- Differentiate “downtown” and its retail
- Overall suggestions for elements of Downtown:
 - Small theater
 - Brew pub
 - Museum for the Russian/German heritage
 - Retail old family involvement
 - Concerts, volleyball, rodeo, parades
 - Have proper Oktoberfest
 - Add building plaques.

B. Housing Quality and Diversity

Vision: Windsor in 2025 is a diverse community where people live here enjoying all the Town has to offer. People live here, work here, shop and play here. All residents enjoy the country feel, nice neighborhoods and great outdoor activities that the town offers.

Housing is plentiful and diverse. Windsor offers various housing options – single family homes, patio homes, estate lots, condominiums, assisted living facilities, and small-medium sized apartment buildings. Neighborhoods include housing with a variety of residential options. Development plans avoid separation or marginalization of any one area of the community. The Historic Downtown (South side of lake) area has apartments and condominium units on the top floors of all commercial properties giving vibrancy and foot traffic in that area. The other sides of the lake contain a variety of multiuse retail spaces and varying housing alternatives. The rest of the Town’s neighborhoods spread outward from the center of the Historic Downtown Area.

Key Points included in our Community’s Housing

- Less reliance on cars for everything (walk to basic necessities)
- Good looking properties with pride in property (strong ordinances and better enforcement)
- Mixed use zoning that allows for a variety of retail and housing options
- Neighborhoods should be logically located and built to include light commercial
- Housing options available for all, seniors, municipal workers, first time buyers, middle high-end income residents.

Windsor – Live Here, Work Here, Shop Here, Play Here!!!

Goal 1: Provide choices for housing in town, not just single family homes.

Rationale: Attract diverse population:

- Single
- Single families
- Low income
- Middle income
- High income
- Elderly retirees

Strategies:

- Add/maintain rental units above retail stores, continue to optimize existing Workforce Housing incentives for new developments, refurbish older apartments areas and look for new integration with existing neighborhoods
- Create pool of money for public workers to afford housing
- Alternative tax strategies to help fixed income residents cover the rising cost of property taxes.

Goal 2: Create neighborhoods and housing opportunities that integrate into Northern Colorado region. (Alternate opinion to approach for more price variability in Windsor homes.)

Rationale: Don’t try to be everything to everyone.

Strategies:

- Allow other towns to take up some of the slack of varying entry-price options
- Increase communication between Northern Colorado towns. Co-develop a regional Vision 2025 with Loveland, Greeley, Windsor, Eaton, Johnstown, Severance, Timnath all working toward a common understanding of co-direction.

Goal 3: Maintain open-space, charm, rural-character of Town.

Rationale: Coming into Windsor should feel more like a trip to the country. There would not be large subdivisions as one’s first experience or impression when entering Windsor.

Strategies:

- Ring the town with higher acreage, low density housing and uses.
- Plan for attractive entry views and land uses that create a feel that one is entering a special and charming community.

C. Safe and Livable Community

Vision: The Town of Windsor in 2025 still is a safe and livable community where everyone is comfortable enough to walk anywhere in the town without fear of traffic or crime. Residents live here, work here, shop and play here, enhancing Windsor’s sense of community. Activities for people of all ages are provided, keeping everyone involved and active in their town. Activities for adolescents are a central part of this safe and livable community.

New residents and businesses are given materials with the Town vision and mission statements. These documents fully describe Windsor’s sense of community. They are asked to understand the town’s activities and programs and contribute where they can to maintain Windsor’s appeal.

Goal 1: Ensure pedestrian safety (from traffic)

Rationale: Keep our children and citizens safe.

Strategies:

- Getting trucks off of main streets of Windsor and slowing down traffic
- Controlled gateways to key town areas
- Schools located in slower/low traffic areas
- Enforcement of crosswalks and appropriate stopping of traffic; training of public on 'crosswalk etiquette in Windsor'
- More crossing guards

Goal 2: Ensure it is safe to walk the streets (minimal crime)

Rationale: People will want to live here.

Strategies:

- Maintain good police and fire departments.
- More street lights.

Goal 3: Maintain livable neighborhoods

Rationale: Pride in community

Strategies:

- Zoning/planning needs to have some level of insight/forethought of potential commercial districts, roads, etc. so as not to have neighborhoods built next to them
- Upkeep quality, aesthetics of neighborhoods (enforcement of ordinances – acceptable noise and lighting)
- Provide Parks/open space
- Communicate, inside and outside of Windsor, what we stand for.

Rationale: Kids should be able to do things in town and have affordable functions for them to participate in. Busy kids will stay out of trouble.

Strategies:

- Provide the bowling alleys, theatre, lots of Park and Rec programs. Continued community events like harvest fest mudball, WCP, etc.
- Encourage participation of local businesses and community in providing these activities.

Goal 4: Provide activities for all age groups

SOCIAL, CULTURAL AND RECREATIONAL CHARACTER

The citizens of Windsor have a deep affection for and great pride in their Town. They desire a distinctive image for Windsor: a Town rich and fulfilling in the celebration of its historical roots, strong sense of community, and high quality cultural and recreational amenities.

Vision: Windsor is a town which emphasizes its historical roots, and ethnic diversity. It values its social, cultural and recreational community. Communication about all public, private and governmental activities through the Town Hall website is vital for community-shared experiences.

Goal 1: (Social Goal): Encourage the citizens of Windsor to celebrate with each other by participating in Old and New Events while promoting our diversity and demonstrating a strong sense of community pride.

Rationale: Building a community of “oneness” where all citizens feel like they belong, will contribute to the overall cohesion of the town while insuring retention of current residents in turn economic growth will follow and more families will be attracted to Windsor.

Strategies:

The means to accomplish this goal could be achieved via the following:

- Place information kiosks at several major town gateways (East & West Hwy. 392, North and south Hwy. 257), wired, electronic, interactive, updated frequently
- Establish a cyber presence with cooperation from the town’s administration which would involve a Social Events website featuring a Town Calendar, Upcoming Events, and general “What to Do and Where to Go”

information including social events, cultural events and recreational activities that are occurring in the community (list to include Lions, Kiwanis, Chamber, Historical Society, Schools, etc. and any group promoting events in Windsor

- Initiate a Welcome Wagon Visitation Service for new residents and the formation of a “Newcomers” Group
- Consider other social events to include: Festivals, Harvest Festival activities, Arts on the Hill (to be held at Highland Meadows in the west part of Windsor, Film Festivals, Cinco de Mayo, Oktoberfest, Block Parties (where one neighborhood hosts another neighborhood), La Posada Festival, Martin Luther King Day, etc. These types of activities are normally conducted by volunteer groups, churches, special interest groups and the schools. The hope is for them to expand their work and encourage new citizens to join with them.
- Implement a community survey to gather information on all the various Groups currently providing community service so they can have their meetings and activities published and featured on the aforementioned website which will enable more citizens to be involved in networking with each other.

Goal 2: (Cultural Goal): Foster continued development of arts, humanities and cultural experiences through the establishment of visual and performing arts venues.

Rationale: As Windsor continues to grow, quality cultural experiences, art exposure, and enhanced amenities will DEFINE us as a community and enrich the lives of our residents and visitors.

Strategies:

- Implement goals for the phased completion of the current Community Recreation Center and expansion and development of cultural activities desired by the community
- Assess feasibility of and possible plans for construction of a Performing Arts Complex/Concert Hall.
- Pursue construction of an Amphitheater Shell or Outdoor Performing Area for theater, music, community events or a film festival.
- Sustain established groups such as the Windsor Community Playhouse. Cultural events would be overseen by a Community Arts Council
- Continue to fund and expand historical exhibits, museums, displays and other related efforts in conjunction with the Town’s cultural affairs and museum coordinator

Goal 3: (Recreational Goal): Continue Windsor’s excellent recreational programs and pursue enhancement of opportunities to meet the needs of a growing community.

tennis courts and lagoons for ice skating

- Finish and expand the Town’s trail and path system especially interconnecting the Poudre Trail system, Boardwalk Park and other major Community parks. Incorporate Exercise Stations, a walk-a-bout area, connecting paths from Lake area to Old Town area, more bike trails (pedestrian and handicapped accessibility) in more areas.---
- Complete all phases of the Community Recreation Center.
- Provide public swimming pools in all quadrants of Town.
- Plan for Satellite Recreation Centers to serve the expanding population
- Promote “Gathering Places” such as fountains, gazebos, benches, etc. throughout the Town other than parks and playgrounds
- Encourage commercial pursuits that include a Movie Theater, Bowling Alley and a Minor League Baseball Park.

Rationale: A sustained investment in physically-oriented activities and recreational pursuits for all age groups, sexes and ability levels will promote a healthy and active future for the citizens of Windsor.

Strategies:

- Focus on the Windsor Lake and Boardwalk Park as the CROWN JEWEL of our community. Activities to include are fishing, swimming, boating (sail and paddle boat rental), a floating platform (barge?) for a destination island. Promote as an area for winter sports such as ice skating, hockey, sledding, Holiday parties, as well as summer/beach activities.
- Continue development of community parks including unique features in some—such as more picnic shelters, a handicapped-accessible dog park,

EDUCATION

Vision: A community's value is in part manifest by the quantity and quality of educational opportunities available. Historically, our community has taken pride in its schools and this has been reflected in the quality of the education available both instructionally and in facilities development. In past years the community and school relationship has been primarily defined by the relationship and a joint effort between the Town of Windsor and the Weld County Re-4 School District. Future relationships will be broadened as the Town of Windsor annexes into multiple school districts and as other municipalities annex into the boundaries of the Re-4 School District. Regional thinking and regional agreements will become the norm. It will be important to broaden the spirit of cooperation that has existed primarily between two entities into a regional concept. Quality educational opportunities are a cornerstone of the community.

Reality: Windsor Town and Re-4 School Boundaries are no longer the same. The educational community is defined by multiple school districts within Town boundaries. Residents from multiple towns and cities define the school system. Education is regional. Even further, educational opportunity has statewide implications. School finance for K-12 and ultimately expectations that go along with this commitment rest more and more with the State of Colorado. It is the largest section of the state's general fund budget. There has been a dramatic shift in funding from local sources to state sources given current Colorado tax policy and constitutional amendments. Accountability is as much a function of state monitoring as it is local responsibility. Given such trends, regional connections also include state policy makers and a much broader audience.

Our community will grow. So will the need for educational facilities and programs. New residential development brings new students. The vitality of the K-12 school system and post secondary education is in part dependent on the willingness of the community to support this growth. Re-4 is among the lowest funded school districts in the state at this time given current school finance conditions. Local and state interactions regarding this level of support are critical and such things as tax policy, community assessed value, and cooperation will continue to be important. Tax burden and overlapping agency or special district debt must be managed to protect the ability of the community to say yes to educational capital and program additions. School buildings remain a product of local control and funding. Strong efforts to bring additional local funding to schools may be required to maintain quality expectations.

Residential growth, by itself, cannot generate the tax base to support the cost of new infrastructure in the public school environment without adding tax burden. School districts have debt ceilings imposed by statute that may limit the construction of new facilities without significant growth in the assessed value of school districts. Commercial and industrial growth is a necessity to keep tax rates reasonable, as the assessed value of the local school district is a major determiner of the community's actual and perceived ability to support quality schools.

Community growth will create more diversity and the need for early intervention and adult education will be an expanding need. Access to post secondary education and training will also be an important resource that should be cultivated.

Where community services can be shared it should be accomplished, whether that be in facilities, programs, or resources. Resources are limited and needs are great. To the extent that town and community decisions can maximize available funding and contribute to a positive tax base, such should become a vital part of town planning efforts.

In consideration of new or yet undefined learning options, the town and community can be an asset in developing a backbone for new and innovative infrastructure for such things as distance learning, on-line activities or the next generation of learning opportunities. Such efforts will also attract new business dependent on high-speed connections and interconnectivity. Technology trends and political will may take schools further into the role of on line services, charter schools, and home school scenarios.

Safe schools are also a high priority and while local boards of education are primarily responsible for activities in schools and on school grounds, as well as general site selection, a cooperative spirit with planning staff, police and fire agencies and among these entities will be important for safe transitions to and from school and general neighborhood safety.

Goal 1: Encourage and Support Quality Educational Facilities and Programs

Rationale: A community's value is in part manifest by the quantity and quality of educational opportunities available.

Strategies:

- Identify planned growth strategies that recognize the need for both commercial and residential development in order to maintain assessed value of the school community. Show concern for debt capacity and ability to pay so that the community can respond to growth and program needs.
- Work to attract post secondary institutions for location in the

community in order to promote life-long learning and access to retraining or specific skills training. Where possible, seek links on a Pre K-16 basis. Windsor is in a unique position to leverage its geographic location with proximity to two major universities and two community colleges. This connection should not be overlooked.

- Support school and community efforts to maintain the educational quality of schools. In connection with the schools develop local expectations that create a broad range of success measurements.
- Encourage diversity in neighborhood development in order that schools do not take on a characteristic of a single population.

Goal 2: Provide strong community support for, and involvement in, our educational opportunities.

Rationale...

Schools are a product of their larger community. Whether through fiscal support, programs, or human resources, the support of the community is vital to the success of education in the community.

Strategies

- Work with community partners to develop a seamless system of educational services, which helps students stay in school and maximize achievement and fulfillment.
- Use local business partners to explore career educational opportunities for students through shadow programs, job site visitation, internships, etc.
- Work to support opportunities for community members to serve on boards, task force groups, and committees or simply volunteer activities within the school setting.

Goal 3: Contribute to and ensure the regional cooperation vital to the success of the school systems serving Windsor

communities form school districts. Where regional communication and cooperation is possible, it should be accomplished to maximize resources, planning efforts, and impact on the educational institution.

- As the community grows identify alternate routes for business traffic to mitigate competition with pedestrian and school traffic.

Strategies:

- Demonstrate support for land dedication or cash in lieu of land dedication agreements to assist the school districts in the acquisition of school sites.
- Include school districts in the review of all developments. Consider the impact of district comments on new planning efforts.
- Work together with local school districts to coordinate efforts to identify potential school sites and promote the joint sites for parks, schools and other community resources where possible.

Goal 4: Safe Schools

Rationale: School safety is important to school districts but must also be a source of community concern. Towns and schools working together can increase the likelihood of school safety and access to and from school.

Strategies:

- Consider the impact of zoning to school sites with specific emphasis on safety of children walking to school, traffic flow around the school, speed limits as well as the need to maintain traffic flow in the community.
- Work with school districts to establish safe transit routes that link home and school destinations that encourage routes for pedestrians, bicycles, and other transportation.
- Encourage land use in proximity to elementary schools to be residential in nature. Consider the impact of land use next to middle schools and high schools with use to be primarily residential in nature but may support office and professional services or light industry.

TRANSPORTATION

Vision: Windsor has a multi-modal transportation system that is safe, convenient, and economically feasible. It is appealing to the needs of businesses, citizens, and visitors who work, live and play here. The system is pedestrian-friendly where desired. Expanded arterials facilitate the movement of truck traffic around Windsor. Roadways accommodate vehicular traffic destined for Windsor and facilitate traffic movement within the community.

A. Bike and Pedestrian

Goal: A safe bike and pedestrian environment throughout the entire transportation system that provides a connection between neighborhoods, commercial development, and recreational trails and facilities.

Rationale: It is unlikely that bike routes will play any meaningful role as an alternative means of transportation *outside* of Windsor. Current trail use and development appears to be largely recreational in nature. Economic development and partnerships with local employers and increased residential densities could have an impact on the viability of bike and pedestrian transportation as a true alternative means of transportation *within* the community.

Strategies:

- Create an integrated network of bike and pedestrian pathways that can serve as a means of transportation within the community and as a source of recreation. Where possible partner with neighboring communities to link the overall system.
- Pathways must be designed with the purpose (i.e., transportation and recreation) in mind. Economic development and land-use planning should consider bike/pedestrian/golf

cart traffic as viable modes of employee transportation.

- Continuity with the local transportation system (arterials, collectors, and locals) and recreational trails is imperative.
- For safety reasons, paths adjacent to arterial and interstate lanes must be detached. Paths integrated into other routes must have ample, clearly marked space.
- For transportation purposes, direct routes serve a greater biking population than scenic byways. To this end, partnerships with major local employers to help (a) fund bike/pedestrian paths and (b) encourage the use of these paths can significantly increase the likelihood of success.
- Grants, private and corporate funding, and joint projects or cooperative funding must be explored. Moreover, consider requiring the development and funding (and integration with existing routes) of bike/pedestrian routes within all new developments in Windsor.

B. Mass Transit

Goal: Mass transit corridors provide greater mobility from, to and through the Windsor region

Rationale: The Town of Windsor must encourage, identify and plan for transit corridors in order to provide all residents greater accessibility to businesses, employment centers, shopping, schools and community amenities.

Strategies:

- Insure that Windsor is recognized and involved in all regional transportation discussions and decisions by recruiting delegates to planning councils and transportation boards including the

North Front Range Metropolitan Planning Organization.

- Link Windsor with Ft. Collins, Greeley, and Loveland bus/van/rail systems, building demand through commute pools. Continue to establish IGAs to surrounding communities. Encourage regional connections, transfer locations, and parking for cars, bikes and pool vehicles.
- Encourage the development of a north-south route on WCR 13 from Windsor to Colorado Blvd.
- Extend FASTRACK North Metro light-rail route to Windsor main street/WCR 13.
- Continuous public education and involvement is an imperative for a successful mass transit program.
- A public subsidy is almost always a requirement for successful mass transit.

C. Highway Transportation

Goal: Roadways facilitate and disperse traffic in and around the community to meet the needs of businesses, residents, and visitors.

Rationale: The Town of Windsor should partner with the State of Colorado and other regional governments and entities to expand existing roads. This includes rerouting car and truck traffic to manage current and future traffic levels and address pedestrian safety issues. Windsor representatives should orchestrate the planning and roadway construction to achieve vibrant economic development and optimal traffic patterns.

Strategies:

- Pro-active leadership in regional transportation decisions. Windsor residents actively participate on planning councils and transportation boards including the North Front Range Metropolitan Planning Organization.
- Seek out alternative sources of funding for road and highway improvements.
- Upgrade I-25/Hwy 392 and I/25/Crossroads Blvd interchanges

- Develop alternate truck routes around Windsor
 - Divert northern truck traffic from Hwy 392 to WCR 74 via WCR 19.
 - Divert southern truck traffic from 'O' Street and Hwy 257 to Crossroads Blvd.
- Develop roadways to address the needs of through, destination, and intra-community traffic. Plan these routes soon so that land can be available when construction funding is identified. The Poudre River corridor from Hwy 392 to Eastman Park Drive could serve as such a route. Another possibility to ease congestion in town is the conversion of Main Street and Walnut Street to one-way traffic.

D. Aviation

Goal: A regional airport for passenger, cargo, and economic vitality of the northern Front Range region.

Rationale: No one metro area in this region, on its own can attract and sustain air service. A variety of aviation facilities are available in the Northern Colorado, South Eastern Wyoming region. Local public use airports exist at Cheyenne, Fort Collins/Loveland and Greeley. However, Windsor, centrally located in the northern Front Range region, has an opportunity to provide leadership in the development of a regional airport that could serve well over a million people extending from Cheyenne to Denver. None of the current local public use airports are positioned to fill this niche. By serving regional passenger and cargo traffic, the regional aviation facility would greatly enhance the economic development potential for the entire region.

Strategies:

- Under the leadership of Windsor representatives, develop a regional Aviation System Plan with short and long-term goals.
- Contact carriers to learn of their operational plans and start-up requirements

- Contact State and Federal regulatory agencies for funding opportunities
- Contact and discuss with Frontier Airlines the availability and feasibility of a scheduled bus operation from the Fort Collins/Loveland airport east on 34, south on 85 to DIA. This service would add ridership on the carrier of choice and remove some automobiles from our highways.
- Begin, with the development of alternate and more individualized forms of air travel, to consider locations for helicopter terminals for medium distance (Windsor-Denver) transit.

UMBRELLA ISSUES

Umbrella issues are not Vision Elements. They are factors that permeate all the vision elements as values, conditions and beliefs vital to the community's functioning and the successful implementation of Windsor Vision 2025.

The 4 Umbrella Issues are:

A. Partnerships:

Communities are people interacting and working with each other to advance their vision, dreams and plans for the future.

It is no mistake that the citizens involved in the Windsor Vision 2020 and Windsor Vision 2025 processes recognize the necessity to build and maintain productive partnerships with residents, businesses, the Town Board and other governmental bodies, the school districts, civic and neighborhood organizations, social and religious groups and people living outside of Windsor in making Vision 2020 and now Vision 2025 happen. People working within a sense of partnership made these planning efforts happen and they will make the great things happen to achieve Windsor Vision 2025. That is why partnerships are important – they are community in action.

B. Communications:

The root word of community and communications is *common*.

Windsor will achieve Vision 2025 through people who are aware of and participate actively in framing the community's plans and energizing the partnerships necessary to make the plans become reality. Citizens who are energized, mobilized and engaged in providing direction for the Town are key to creating, advancing, and achieving Windsor Vision 2025 together.

Part of the on-going and continuous communications effort is the preparation and distribution of a bi-annual report by the Town of Windsor government outlining its commitment to Windsor Vision 2025 and the Town's specific work plans, programs, budgets and policies that further implementation of the vision plan. This document should be distributed to all residents, interested visitors, new, and potential new businesses, etc.

C. Windsor Future: Opportunities

Throughout the Windsor Vision 2020 and 2025 processes, people identified, discussed and analyzed many assets of the community as well as the issues and challenges confronting it.

The real key to a successful and bountiful future for Windsor is to seek out and master opportunities and to turn issues and challenges into opportunities rather than reasons or

excuses for justifying hesitation, inaction, laxity or failure. They also recognize that opportunities can slip away if not acted upon in a timely manner. Those who think creatively discover a truism identified by the German Philosopher Goethe: “boldness has magic, power and genius in it”.

The many people who contributed to Windsor Vision 2025 thought creatively with great imagination and zeal for the future of the Town of Windsor. They seek opportunity and the involvement of their friends, neighbors, coworkers and everyone in Windsor to make this plan happen.

D. The 7 Vision Elements – a strategic whole.

This Vision Plan incorporates within it seven (7) vision elements to be pursued in attaining the overall vision for the Town of Windsor in 2025. However, the seven vision elements do not stand separately from each other. They are interactive and systemic combining into a strategic “whole of perspectives and actions” necessary to achieve the vision.

Windsor Vision 2025 Plan Acknowledgements Page

The Windsor Vision 2025 committees and Vision Element Teams met throughout the first seven months of 2005 to draft this Vision Plan. These community members and volunteers have worked long and hard on the plan. The Town Board, Steering Committee, and the entire Windsor Community extend a special thanks to them.

The following persons contributed to the creation of the Windsor Vision 2025 Plan through volunteering their insights, time, talent and commitment to the Town of Windsor and its future.

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APPENDIX A: Word Definitions – A Glossary of Terms

This glossary of terms developed by the Growth and Land Use Management vision element team is a valuable tool for the reader of the Windsor Vision 2025 Plan.

As the vision element team points out, words are important. They describe thoughts and concepts, but can mean different things to different people. The clear set of words and definitions prepared by the Growth and Land Use Management Team is desired to help one understand what the contributors to this plan are saying and recommending.

Town: Area defined by the Town boundaries

Town vs Community: The Town is defined by incorporated boundaries. Community is a description of people, services and relationships that may not be restricted to the Town's official boundaries. In this report Community means the Town and surrounding neighbors.

Regional Environment: Northern Colorado

Entities: A government, an association, a formal community group.

Internal/External Entities: Internal is within the Town's growth management areas and Town boundaries, external entities is outside the GMA.

Facilitate: To make happen, to actively pursue a common goal or objective.

GMA: Growth Management Area (GMA) is made up of the area that extends outside the Town's incorporation and is defined by the intergovernmental agreements with surrounding communities.

Intergovernmental Agreements (IGAs): define relationships between governments in overlapping areas of influence.

Self Sustaining Community: A community that is continually renewing itself via economics, education, primary service upgrades etc at a rate attainable to its citizens and resources.

Community Livability: Pedestrian friendly, good neighbor environment with good schools, public police and fire protection, medical facilities, parks

and recreational areas and safe neighborhoods and business areas.

Self Sustaining Growth: Public and private projects, services and entities that can sustain themselves due to market, financial revenues and or joint ventures within the community.

Balanced Growth: Equal attention is given to Housing, public services, business, employment and key livability factors within the community. The community does not overly focus resources on one area for long periods at the expense of a needed focus on other areas.

Economic Diversity: A wide range of employment options within the community and adjoining areas, a wide variety of in town businesses, services and primary employers and a wide variety of income levels within the population base.

Housing Diversity: Availability of a wide range of housing products by design, density, and pricing within the Town to facilitate a broad range of economic income levels and lifestyles.

Affordable Housing: Housing for the general workforce which may need special assistance at the lower workforce income levels due to in-town land prices, development costs and market conditions associated with developing such housing products.

Urbanization: In this report urbanization refers to an extension of the formal incorporated town subject to the Town's comprehensive Plan, Land Uses and zoning regulations.

Integration: A conscience effort to blend areas together so that visually they are attractive and functionally compatible.

Feathering: The act of transitioning from one density to another to preserve the integrity of existing developments and established areas.

Conservation: The act or process of conserving or restoring from loss, damage, or neglect.

Preservation: The protection, management, and/or restoration of a historical or natural resource environment and its careful management.

Private/Public Collaboration: The joining together of the private and public sectors for the community's benefit.

Clustering: A concentrated collection of businesses, housing or facilities. In most cases clusters are defined areas by design standards, themes or use.

Appendix B: SWOT Analyses

In preparing their contributions to the Windsor Vision 2025 Plan, five of the Vision Element Teams (task forces) developed a SWOT (strengths, weaknesses, threats, and opportunities) Analysis pertaining to the Vision Element each was addressing:

These SWOT Analyses helped the team's frame the goals and strategies presented in this plan.

The following SWOT Analyses are included:

- Growth and Land Use Management
- Economic Vitality
- Infrastructure
- Downtown and Neighborhood Quality
- Transportation

GROWTH AND LAND USE MANAGEMENT

COMMUNITY SWOT ANALYSIS

[Strengths, Weaknesses, Opportunities and Threats]

STRENGTHS:

COMMUNITY

Windsor has a very diverse community made up of all economic levels and residencies; the Community's greatest strength is its people and the balanced mix of generations, the friendly positive attitudes, and small town feel. Community pride is reflected in the organizations and citizenry that come together for the community's benefit regardless of whether they are new residents or trace their history to the town's beginning. Further reflected in the town's clean appearance and pride of individual property owners and the pedestrian friendly streets and neighborhoods, Windsor's businesses, public employees and residents are its greatest strength.

GEOGRAPHICAL LOCATION:

Windsor is positioned in the Central Northern Colorado Tri-Cities high growth area adjoining the I-25 growth corridor. The community shares growth boundaries with the City of Greeley on the east, Loveland on the west, Fort Collins on the northwest and the communities of Timnath and Severance on the north and northeast.

HIGHWAY & TRANSPORTATION NETWORKS

The community has an east/west and north/south highway network with extensive north-south frontage on I-25, an interior north/south Hwy. 257 running parallel to I-25 and through the core downtown area, and Hwy. 392 which runs east/west through the community's center and acts as a major connector to I-25 and the central business district. A future extension and expansion of Crossroads Blvd on the south of Windsor will support the high growth business and residential areas on the south side of the community parallel to larger east/west Hwy. 34. The Denver Int'l Airport is within 45 minutes and two general aviation airports within 30 minutes. Rail service is also available with in the community's east side business and industry parks.

SERVICES

Regional: Windsor's location and highway systems allow for direct access to the town service businesses base and the larger medical, academic, and business support service centers within the three major adjoining metropolitan areas and the evolving central hub campuses along I-25 on the west side, 34 on the south and 392/257 in the Windsor's center. The majority of these facilities are within 10 – 20 minutes driving time from the center of the community .

Education: Windsor's open communications and open partnerships with the areas school districts has also facilitated the districts in their planning to provide a solid K-12 and upper level education program in the area. The quality of educational services is considered above average with small class sizes and good teach/student ratios.

Public Services: The core community has a strong foundation of public fire, police and general services in place. Building on the long established community base, the application of advance planning and zoning tools have allowed the community to facilitate and compliment the existing community with the new growth and longer range impacts of that growth. The regular updating of the comprehensive plan and the established growth management area structure along with the intergovernmental agreements supporting these plans are

strong indications of the advanced level of engagement of the Windsor community in its present and future growth.

Commercial/Retail: With the new evolving commercial/retail centers along 392 at the east entrance to Windsor and the newly planned commercial areas under consideration along the north/south I-25 frontage and the 392/I-25 and Crossroads Boulevard/I-25 interchanges under development, the community should have a very strong commercial position for the current and future commercial base. Having a central business area that adjoins a key large lake/water asset creates a centralized hub option that many communities lack for the community's historical resident/pedestrian friendly image and is seen as a major strength for Windsor's future.

Business and Industry: With a large established light and tech industry park area anchored by KODAK on the community's east side and the new business parks now being planned and developed on the west, north and southwest side of the community, Windsor has a solid base of land and location options available for primary and secondary job growth for itself and the region.

INFRASTRUCTURE:

Water Management: Windsor encompasses a number of large water shed and water storage areas within the community and it's growth management area. These areas provide utility support systems for the region, the Town, area developments, wildlife, outdoor recreation, and unique view corridors. The community's neighborhood and central Town park system compliment these unique natural and built infrastructure resource assets of the Town. In place are utility structures and long-range water contracts sufficient to support a future community of 60,000 residents.

Sewage Treatment: As noted earlier, the Town has modern utility systems in place to support present and future long-term growth, including an upgraded sewage treatment facility that has 50% of its capacity available for future growth.

Communications Networks: With dual fiber optic systems in place and community wide wireless now in planning, the advanced communication needs of area residents, businesses and industry can be met. The last area system change to allow access to Loveland as a non-long distance call is underway with similar calls to Greeley and Fort Collins being local calls already.

Recreational Systems: In addition to direct access to the Rocky Mountains, the community's water management areas, parks and state/country conservation areas provide the backdrop to numerous outdoor activities. These are complimented by a number of national and state highly rated golf courses and the Town's newly built recreational center.

WEAKNESSES & CHALLENGES

In some cases community strength can become a community weakness compromising an ability to move in a timely manner on needs or opportunities.

Physical Barriers

The Town of Windsor has a number of natural resource assets that can be viewed as challenges including large amount of its land area in the federal corp. of engineers' defined flood plain. In addition, the community has a number of high bluff areas and arroyos that transition the community from northwest to southeast. An active privately operated rail line crosses the community from the east to the west through the central business district and I-25 through an IGA and physical presence defines the community's maximum

expansion to the west. Overall by agreement, the community's growth management area also by design, defines a physical limitation to long-range future physical growth.

Infrastructure Limitations

Highways: Increasing traffic from population and commercial growth is creating a build up of traffic on existing highway networks. Over capacity bottlenecks are becoming more visible and are seen as early warnings related to the area's ability to integrate the growth while maintaining the safe fluid flow of passenger vehicles, trucks and service vehicles through and within the area. Key immediate bottle necks are I-25 interchange at 392 and secondarily at Crossroads, County Rd 5/Crossroads, Country Road 5/392; 392/257 in Central Business District, 392 Old Town Truck Traffic. Windsor has planned a scalable support highway network; however funding is a key to the areas timely delivery of the system in sync with the areas growth.

Central Downtown Parking: Limited parking in the Central Business District/Old Town is seen as a traffic safety issue and a very limiting factor for the redevelopment of this core area and expanded new development in the same area.

Workforce Housing Availability

A wide variety of housing inventory is available within the community and planned in future developments. Pricing of housing has, risen steadily over the past five years, placing the areas housing as some of the highest priced in the region. Meeting the community's interest to provide housing opportunities for all income ranges, a weakness in workforce housing product availability is surfacing. Seen as an initial weakness, this will need immediate and long term attention.

Central Business District/Old Town

The CBD/Old Town area defines a major portion of the community's core image and history. With increasing competition from evolving commercial corridors, this area is undervalued in its ability to capture the full potential of a CBD and as a key community commercial center. The CBD/Old Town area's long term competitive position as a unique shopping, entertainment, business and living environment defines Windsor's future and its overall strength as a community. The CBD/Old Town area needs to be a high value focus area for support from the community in its planning, revitalization, and high value development efforts.

Funding

Major funding support for highways, utility extensions, CBD/Old Town redevelopment, workforce housing and public services are key challenges for Windsor especially given the current reduced federal and state agency funding resources available for such projects. How the community meets these funding needs in a timely manner will determine present and future successes and the smooth transition through each growth period.

Complacency

It was addressed in "strengths" that the people were the community's greatest strength. At the same time, managing growth or planning for future growth is seen as intrusive and heavy handed government by a vocal minority. In some cases an elitist attitude surfaces in the discussions related to someone's years in the community, residential neighborhood or economic status. The community's diversity, of age groups, residency longevity and economics status can at times create a challenge to find the compromises and collaboration needed to move the community forward on key areas of concern.

Regulations

Town regulations and community pride in property ownership was listed as a strength and yet, in a small number of cases the lack of compliance with Town ordinances on weed control, trash, and vehicles is visible and some existing properties and some properties under development are not as well kept in meeting Town codes. Consistent application of Town regulations will support the majority of landowners and builders in maintaining the pride in the Windsor community.

OPPORTUNITIES

Redevelopment/Revitalization

Central Business District/Old Town: Windsor has a unique asset in the Old Town area of the community. As one of the commercial/residential hubs of the Community, the opportunity to redevelopment and revitalize this area would have a substantial impact on the community, the community's image and core business/residential opportunities. Seen as the heart of Windsor, the initial revitalization and expansion of the lake and some downtown properties are already impacting attitudes and pedestrian traffic in the area. Building on this initial effort would see the central business district and Old Town once again as a hub of commerce and pride for the community.

Gravel Mining Areas: Additional areas for a redevelopment focus should be the gravel extraction areas now being mined and proposed for mining for natural resources. These areas have future high value potential in redevelopment as recreational and open space opportunities, In addition they could compliment a number of Windsor's water and wildlife view corridors.

New Development

Commercial/Retail: The creation of key designated commercial hubs on the east, west, central and southwest side of the Town of Windsor is seen as an opportunity. Through these key hubs commercial/retail services can be effectively provided for the Town's residents and serve a regional population base outside the community. At the same time these nodes can create new sales tax revenue streams for the community's public services and special projects.

Primary Employers: Primary employers are defined as employers that draw the majority of their revenues from outside the community. In most cases these are manufacturers, research centers, wholesale/distribution firms, medical service firms, academic services, and hospitality and entertainment facilities. These employers through their payrolls and support services contracts redistribute their revenues within the community's commercial/retail base creating a strong and balanced economic base.

Local examples are Kodak, Owens-Illinois, Front Range Energy Ethanol, Metal Container/ Anheuser-Busch, Tenneco Packaging, University Forest Products, ICON Industries and Encorp. Windsor's opportunity is to continue to define this group of business locations as a high priority target for the community and to facilitate their recruitment, location and retention. With large primary employers areas designated on the east, west and south side of the Town the community has a great opportunity to accommodate a large base of these employers for resident employment and a regional population base.

Region Opportunities

Key regional opportunities are focused in upgrading and expanding transportation and utility infrastructure systems to accommodate the growth underway and to facilitate future growth in a fluid and safe manner.

Highways: The I-25 interchanges at 392 and Crossroads are seen as key west side opportunities for regional cooperation that will have substantial impacts on the Town's ability to facilitate growth. Interior highway networks at County Road 17 and 34 and 74/257 are also seen as key intersections for focus in regional cooperation.

Airports: The Fort Collins-Loveland airport provides general aviation services for the region. Over time continued expansion at the present site will become more limited and counter productive to the region's ability to absorb growth. The identification of a new regional airport site that will be able to accommodate regular commercial flights and multiple air carriers should be part of the Town's regional cooperation. This long-range strategy and early positioning is seen as a very positive opportunity.

IGAs: The Town of Windsor has developed and entered into a number of intergovernmental agreements with surrounding communities facilitating cooperation, the sharing of resources and reducing conflicts on overlapping planning areas. These have created a number of opportunities for the community and are reflective of the good neighbor policy promoted as part of Windsor's history. Continued exploration of IGAs as a tool to facilitate and manage growth and through which to build intergovernmental cooperation is seen as an on going opportunity for the Town of Windsor.

Local Amenities: As in many communities outdoor recreation and sports are seen as key elements of a quality community's amenities. Windsor's has a number of parks, golf courses, lakes and open spaces. The opportunity to continue to build on these amenities and the events and activities that use them is seen as an opportunity.

Community Image & Branding: Water, outdoor recreation, historical perspective, good neighbor attitudes and small town friendliness reflects Windsor's image. Creating an overall community image that captures these is seen as an opportunity for the Town to bring together the newly evolving community made up of the new and existing areas. Though seen as a true challenge, it is seen as an opportunity to create an umbrella under which the uniqueness of the sub areas can also be brought forward.

Housing; Diversity of housing designs, price ranges and lot sizes is seen as strength to be maintained within the Windsor community. Due to land and development cost for housing, the challenge and opportunity is to provide affordable housing that addresses the demand and needs within the community.

POTENTIAL THREATS

Windsor's threats are seen as Regional, within the growth area immediately outside the existing town limits and Internal. They concern infrastructure and infrastructure funding, community focus and support, IGAs, public and private leadership and private/public partnerships.

Regional Transportation Systems:

I-25 Commercial/Retail Corridor: As the Tri-Cities area creates its first large regional hub servicing a regional population base of 500,000 at the I-25/34 interchange, the focus on extensive amount of new developments is now spreading along the I-25 corridor from I-25/34 interchange on the south to I-25/392 interchange on the north. Though it is viewed that this development corridor will expand further to Mulberry/I-25 north and to Berthoud/I-25 on the south, Windsor's western boundary presently makes up almost 40% of the development focus area. Lack of usable interchanges and highway networks to facilitate the growth on Windsor's side of I-25 is seen as a threat.

I-25/392 Interchange: A substantial threat on the western boundary of Windsor is to the community's ability to develop a key commercial hub due to the lack of having an up graded I-25/392 interchange. Even without further commercial development this intersection is a major bottleneck that produces substantial traffic delays. Fort Collins who also sees this area as a key development area for their community is meeting with CDOT on their needs related to this interchange and their future developments. Windsor originally led the CDOT and private discussions early on but has not continued the pursuit. What happens at this interchange can turn from an asset and strength for the community to a threat without continued Windsor leadership involvement.

East/West Truck Traffic: As Traffic volumes increase due to the expanding residential and commercial base, safety becomes a concern along with management of specific types of traffic. At this time truck traffic uses hwy 34 and hwy 392 for their east/west access highways. With 392 going through the Town's CBD/Old Town the truck traffic combined with increased car traffic is creating safety and flow issues in a core area of the community. With the Town's interest to maintain a pedestrian friendly downtown environment and plans for an expanded business base in this Hub area, the redirecting of truck traffic to other east/west routes is needed and eventually a by-pass is needed creating an oval around the CBD and Lake Area with access to the central business and shopping area. It is understood that there is Town efforts underway to redirect truck traffic to an extended and developed Crossroads blvd. on the south side and WCR 19 and 74 on the north and east side of the Town. As these plans unfolds over the new few years, it is important that the truck traffic moves to that highway systems designated unless their destination is downtown or central Windsor.

CBD/Lake/Old Town Long Range: Taking the longer view as the Downtown area is redeveloped and expanded around the lake, traffic flows through the CBD will become more difficult. Seen as a potential threat, continued planning of an expanded highway system that supports the lake's commercial development and access while allowing flow thru traffic is seen as important.

Active Rail Line: The active rail line through Windsor is seen as a potential as strength for industry and a potential threat from a safety, traffic management and downtown development point of view. Considering the integration of the rail into the pedestrian friendly and future development plans of the CBD/Old Town area needs to be addressed.

Funding Resources:

Infrastructure, public services, community events and special project funding are all key tools needed to effectively move on the issues and opportunities presented the Town. With state and federal funding limited and not back to full levels since 2000, other creative approaches must be found to move the community forward while the opportunities continue to place the Town in a strong position. The lack of public funding can be viewed as a threat to be offset by alternative funding sources with public/private partnerships and good leadership to advance the community and hold its position of strength.

Fiscal Management

The economic viability of Town government and the quality levels of staffing and services provided, directly impact the community's image, strength and capabilities. With the community's substantial growth over the past decade, a number of new demands have been placed on the public service group. Continual updating of the capabilities of the staff, service units and departments aligned to the growing needs of the community is seen as a need and challenge. There is a direct threat to the community if their public structures get behind the curve in these high growth and competitive periods.

ECONOMIC VITALITY

SWOT Analysis

Strengths:

Identity as a small community
Low Crime
Lake area close to downtown
Location – Hub of Northern Colorado – Reasonable commuting distances
Close to DIA, Loveland-Fort Collins airport
Educated workforce
Quality local school reputation
Close to Colorado State University and University of Northern Colorado
Branches of University of Phoenix and Regis University Adult for working adults
Northern Colorado is attractive to over a dozen major employers
10-12 financial/lending institutions – don't have to leave town for financial products
Tech areas already zoned and available
Borders I25 and State High runs through town
Close to PVHS, the new MCR, and two other hospitals
Significant infrastructure in place and planned for
Streets in very good shape
High speed internet – and fiber optic lines - available through Comcast and Qwest
Railroad for large manufacturing – supplies and finished goods
Family oriented – Friendly
Entertainment locally and close in surrounding communities
Sports activities locally and close in surrounding communities
Entrepreneurial spirit
Growth oriented
Financially sound

Weaknesses:

Not a united community
Perception of something less than it is
Identity as a small community
Not having a proactive Economic Development Board
No identification of town boundaries
Limited mechanism or resources to effect major road improvements (I25 & 392, etc)
State High runs through town – State has to OK changes

Opportunities:

Urban Renewal
Lake area/vicinity development
Mass Transit – not behind trying to catch up
Generator of fees beyond maintenance: e.g., municipal golf course, theater, multipurpose venue, etc

Have the flexibility so when new technologies emerge they are attracted to Windsor
Attracting ancillary businesses to local agricultural base

Threats:

Negative attitudes

Potential for gang activity spreading from other towns

Loss of income (businesses) to surrounding communities

Loss of impact fees for infrastructure maintenance

Infrastructure maintenance will likely require sales or property tax increase, or some other new fees

INFRASTRUCTURE

Strengths:

- Town Staff
- Much Master Planning
- Relationships with Counties, other Towns/Cities, etc. Intergovernmental Agreements (IGA)
- Progressive and Innovative Leaders
- Excess Sewer Plant Capacity (Northern Area)
- Town Citizens Elected to allow Windsor to retain taxes collected
- Dual Communication System (Fiber Optic and Wireless...Redundancy)
- Pro-Active Maintenance Program

Weaknesses:

- Conflict with Neighboring Communities
- Limited Revenue
- Limited Staff
- No Established Revenue Sharing with Neighbors
- No Sewer Plant for Southern Area; Just Agreement with Greeley
- Dependence on Other Entities for Water Treatment Facility

Opportunities:

- Keep Citizens Informed and Educated, i.e., Open Forums, Media Releases on a Regular Basis
- Internal Staff Development
- Regional Revenue Sharing and Further Development of IGAs
- Strengthen Ties with County and State Entities on Road Development
- Establish a Viable Emergency Response Center

Threats:

- Potential to Lose Competent Leadership
- Inability to Keep Pace with Growth and to Sustain Infrastructure
- Availability of Adequate Water Supply
- Growing Out of Municipal Building and Parking Space
- Town Not Being Self-Reliant. Examples: Water, Sewer, Jail, etc.
- Potential Traffic Congestion
- Complacency

DOWNTOWN AND NEIGHBORHOOD QUALITY

SWOT ANALYSES

1. Downtown and Lake Area Preservation and Development

Strengths:

- Bring in outside dollars to spend in our Town
- More services and business opportunity for residents
- Increase quality of life for current residents
- Activities for residents, keep them and their money in-town
- Main character/charm

Weaknesses:

- Costs/funding
- Highway 392 Traffic
- Railroad (aka space constraints of lakeside/view properties for south side of lake)
- Neighborhoods create their own centers of activity before the town is able to fully develop the potential of the historic downtown area
- The Lake area needs to be differentiated from other retail areas around town
- Parking

Opportunities:

- Additional business opportunities (family-oriented activities, evening activities, singles)
 1. Microbrew
 2. Candy/ice cream tours
 3. Pottery shops
 4. Unique retail
 5. Small theater
- Concerts and theater activities
 1. Offering things that people can't get at the outlet mall. (Continue with amphitheater plan)

Threats:

- Lack of leadership to follow this vision. No real Master Plan to proactively work toward this vision – town merely waits to see who/what comes their way. This is not a short term even – to do it right will take time and dedicated resources.
- Developers get there first
- Fort Collins, Greeley and Loveland doing great things with their downtowns
- Traffic not re-routed before a full plan is in effect. If traffic is not done properly now, it will be hard to fix later
- Current plan for north side of lake primarily homes on lake, not retail
- Moving Post Office and Town Hall out of the Historic Area.

2. Housing Quality and Diversity

Strengths:

- People of all ages can live in Town
- More neighborhood business opportunities
- Better use of existing land
- Better use of existing infrastructure (will help manage costs)
- Keeping our teachers and valued community members in town.

Weaknesses:

- Lack of creativity from planners, builders, and zoning to develop quality communities with multiple price points, multi-use real estate
- Lack of regulation and enforcement for “curb appeal” (weed control, building standards)
- Lack of planning cooperation with property owners on new incentives for varying price point homes

Opportunities:

- Update downtown 2nd story living areas. (Living areas to foster night activities)
- Retain the population
- Increase quality of living, and encourage diversity
- Maintain pride in where you live and therefore property appearance
- Push forward with Work Force Housing Committee
- Encourage people who work in Windsor but live elsewhere to participate in Town planning/Board activities.

Threats:

- Diverse housing requires more town services
- Un-enforced non-existent or non-unified ‘cosmetic’ building codes
- Pricing/building to market vs. needs
- Escalating prices and expectations
- Housing diversity and multiuse options are not encouraged in new housing plans when they are presented to the town planners
- Increasing property taxes drive out fixed income residents.

3. Safe and Livable Community

Strengths:

- People will want to live here
- Maintain historical culture of town, friendly, personable, respectful
- Windsor’s charm and culture
- Mature leadership in Police Department and Fire District
- Active church and community organizations

Weaknesses:

- Two major schools on busiest roads in town

- Low budgets
- No one currently in charge of promoting a vision of Windsor to new businesses or new residents.

Opportunities:

- Transition PD and FD leadership, clearly document policies and best practices
- Have the Town collaborate with businesses and school/district to develop more adolescent activities
- Incorporate kid/adolescent friendly venues in new commercial developments
- Promote existing commercial and open town lands for these types of venues – bowling alleys, arcades, etc.
- Get a town PR person, someone who can organize volunteers and work with the town on activities.

Threats:

- Speed of growth – impact on zoning and planning, and road capacity
- Amount of turnover of residents
- Gangs and drugs

TRANSPORTATION

SWOT ANALYSIS

Strengths:

- Centralized Location
 - Ft. Collins, Loveland, Greeley (local population centers)
 - UNC and CSU (academics and educated work force)
 - Cheyenne, Longmont, North Denver, etc. are all within 40 minutes (regional population centers to support regional air facility)
- Highly skilled, educated work force
- Natural attraction – Lake
- Frontage on I-25, Hwy 34
- Hwys. 257 and 392 run through town

Weaknesses:

- Lack of funding
 - Interchanges
 - Bypasses
 - Aviation facilities
 - Bike/pedestrian trails
 - Public/private partnerships
- Lack of economic viability, i.e., high pay/high skill employment opportunities
- Hwy 392/I-25 interchange
- Main Street truck traffic
- Main Street not pedestrian-friendly
- Lack of express routes around heart of Windsor

Opportunities:

- Loosening of Tabor – Nov. 2005
- Fastracks – Denver
- Lake/Downtown Development
- Space for Development
- Leverage Planning
- Leverage skilled, educated work force
- Regional air facility for passengers and cargo

Threats:

- “No” Vote Against Tabor – Nov. 2005
- Not building on skilled, educated work force
- Lack of integrated long-term transportation/economic development plan

APPENDIX C:

Special Message to the Community from Two of the Vision Element Teams

1. Special Message from the Citizens' Team Addressing the Downtown and Lake Area Preservation and Development Element

**Memo To the Community And Town Board:
WE MUST ACT NOW**

The team felt the need to raise concerns above and beyond the Vision 2025 Plan documents to stress our feelings with regards to our Downtown area.

If a Master Plan is not created and followed, this group feels the opportunity for this area to live up to its full potential will be missed.

We reviewed prior reports and studies of the Downtown corridor at the beginning of our project. There has been a wealth of valuable materials generated in the past, with seemingly little done to execute these plans. The fear in general from our group is that the Town will miss the awesome opportunity presented with the Lake, the Downtown businesses and the current plans and actions being taken by different groups.

We firmly believe that the history and culture of Windsor combined with the potential of the Lake area and Downtown buildings and businesses can become a unique destination for the entire Northern Colorado area and showcase our great town. There are so few places in the United States that have either history, culture or a lake area sitting in the middle of their town. To let this opportunity pass by for the citizens of Windsor would be regrettable.

There is much activity ongoing regarding traffic and road studies, funding possibilities, etc. and it appears the inertia is present to get something big done. There are tools available for the right people with the right focus to seize the opportunity of the Historic Downtown and Lake area. However, this committee feels that one unified plan must be created and aggressively followed. The town can not afford to let the CO392 project dictate how the traffic will flow through downtown; the town can not afford to let the Greenspire subdivision build up the North side of the Lake with no retail encircling the area; the town can not afford to let potential parking area and trail connectors slip by as people buy/sell downtown properties. A Master Plan for the area must be developed soon that encompasses the thinking of previous plans, downtown business owners, the Historic groups, etc. This plan must be the driver of ensuing activities, not the activities driving the contents of the Master Plan.

Paramount to the creation and execution of this Master Plan, is someone who owns it and is given the responsibility and authority to execute it. This person should have previous experience in funding and executing projects of this nature. This person should be an outsider to all the downtown groups as they exist today. The town truly needs someone who has done something like this before—it is far too large for the Board to be able to execute on top of all its other responsibilities.

The next 3-5 years is critical for the Downtown area. There is no reason that a vibrant area with various amenities for various ages and tastes cannot be created from the pieces already present and

the plans that are in the works. Our committee sees a little bit of San Antonio's boardwalk with a little bit of Lakewood's Belmar with a little bit of the historic charm of Pioneer Village with a little bit of retail and outdoor recreational facilities mixed together creating a destination for all in and out of this town to enjoy. It would be shameful if the next group volunteering to create Windsor Vision 2025 adds this report to the pile of previous reports and has to start again from scratch recommending a slight variation on a continuing theme – the Lake and Downtown areas are asset worth investing in and can become another jewel in the crown of the Town of Windsor.

2. **Strategy About Implementation Timelines Proposed by the Citizens' Team Addressing Social, Cultural and Recreational Change Vision Element.**

The citizens of Windsor have a deep affection for and great pride in their Town. They desire a distinctive image for Windsor: a Town rich and fulfilling in the celebration of its historical roots, strong sense of community, and high quality cultural and recreational amenities.

Vision: Windsor is a town which emphasizes its historical roots, and ethnic diversity. It values its social, cultural and recreational community. Communication about all public, private and governmental activities through the Town Hall website is vital for community-shared experiences.

Goal 1: (Social Goal): Encourage the citizens of Windsor to celebrate with each other by participating in Old and New Events while promoting our diversity and demonstrating a strong sense of community pride.

Rationale: Building a community of “oneness” where all citizens feel like they belong, will contribute to the overall cohesion of the town while insuring retention of current residents in turn economic growth will follow and more families will be attracted to Windsor.

Strategies:

The means to accomplish this goal could be achieved via the following:

- Place information kiosks at several major town gateways (East & West Hwy. 392, North and south Hwy. 257), wired, electronic, interactive, updated frequently--*Implement this in 1-2 yr.*
- Establish a cyber presence with cooperation from the town's administration which would involve a Social Events website featuring a Town Calendar, Upcoming Events, and general “What to Do and Where to Go”
- information including social events, cultural events and recreational activities that are occurring in the community (list to include Lions, Kiwanis, Chamber, Historical Society, Schools, etc. and any group promoting events in Windsor)---*Implement this in 3-6 months.*
- Initiate a Welcome Wagon Visitation Service for new residents and the formation of a “Newcomers” Group--*Implement this in 1-5 yr. With cooperation from the Town, Chamber and the Downtown Merchants Association and Civic organizations.*
- Consider other social events to include: Festivals, Harvest Festival activities, Arts on the Hill (to be held at Highland Meadows in the west part of Windsor, Film Festivals, Cinco de Mayo, Oktoberfest, Block Parties (where one neighborhood hosts another neighborhood), La Posada Festival, Martin Luther King Day, etc. These types of activities are normally conducted by volunteer groups, churches, special interest groups and the schools. The hope is for them to expand their work and encourage new citizens to join with them.
- Implement a community survey to gather information on all the various Groups currently providing community service so they can have their meetings and activities published and

featured on the aforementioned website which will enable more citizens to be involved in networking with each other—*Ongoing*.

Goal 2: (Cultural Goal): Foster continued development of arts, humanities and cultural experiences through the establishment of visual and performing arts venues.

Rationale: As Windsor continues to grow, quality cultural experiences, art exposure, and enhanced amenities will DEFINE us as a community and enrich the lives of our residents and visitors.

Strategies:

- Implement goals for the phased completion of the current Community Recreation Center and expansion and development of cultural activities desired by the community---*Ongoing implementation – 5-10 yr.*
- Assess feasibility of and possible plans for construction of a Performing Arts Complex/Concert Hall.
- Pursue construction of an Amphitheater Shell or Outdoor Performing Area for theater, music, community events or a film festival---*implement in 1-2 yr.*
- Sustain established groups such as the Windsor Community Playhouse. Cultural events would be overseen by a Community Arts Council---*Ongoing and volunteer implementation.*
- Continue to fund and expand historical exhibits, museums, displays and other related efforts in conjunction with the Town’s cultural affairs and museum coordinator---*Implement now.*

Goal 3: (Recreational Goal): Continue Windsor’s excellent recreational programs and pursue enhancement of opportunities to meet the needs of a growing community.

Rationale: A sustained investment in physically-oriented activities and recreational pursuits for all age groups, sexes and ability levels will promote a healthy and active future for the citizens of Windsor.

Strategies:

- Focus on the Windsor Lake and Boardwalk Park as the CROWN JEWEL of our community. Activities to include are fishing, swimming, boating (sail and paddle boat rental), a floating platform (barge?) for a destination island. Promote as an area for winter sports such as ice skating, hockey, sledding, Holiday parties, as well as summer/beach activities.---*Implement in 5-10 yr., as funding permits.*
- Continue development of community parks including unique features in some—such as more picnic shelters, a handicapped-accessible dog park, tennis courts and lagoons for ice skating.---*Implement in 5-10 yr.*
- Finish and expand the Town’s trail and path system especially interconnecting the Poudre Trail system, Boardwalk Park and other major Community parks. Incorporate Exercise Stations, a walk-a-bout area, connecting paths from Lake area to Old Town area, more bike trails (pedestrian and handicapped accessibility) in more areas.---*Implement this in stages 1-5 yr., as possible.*
- Complete all phases of the Community Recreation Center. ---*Implement as scheduled.*
- Public swimming pools in all quadrants of Town---*Implement by 2025.*
- Plan for Satellite Recreation Centers to serve the expanding population---*Implement in 10-15 yr.*

- Promote “Gathering Places” such as fountains, gazebos, benches, etc. throughout the Town other than parks and playgrounds---*Implement as budget allows.*
- Encourage commercial pursuits that include a Movie Theater, Bowling Alley and a Minor League Baseball Park---*Implementation would involve Economic Development with private funding/investors.*