



BOARD OF TRUSTEES
July 26, 2022
6:30 PM

IMMEDIATELY FOLLOWING THE REGULAR MEETING

Leeper Center, 3800 Wilson Avenue, Wellington, CO

Work Session Agenda

The Zoom information below is for online viewing and listening only.

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A. ITEMS

1. 2nd Draft - 2022-2024 Strategic Plan Discussion

- Presentation: Hallie Sheldon, Senior Management Analyst

The Town of Wellington will make reasonable accommodations for access to Town services, programs, and activities and special communication arrangements. Individuals needing special accommodation may request assistance by contacting at Town Hall or at 970-568-3380 ext. 110 at least 24 hours in advance.

Board of Trustees Meeting

Date: July 26, 2022
Subject: 2nd Draft - 2022-2024 Strategic Plan Discussion

- **Presentation: Hallie Sheldon, Senior Management Analyst**

BACKGROUND / DISCUSSION

Strategic planning is the process by which a town determines what it intends to achieve in the future and how it will get there. This process involves the elected Board of Trustees developing a vision for the Town's future and determining the necessary goals and priorities to achieve that vision. A strategic plan serves as the community's roadmap, and it is used by staff to prioritize initiatives, goals, projects, resources, and department operations. The strategic plan is a big-picture document directing efforts and resources toward a clearly defined vision. Town staff will be responsible for prioritizing and planning specific projects and operations based on the overall goals and themes outlined by the Board of Trustees in the Strategic Plan. To see strategic planning in action, please look at the table below that outlines a few of the 2021 Town of Wellington Strategic Plan goals and projects that were prioritized and accomplished as a result of the guidance from the previous Town Board:

2021 Strategic Plan Goal	Examples of Projects Accomplished
<i>Growth and Development Goal 3: Comprehensive Plan – alignment and execution</i>	The final Comprehensive Plan was adopted in August 2021
<i>Infrastructure Goal 2: Plan and develop purposeful community and Town facilities</i>	After 1.5 years of construction, the Town opened the one-stop-shop municipal services building in March 2022 consolidating all public facing services to one location for ease of access to residents.
<i>Infrastructure Goal 3: Create opportunities for transportation and storm water management improvements</i>	The Town started the Stormwater Master Plan in the fall of 2021 and has received \$1.8 million in funding through grants to complete transportation and drainage improvements along Cleveland Avenue.
<i>Community Engagement Goal 1: Build awareness about the Town of Wellington services and programs</i>	The Town created a monthly newsletter and created additional social media platforms with increased engagement rates.
<i>Community Engagement Goal 2: Improve access and transparency to local government</i>	Staff executed improvements to the Town website for increased user access through software procurement, navigation redevelopment, and language accessibility.
<i>Organizational Strength Goal 2: Update Personnel Policy</i>	The Town updated the Employee Handbook in March 2022 providing clear guidance to staff on expectations, disciplinary actions, and benefits.
<i>Organizational Strength Goal 3: Review employee compensation and benefits</i>	Staff transitioned to new health insurance providers that were more cost effective for the Town and employees. A compensation study was also completed in 2020 and additional studies will be completed every 2 years to ensure competitive employee attraction and retention.



The 2022 strategic planning process began in April 2022 following the election of the new Board of Trustees. The Town hosted a Strategic Planning Community Town Hall at the Leeper Center in April. It was well attended by at least 50 residents of the Town. During this Town Hall, the community was invited to provide their thoughts and answers regarding their vision and goals for the Town as individuals as well as in small groups. This allowed the residents to prioritize the numerous goals they hoped the Town would accomplish. Please see Attachment A to reflect the sticky note responses from individuals at the Town Hall as well as Attachment B which reflects the small group priority themes presented that night by the community.

The second form of engagement was a virtual feedback survey for residents that were unable to attend the inperson Town Hall meeting. We received 123 responses to the survey. Please see Attachment C for the survey responses.

The Board of Trustees were provided insight from the community engagement during their Board Workshop in April 2022 and this guided their discussion of creating Board Priorities. Please see Attachment D for Board Priorities from the Workshop. Several themes remained consistent between the feedback received at the Town Hall, through the virtual survey, and at the Board Workshop. These themes were incorporated into the first draft of the 2022-2024 Strategic Plan document which was discussed at the Board of Trustees Work Session on July 12, 2022. Please see the Attachment E for the redlined document which outlines comments and changes requested at that work session by the Board.

While staff has attempted to encompass all the feedback received throughout the engagement process, there are additional considerations of goals and visions that are not included in the draft tonight and we have provided a few examples of those in the list below. Staff is requesting guidance from the Board as to whether they would like add these additional considerations or others not listed as well.

Additional Considerations:

- Alignment and execution of Comprehensive Plan
- Organizational Strength – attract and retain staff
- Community events – assess

Tonight, staff is continuing to look for direction from the Board of Trustees regarding the mission and vision statements, the 4 pillars, the goals that fall under each pillar, the language used to describe the goals, and any items they feel are missing or not necessary to include. This is the guiding document that staff will utilize when prioritizing projects, operations, and budget requests for the next 2 years and it is important that it reflects the intentional direction of the Board of Trustees.

STAFF RECOMMENDATION

For the discussion of the Board of Trustees.

ATTACHMENTS

1. 2nd Draft Strategic Plan 2022 - Final
2. Attachment A - Sticky Note Document Strategic Plan Town Hall
3. Attachment B - Group Priorities Strategic Plan Town Hall
4. Attachment C - Digital Strategic Plan Survey Responses



5. Attachment D - Board of Trustees Workshop Board Priorities
6. Attachment E - Strategic Plan Work Session Draft Redline
7. 2022 Strategic Plan Draft Presentation

Strategic Plan Second Draft 2022-2024

Mission Statement: *We provide outstanding municipal services for our community of today and tomorrow.*

Vision Statement: *Wellington strives to be one of the best small towns in America, recognized as a great place to raise a family, own a unique business, and create memorable experiences through community.*

Fiscal Responsibility

1. Ensure financial viability of town infrastructure and services.
2. Retain, attract, and improve access for businesses to promote the local economy.
3. Maintain financial transparency and increase operational efficiency.
4. Pursue funding sources for the positive direction of the community.
5. Identify self-sustaining strategies to prioritize affordability for residents.
6. Implement a utility rate structure to align with community pricing objectives and ensure financial viability of the utilities.

Communication

1. Assess opportunities and partners for emergency preparedness.
2. Promote inclusive language and improve access to local government.
3. Actively pursue resident engagement.
4. Increase engagement and communications with local businesses, the senior community, and other partners in our town.

Infrastructure

1. Complete the Water Treatment Plant and Water Reclamation Facility expansion projects.
2. Develop partnerships and enhance focus on transportation solutions, such as street, bridge, sidewalk, and accessibility improvements.
3. Analyze and pursue stormwater solutions.
4. Improve performance and safety of Town infrastructure and facilities.
5. Ensure adequate current and future water resources.
6. Continue to encourage the wise use of treated drinking water.

Planning and Development

1. Identify and promote development of community gathering spaces.
2. Complete Downtown Master Plan and Parks Master Plan.
3. Consider options for open space and buffer from surrounding communities.
4. Promote small town feel through responsible growth and sound financial practices.

DRAFT

Vision for Wellington Next 2-4 Years

- Have quasi judicial board members chosen by entire board of trustees
- Change what is not working (stop doing the same thing that was done in the past)
- Less outside consultants and engineers unless we reduce our staff
- Try subcontracting out what we can – potholes, park maintenance and give local businesses preferences
- Have all business be ADA accessible
- Include people in the planning stages of events with disabilities
- Reduce our debt
- Spend tax dollars responsibly
- Get budget under control
- Have a community accepted budget
- Cut spending
- Complete H2O project by deleting unnecessary budget items
- Get financial ducks in a row
- Cut spending on unnecessary projects – Main Street and Boys&Girls Club
- Build strong relationships with businesses (go Kallie!)
- Strengthen relationship and collaboration with Main Street Program
- Grow business community (draw business downtown)
- Add businesses
- More growth and businesses
- Recreation Center
- More Restaurants
- Improve and Enhance downtown wellington (Cleveland)
- Have a strong and growing sales tax base
- Wider bridge on I-25
- Remove old buildings on Cleveland – replace with new business
- Support programs that enhances our community, like Main Street and Boys and Girls Club
- Transportation
- Change zoning for pot shop to be light industrial
- Support and recruit more businesses – help keep \$ in Wellington
- Become less of bedroom community
- Keep up with the growth of the town
- Grow responsibly
- Limit growth responsibly
- Limit growth
- Limit growth the “smart” growth
- Make a growth plan
- Complete water and sewer project
- Lower water bill
- Get the water problems under control (solved)
- Solve H2O issues
- Bring back the water bill newsletter to inform residents of upcoming meetings and policy changes
- Meet Latino community
- Que conoſcan la comunidad hispana (*that they know the Hispanic community*)
- 1-2 readings given more information to residents and can make better informed decision
- Water, Water, Water
- Improve communication to residents
- More \$ to outreach to citizens BEFORE things happen via mailers directly to houses
- More power and voices to the people, less staff/expert direction
- A healthy place to bring up kids (kid friendly)
- Rec Center!
- Funding Rec Dept.
- Rec. Center plans in place
- Recreation Center with pool for families
- Have an emergency plan for when the local electrical plants go unreliable and “green.”
- Do the water/sewer plants have backup generators? Extra fuel? Practice drills?
- Put money \$ toward fixing existing things, especially roads
- Improve roads
- Improve I-25 exits
- Second exit from I-25 CR 58?
- More access ramps to Wellington
- Redevelop and enhance downtown property

Obstacles

- Lack of community pride/identity
- Community embracing other cultures
- No plan for growth over 25,000 population for next expansion project
- Growing Pains0
- Too much growth
- Fear of growth
- Push back on growth
- Too much growth
- Water and sewer rates
- Water and sewer rates
- Water
- Water
- Water, water, water
- Ditto (attached to water sticky)
- When does senior discount begin?
- Obstacles not listening and working together
- Consider residents opinion
- Marijuana
- What about the marijuana place? It will be a lot of traffic.
- Less government is needed not more
- Lack of education and engagement by residents
- Expenditures / \$\$\$ where does it go?
- Affordable Housing
- Affordable Housing
- Affordable Housing – meaning smaller sq. ft. single family homes
- Block resources
- ADA Accessibility for each business, town events, everywhere
- Transportation from Wellington to FC
- Road conditions
- Infrastructure
- “Good Ol’ Boys” Club represent all residents not just friends
- North of Cleveland vs the remainder of wellington – stay the same vs progress
- Stuck in the past
- Downtown beautification
- Hard to open and build business
- Not enough buildings or spaces for business
- Lack of business support
- Lack of property for new businesses
- Shirrell Tietz
- Certain individuals on the town board pushing their personal beliefs
- Having our board of Trustees be transparent in all communications
- Dishonesty from public officials
- Ignorant trustees who forget they work for the citizens
- No back door decisions/communication
- Need strong decisive leadership – to move forward

What I love about Wellington

- Main Street Market
- Mostly Friendly
- 4th of July
- Small Town Feel
- Family friendly
- Working together with the community to make good things happen
- 4th of July downtown
- Main Street program
- The love and support for small businesses
- Churches
- Community activities
- Community events
- Small town feel and sense of community
- Single family homes
- Opportunities to volunteer and get involved
- Main Street Program
- Town and Main Street events
- Small town feel
- 4th of July on Cleveland
- Strength of business community
- Centennial park downtown
- Brewfest
- Events at centennial park
- The people
- Feel safe
- Friendly people helpful attitude
- Well mannered youth
- Wide boulevards
- Closeness to fort collins and Cheyenne along with surrounding farm ground and programmed growth
- Town staff
- Friendly
- Nice neighborhoods
- New mayor willing to reach out to other towns to see their success, etc.
- Roundtables to get variety of info
- Patti, Kallie, Hallie, Mahalia
- Small town
- Small town atmosphere
- Small community
- Small town friendliness
- Love the small town feel and welcoming people

Attachment B - Group Priorities at Community Town Hall (April 27, 2022)

Common Themes Across All Groups:

- Infrastructure
- Water Rates, Taste and Odor
- Balanced and Resilient Revenue
- Public Transportation
- Thoughtful and Responsible Growth

Group Yellow:

- Water and Sewer Rate and Quality (Taste and Smell)
Communication, Engagement, and Transparency (Town elected officials and Resident Participation)
- Infrastructure, Roads, ADA, Emergency Preparedness (Treatment Plants)
- Reduced and Transparent Spending

Group Red:

- Sense of Community by embracing other cultures
- Transportation (to Fort Collins)
- Housing Affordability – buying and renting
- Water Utility Rates and Quality (Taste and Odor)

Group Blue #1:

- Overall Business Development to offset costs to residents
- I-25 Intersection
- Parking
- Water Rates
- Public Transportation (to Fort Collins)

Group Orange:

- Thoughtful and Responsible Increased Commercial Growth
- Infrastructure – I-25 South and Owl Canyon
- Internet Access

Group Green:

- Managed Growth
- Infrastructure – I-25, Roads, Bridges, Sewer, Drainage
- Leadership and Team building
- Balanced and resilient revenues (Manufacturing)
- Emergency Planning

Group Blue #2:

- Water Plant – Taste and Odor / Cost
- Waste Treatment Plant
- Stormwater – Drainage and Flooding on Cleveland Ave
- Balanced and Resilient Revenues

Attachment C - Digital Strategic Plan Survey Responses

*The responses below have not been edited or modified. These are the raw responses from the community.

Timestamp	What do you love about Wellington?	In the next two to four years I want the Town to...	What are the obstacles facing our town/community?	Please select the four (4) areas that are most important to you.	Please provide any additional thoughts or feedback
4/28/2022 11:43:42	I love that Wellington has its own identity but is still in close proximity to Fort Collins. We appreciate the lower housing costs here than in other places along the front range. I also like the small town feel of Wellington, even as it continues to grow. I appreciate community-based events and resources such as the library.	Grow sustainably and work on a sense of community identity—engaging long-time residents and more recent residents in a way that is inclusive of everyone.	As a newer resident- it feels a little like a lack of unified future-oriented direction and vision for the town. Growth is challenging but we can work together to build a stronger sense of community. Sometimes it feels like there are smaller groups with individual interests and everyone is going in a different direction.	Communication and Engagement, Recreation Center, Library, Housing Affordability	Thank you for taking the time to solicit feedback. I know you are trying to manage a wide variety of needs and interests to give Wellington the best possible future.
4/28/2022 12:38:20	Just a handful of people	Be in my rear view mirror	Petty bullshit. Adults acting like middle school bullies. No accountability for any actions.	Trust in Trustees, Public Safety, Leadership and Team Building, Dissolution of the CAC	There are smart, talented, wonderful people on town staff that are being drug down, ignored, and intimidated by trustees. This has to stop. I can't believe legal actions haven't been pursued by so many people. The few power hungry bullies are ruining this town for the majority. Please, everyone, open your eyes and put a stop to the drama, the <u>lying, the manipulating</u> .
4/28/2022 14:32:47	people are fairly friendly, the schools are good, it's close to Fort Collins but still small town	Beautify downtown, put in round about instead of lights on the east side of the i25 exit, bring in new business	People being afraid of progress, money for upgrades, some major players keeping businesses from coming to town, inflation	Increased Commercial Growth, Community Events, Infrastructure, Business Growth and Support	We have a wonderful town staff that works hard, I think retaining them and cultivating relationships with the businesses is key in creating a happy town.
4/28/2022 14:38:43	The small town vibe	Bring in more businesses and less sub-divisions.	Over grown out infrastructure and poor planning on how to continue growing	Communication and Engagement, Managed Residential Growth, Increased Commercial Growth, Slow Growth	
4/28/2022 15:00:53	The people	Hire a new water treatment plant ORC	Lack of good leadership within the town.	Water Taste and Odor, Slow Growth, 1-25 Interchanges, Leadership and Team Building	The water treatment plant superintendent must have no idea what he's doing and everyone above him must be gullible to follow his lead. The water is disgusting!
4/28/2022 15:35:07	EVERYBODY KNOWS EVERYBODY (KIND OF)	GET WATER	INFRASTRUCTURE-WATER & SEWER	Infrastructure, Street Maintenance, Water Treatment Plant and Wastewater Treatment Plant Expansion, Business Growth and Support	
4/28/2022 15:35:56	It's small size	Have more restaurants and small stores	Space	Utility Rates, Emergency Planning, Water Taste and Odor, 1-25 Interchanges	
4/28/2022 15:45:08	Smaller than Ft Collins	Add more business that will generate tax money for the town.	Inadequate bridge over I-25 and water problems.	Managed Residential Growth, Increased Commercial Growth, Street Maintenance, 1-25 Interchanges	Town has a new very talented Town Board and good staff.
4/28/2022 15:46:37	That our government is trying to figure out a healthy path forward.	Figure out how to keep more tax dollars here instead of them flowing down to Fort Collins.	Long time Wellington residents not understanding/wanting new people from "the city" or "California"... and not making forward decisions with these people in mind.	Increased Commercial Growth, Recreation Center, Marijuana Regulation, 1-25 Interchanges	I do not want to see Wellington have any marijuana shops
4/28/2022 15:50:56	It's been a good place for my children to grow up and make friends	Have more variety of businesses, parks, and other activities - less need to always go to Fort Collins for everything	Close-mindedness towards expansion and progress	Parks and Recreation, Recreation Center, Trail Connectivity, Culture and Access	Allow marijuana dispensaries to build in Wellington. Not only is it an added convenience for locals but it will keep money in town, money that we can invest back into the community.
4/28/2022 15:55:04	My office is only 7 miles away!	Fix the water drainage problems throughout the Town of Wellington so they don't flood anymore.	Growth that is too fast w/o making improvements in infrastructure.	Increased Commercial Growth, Community Pool, Infrastructure, Stormwater	
4/28/2022 16:10:48	The small business	Be realistic in growth, create more businesses to accommodate the amount of housing being built.	You're selling half a million homes with no accommodations. Your infrastructure is completely inconsistent. Your current administration is an absolute joke. It's embarrassing to watch our town grow into the laughingstock of northern Colorado.	Utility Rates, Increased Commercial Growth, Trust in Trustees, Infrastructure	The first town meeting of this administration was appalling to watch. The petty dispositions from majority of the trustees is really sad. The lack of transparency of working with the town is an issue, especially for growing businesses. I understand the love for a small community because that's what we all want, but there has to be realistic expectations in a town that's projected to hit 16,000 people in the next five years. We need more commercial businesses for tax revenue. Please stop rezoning the town to try to screw over businesses trying to come in here and create tax dollars. Finally, keep Religious beliefs out of the towns politics. There's a separation of church and state for a reason. And this last election proves that damn point.
4/28/2022 16:30:32	The potential for growth	Grow	The town	Increased Commercial Growth, Water Taste and Odor, Parks and Recreation, Marijuana Regulation	
4/28/2022 16:52:49	The downtown businesses and events taking place downtown.	Get better food options	The water issue. Shirrell tietz being a trustee.	Utility Rates, Managed Residential Growth, Water Taste and Odor, Water Treatment Plant and Wastewater Treatment Plant Expansion	

4/28/2022 17:01:57	The restaurants	Not grow anymore	The rude people moving in, water, complainers	Slow Growth, Transparency, Recreation Center, Water Treatment Plant and Wastewater Treatment Plant Expansion	
4/28/2022 17:03:12	I love the small town feel!	More local restaurants	We would love to see a better walking path option from the west side of the tracks to downtown. I'm sure something is in the works with the new school, but would be a great way to encourage more on the west side to be able to walk to Main Street since parking can be quite limited. I have always felt uneasy walking across the bridge that close to cars driving way too fast	Managed Residential Growth, Community Pool, 1-25 Interchanges, Housing Affordability	I think a pool would be wonderful! I know a lot of neighborhoods have them in their HOA but would be great for the ones without that amenity
4/28/2022 17:09:49	Community		Not self sufficient as a town. Not enough youth activities or fun things to do. Growth should be for businesses and not more houses.	Increased Commercial Growth, Recreation Center, Water Treatment Plant and Wastewater Treatment Plant Expansion, Balanced and resilient revenue	I appreciate your time and effort into the community.
4/28/2022 17:22:25	Not a lot of traffic.	I would like the town to have more amenities. I have to go to Fort Collins or Cheyenne, WY to do my errands.	Poor planning and not looking forward to the future.	Utility Rates, Water Taste and Odor, Recreation Center, Infrastructure	I have lived here for five years and I don't see any progressive thinking or growing the town in a sensible way.
4/28/2022 17:32:11	The sense of community when I see someone I know every single day.	Make a plan to build up our commercial economy and be open to the necessary changes to keep our town thriving	Infrastructure and shortsightedness at times. I'm also concerned about leaders who are more concerned for their power than the overall health and happiness of our community.	Increased Commercial Growth, Trust in Trustees, Recruiting and retaining talented staff, Business Growth and Support	
4/28/2022 17:34:11	Still small town atmosphere and with some much potential!	More attractive downtown	Water rates	Trust in Trustees, Transparency, Marijuana Regulation	
4/28/2022 17:48:27	Small town, quiet, close to the country	Slow growth, fix water/sewer problems and bring down the cost, continue to upgrade main Street, build basketball courts at Wellington Community Park and build a summer outdoor swimming pool.	High cost of water/sewer, keeping infrastructure companies with growth, keeping the town affordable for young families.	Utility Rates, Managed Residential Growth, Trust in Trustees, Community Pool	
4/28/2022 17:55:49	My neighbors	Fix the horrible water taste and smell, and lack of water pressure.	Bigots and the leaders forcing their anti everything views down the towns throat.	Managed Residential Growth, Water Taste and Odor, Street Maintenance, Water Treatment Plant and Wastewater Treatment Plant Expansion	
4/28/2022 18:14:38	Small town vibe	Add more restaurants and plan for rec center	Population growth/congestion	Public Safety, Recreation Center, Trail Connectivity, Library	
4/28/2022 18:31:08	Small town feel, sense of community	Create a place for small businesses to grow and feel welcomed, have better communication and a streamlined system for starting businesses, create a fun place for people to come and hangout downtown, connect Fort Collins and Wellington via a path for biking/walking, help infrastructure and fix the bridge.	Water costs, town communication and sense of urgency, poor support for small business.	Communication and Engagement, Trust in Trustees, Trail Connectivity, Business Growth and Support	
4/28/2022 18:31:38	Small town feel/ conservative/patriotic	To not lose our values...stay true to who we are.	Many people coming in from more liberal areas trying to change it	Communication and Engagement, Transparency, Marijuana Regulation, Housing Affordability	I love our community. Want to continue to love it! Need to not allow the progressive to ruin it.
4/28/2022 18:39:43	Raised our daughters here. Longtime friends and small town feel.	Maintain small town charm while being innovative with growth and our water cost issues.	We've lived here for 45 years and I am concerned about everything being political. Expressing ideas and concerns has become way too divisive. There are times I don't feel safe even expressing an opinion.	Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion, Public Transportation, Senior Resources	
4/28/2022 18:50:09	The small community feel	Welcome & support more local businesses. Build more trails.	The elections that are bought and paid for by the Republican party. Outdated views that our recently elected officials ran on are not good for the forward momentum in our increasingly diverse community.	Trail Connectivity, Infrastructure, Road Safety, Internet access	Wellington is growing, changing and becoming more diverse. We need to embrace the change and growth rather than further dividing our community.
4/28/2022 18:58:30	Small size town	Stop growth of cookie cutter subdivisions	Water	Managed Residential Growth, Slow Growth, Trail Connectivity, Internet access	Need more open space and trails instead of greedy developers buying up the land and packing in rows and rows of close together homes .
4/28/2022 19:18:11	Small	Stop building let the water treatment facility catch up.	No water, having to buy water.	Managed Residential Growth, Increased Commercial Growth, Public Safety, 1-25 Interchanges	
4/28/2022 19:28:31	Smaller town, greater sense of community, wonderful community events.	Get more businesses and no, not another coffee shop , dentist office, bank, or dollar store. More restaurants needed. Make Cleveland Ave. look quaint. Repaint ugly businesses. Pave dirt parking lots.	Water	Emergency Planning, Managed Residential Growth, Trail Connectivity, Business Growth and Support	

4/28/2022 20:10:27	It is 'home'	Continuing making progress and become a leader for collaboration and community support	Division and conflict, bad seeds in positions of impacting progress, drought and water issues, growth without infrastructure and resources, walkability barriers, small bridge, at risk of losing the Wellington Main Street program	Trail Connectivity, Business Growth and Support, Community Partnerships, Leadership and Team Building	These opportunities to provide feedback are great for the community! Thank you!
4/29/2022 6:08:09	Small town feel	Focus on recreation and enjoyment for current citizens	Lack of activities and resources locally especially indoors in winter	Increased Commercial Growth, Parks and Recreation, Recreation Center, Trail Connectivity	
4/29/2022 6:10:44	The small town feel and how everyone is willing to help others.	Get a rec center for the kids.	Water bill... I'm sure no one else said that :)	Utility Rates, Trust in Trustees, Slow Growth, Recreation Center	Let's keep our small town small. I've already sent so much farm land sold and turned onto homes.
4/29/2022 6:36:50	Mountain Views, neighborhood trails for walking, downtown parades, proximity to FoCo and other great locales	Address the water concerns as they are making the town look bad, work to get new businesses here to keep our dollars local, also that let's talk Wellington page is a nightmare. What can be done about entitled people griping about ice cream machines?	Slow to get new businesses in town, town water issue	Utility Rates, Water Taste and Odor, Parks and Recreation, Water Treatment Plant and Wastewater Treatment Plant Expansion	The problem is that the residents want water addressed but the government is just concerned with their work accommodations (in this new work from home frontier). Give me a break about talented people. We have coffee shops and libraries for people to work in- it be nice to see them around town. The people here want to see the government address the things that matter the most, like water and utilities, and quit building themselves castles and replacing benches. Yeah sure different funds address those different things, but when town leaders get on let's talk Wellington to share the "great news" about the backless benches while people are drinking brown water, it's definitely a Marie Antoinette "let them eat cake" vibe. And if you don't understand that reference, you shouldn't be in government.
4/29/2022 6:45:22	Small town	Get the water situation fixed and cost to residents lowered. Also roads/streets need repair and lines painted	Water and roads. The new residential developers need to be paying their share. These issues need addressed and fixed before any more residential development.	Utility Rates, Water Taste and Odor, Slow Growth, Infrastructure	
4/29/2022 7:45:51	Community, schools, and the library!	Open a rec center	Water	Parks and Recreation, Recreation Center, Library, Education	
4/29/2022 7:56:20	Small town, quiet living	Protect the small rural town vibe while carefully balancing smart and very selective growth of local needed services. Resolve the water treatment fiasco.	Growth, water treatment, cost of utilities	Utility Rates, Managed Residential Growth, Water Taste and Odor, Marijuana Regulation	
4/29/2022 9:07:02	It's potential.	Address our water infrastructure needs.	Water processing limitations.	Water Taste and Odor, Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion, Recruiting and retaining talented staff	
4/29/2022 9:35:10	Small town atmosphere	Improve Centennial Park and the interstate bypass	Water !!!	Increased Commercial Growth, Marijuana Regulation, 1-25 Interchanges, Business Growth and Support	
4/29/2022 9:58:30	The small town feeling	Solve the water issue	Growing to fast. Not able to maintain infrastructure	Trust in Trustees, Transparency, Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion	
4/29/2022 11:45:01	Opportunities for activities for people of all ages.	Begin to concentrate on active transportation (bicycle/pedestrian) opportunities and linkages within the town and with Larimer County and Fort Collins.	The image of the town as a commuter town limits commercial development.	Public Safety, Trail Connectivity, Housing Affordability, Senior Resources	Growth will occur. A master street plan would guide street connectivity and street infrastructure based on anticipated road capacity. This would be a more detailed plan than the current Comprehensive Plan. It may also be possible to work with the Colorado Department of Local Affairs on a master street plan.
4/29/2022 12:44:02	Small town feel but has needed services. Although not everything is here, enough to get by	Have more retail stores and vehicle service places	Water is expensive	Increased Commercial Growth, Speed up growth, Trail Connectivity, Internet access	
4/29/2022 18:17:54	The small town tight-knit community feel. Old town vibe with a splash of new and modern.	Be strategic about businesses brought in. No need for 6 coffee shops and 5 animal vets.	The spread of liberalism and growing population.	Communication and Engagement, Community Events, Water Treatment Plant and Wastewater Treatment Plant Expansion, Community Pride	Water Treatment Plant and Wastewater Treatment Plant Expansion is the highest priority. We have to fix this and get it right now or else we are passing a point of no return.

4/29/2022 20:20:36	Community	Grow responsibly, be safe and demonstrate what it means to be a good neighbor.	Division and an unwillingness to honor each other, lack of infrastructure to handle current residents' needs let alone new residents' needs especially in the areas of streets and storm drain systems in the old part of town, and the need for affordability so everyone can continue to live here who wants to.	Increased Commercial Growth, Trust in Trustees, Public Safety, Senior Resources	I fell in love with Wellington due to it's community feel, small town charm in a rural setting and because it has been a safe and quality community for our family. I want to see those who have spent years here be able to continue living here because they can afford to, their needs are met especially in the areas of transportation and whatever housing needs work for them. I want to see new people join our community because they find it affordable due to diligent financial planning, because they find good jobs here and because they want to be part of a special community. I want businesses to be attracted to this town and want to open here because we buy local and they have a desire to create jobs in this community. I want the old part of town to feel cared for and renewed so that it is another shining jewel of a neighborhood we can all be proud of. I want various groups/businesses who provide quality of life in our community such as the library, the Boys and Girls Club, churches, sports and recreation, senior groups and services and to continue to have quality education accessible to all; the kind of things that may not pay large monetary dividends, but are the essential heart of a community. I want to be good neighbors to our rural friends just outside the city limits.
4/29/2022 21:22:35		Solve the storm water drainage problem in and around Cleveland Ave. Do it now!		Public Safety, Parks and Recreation, Stormwater, Business Growth and Support	For 13 years I have been trying to get the town to solve the storm water flooding in and around Cleveland Ave. All I ever hear is "it is being studied" and "we are waiting for a master plan". In the meantime we business owners have to endure repeated periodic flooding of our buildings. This is a true Wellington disgrace and speaks poorly of town governance. An immediate action plan and implementation of it is desperately needed. Solve it now!
4/29/2022 23:29:36	The small-town vibes and community support	Build a rec center with indoor pool!	Water prices, apparently.	Public Safety, Recreation Center, Road Safety, Education	So many of these topics are important! It's hard to choose just four.
4/30/2022 5:23:20	The good people	Focus on providing affordable housing and access to resources	The division of the town led by fear	Trust in Trustees, Recruiting and retaining talented staff, Housing Affordability, Community Partnerships	
4/30/2022 8:01:13	I love how it is small enough that everyone can make a difference and there is a lot of passion by the people that live here. Everyone tries to help each other out.	Grow larger to offer more amenities such as more choices for shopping without it becoming a Fort Collins, and more recreational opportunities for the many families that live here.	1) More zoning restrictions or policies put in place to make our downtown more attractive. Homes on Cleveland hanging hand painted religious quotes takes away from the attractiveness along with junk filled allies surrounding places like the auction place. 2) Until we actually own our own water rights, I can't see how we will continue to offer affordable rates to residents including water rates. By leasing our water, we will always have increases in costs and operational charges.	Increased Commercial Growth, Trust in Trustees, Recreation Center, 1-25 Interchanges	A lot of work is needed based on early Board meetings with the newly elected town officials to work together more effectively to represent the residents. The first couple of meetings have been embarrassing to watch. Team building exercises needed badly. We need trustees that are here to govern and set policies and not to campaign with the loudest voices.
4/30/2022 8:12:59		Restrict growth. Found more water sources and bring bills down to an affordable rate.	Water. How to deal with growth. Road conditions	Slow Growth, Community Events, Library, Infrastructure	
4/30/2022 15:31:37	The wonderful people I meet.	have a decent grocery store.	Lack of space for businesses, water, high taxes and cost of living.	Managed Residential Growth, Business Growth and Support, Housing Affordability, Senior Resources	
4/30/2022 17:19:31	Quiet, nice schools.	Slow down of new housing being built, give the town time to grow.	Price of utilities water is so expensive!	Utility Rates, Managed Residential Growth, Recreation Center, Infrastructure	
4/30/2022 20:25:35	Home! Raised on ranch north of here..	New homes versus the water situation.	No clue	Managed Residential Growth, Public Safety, 1-25 Interchanges, Housing Affordability	N/a
5/1/2022 8:32:20	It'd quite	Bring in more business like A better grocery store, more restaurants.	I think the people who have been here the longest have been holding the town back from becoming better. People can be stuck in their ways...	Increased Commercial Growth, Water Taste and Odor, Marijuana Regulation, 1-25 Interchanges	
5/1/2022 14:22:23	Community Activities	Grow healthy and beautify down town core.	Negative non-growth board members.	Trust in Trustees, Recreation Center, Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion	Very concerned about the ultra conservative board members actually causing us more expenses and potentially unlawful activities in an effort to halt growth.

5/2/2022 12:03:05	I know a lot of people, the small town feel, and the churches are fantastic!	Make opportunities for small businesses.	I thought water, but then heard that the town of Wellington was selling off it's Poudre Ditch water! But the water bills are ridiculous!	Managed Residential Growth, Increased Commercial Growth, Community Pool, 1-25 Interchanges	
5/3/2022 8:39:36	That it's not Fort Collins, and developers haven't taken over. The small town feeling. The fun family events like easter egg hunt, parades etc.	Not become Fort Collins. Keep developers in check and not let them ruin the town. Keep that small town feel.	Keeping the identity of Wellington. The small town feel is why a lot of people move here.	Utility Rates, Managed Residential Growth, Slow Growth, Transparency	This town could keep its identity and keep being agriculture friendly. But it could easily be turned into another Fort Collins if developers are allowed to destroy it.
5/4/2022 20:47:43	The community and community events	Consider reevaluating traffic options from the east side of town to get to the west side, connect a bike trail from here to Fort Collins and other modes of green transportation.	Faster growth than planned for, and delayed reaction to the fast growth.	Utility Rates, Recreation Center, Trail Connectivity, Infrastructure	
5/4/2022 21:14:17	I love the small community with a growing number of options for things to do.	focus on making it more affordable to live in the town	Rapid Growth and not enough infrastructure	Utility Rates, Trail Connectivity, Infrastructure, additional easy access from the east side of interstate to the west side of interstate.	
5/5/2022 10:10:34	I love the small town "feel" and sense of community.	Figure out the water issue.	The biggest one is the water.	Increased Commercial Growth, Community Pool, Recreation Center, Water Treatment Plant and Wastewater Treatment Plant Expansion	If the water issue is not solved, our homes will be unsellable. My actual water usage is about \$20 per month, but fees etc make it \$160. For two retired people. Not sustainable.
5/6/2022 13:30:53	it is a quiet small town, where people can actually know one another	have a rec center with a pool, a small movie theater and an ice cream store	the leadership of the town does not think ahead ex: the water issue we have today	Water Taste and Odor, Public Safety, Community Pool, Balanced and resilient revenue	the idea of a great town is there, but the lack of planning for the future growth and needs of the town is lacking significantly.
5/16/2022 14:46:36	location is small town but close to larger town services	bring in more business	utility costs	Utility Rates, Increased Commercial Growth, Street Maintenance, Water Treatment Plant and Wastewater Treatment Plant Expansion	
5/26/2022 0:20:58					
5/26/2022 21:24:23	Small town feel compared to fort Collins	Improve water quality but lower rates because of past misused taxes and board abuse	Water quality and price	Water Taste and Odor, Water Treatment Plant and Wastewater Treatment Plant Expansion, Housing Affordability, Water and sewage prices	The misuse of funds have put the community where it is today, especially concerning our water
6/13/2022 8:14:39	That it's small, I loved it more when it was smaller. The current plan to quadruple our population in 20 yrs is the worst plan ever.	Cap growth and work on infrastructure for current residents. I want the town to come up with a new plan to keep Wellington the rural place it is. Worry more about Wellington as a whole instead of just the city limits.	Too much growth not enough strategic planning. The current answer is to grow more and be in the same spot by 2037 only a little more money in the bank for the next expansion. Stop expanding at the rate you have been. Keep the 100 home a year cap..... FOREVER!	Managed Residential Growth, Increased Commercial Growth, Trust in Trustees, Slow Growth	
6/13/2022 8:47:48	Our Community Connections, Ag Neighbors, and open spaces.	Slow or stop the residential growth while allowing for commercial growth to catch up, fix the poor communication in your building and planning department. Support all businesses here in our town not just Cleveland. Encourage those that would want to move here to open business. Fix the heavy restrictions on Land Use code! Start hearing the residents, not just listening but actually hearing them and implementing what they want to see for their Town. Elected officials work for the residents. Find a secondary water source.	Elected officials that will not listen to the residents. Wasting tax payer dollars, growth, infrastructure roads and bridges.	Utility Rates, Managed Residential Growth, Slow Growth, Street Maintenance	The Trustees need to listen to residents. Stop excessive spending, and fix the failing infrastructure.
6/13/2022 9:03:59	How it shows me that middle/high school weren't the most immature years of my life. Some of the "adults" on the board could be replaced with first graders and we would be better off.	Realize how ridiculous we look to neighboring towns. They are laughing at us.	The petty crap that our elected leaders let run their decision making. Grow up, stow your shit, do what's best for the town as a whole.	Trust in Trustees, Transparency, Water Treatment Plant and Wastewater Treatment Plant Expansion, Balanced and resilient revenue	In depth background checks for trustees, including references. And keep watching them. You would be surprised to learn the unethical, immoral, sometimes illegal stuff at least one of your trustees has been up to.
6/13/2022 9:19:27	proximity to Fort Collins	market itself for commercial growth	water, general infrastructure improvements (roads, sidewalks, parks, trees, weed mitigation), certain trustees and spouses spreading miss-information, general sense of the town and those that make town decisions simply not wanting growth	Increased Commercial Growth, Trust in Trustees, Trail Connectivity, Infrastructure	Every city up and down I25 is experiencing growth allowing for improved infrastructure in those towns. I get the sense that Wellington does not want this and in turn will be left behind. We need so many improvements here, why are we making it so hard for a business to open in town. This includes marijuana. We need every tax dollar we can get and to continually fight this is just wrong. Shame on you Wellington.
6/13/2022 9:20:40	Small town feeling	Be more responsive to residents concerns on costs	Growing faster than town services can keep up with	Utility Rates, Trust in Trustees, Water Treatment Plant and Wastewater Treatment Plant Expansion, Housing Affordability	Need more enforcement of at large dogs especially after 5 pm and weekends
6/13/2022 9:29:05	Growth potential	Get rid of trustee Sherill Tietz	Water access	Trust in Trustees, Speed up growth, Transparency, Infrastructure	
6/13/2022 9:32:31	Honestly I'm losing that loving feeling	Stop Home building, reduce the current water rate, do an investigation on past board members/Mayor for miss use of water tap fees and why the town is in the current water problem	Poor Management of the Town. They allow the Build of a new school without knowing the water usage needed and not addressing an intersection that is a known problem of traffic	Utility Rates, Water Taste and Odor, Trust in Trustees, Internet access	None

6/13/2022 9:40:17	The downtown area, parks and events - things that make people want to come to town and stay here	Prioritize RESPONSIBLE growth. It's unrealistic to believe our town is going to stay "small", but through proper planning we can keep a small town feel. New home construction needs to be monitored and have appropriate fees assessed to carry the weight of expanded infrastructure. High tax base businesses should be encouraged to come to town so there is more tax revenue money to be allocated for things like fixing infrastructure issues or building a community center. The town needs to support the new school in any way they can as that is going to be the center of community involvement in the future	It seems so many members of our community are completely apathetic or indifferent to what is going on. I think that is largely due to the town ineffectively communicating with the majority of residents. The election turnout alone should show that only a minority is being informed of what's going on or getting involved. This has allowed board members to create an echo chamber and use their position to push their own personal agenda, with absolute disregard to what is best for the town. That's not what trustees should be concerned with. If that continues, those trustees will become the biggest obstacle this town is facing	Communication and Engagement, Trust in Trustees, Infrastructure, Business Growth and Support	
6/13/2022 9:42:27	The small town feel	improve infrastructure and manage growth	water prices	Utility Rates, Managed Residential Growth, Slow Growth, Trail Connectivity	
6/13/2022 10:14:31	I used to love that it was small	Not have more people moving in	Californians	Managed Residential Growth, Transparency, Community Pool, Water Treatment Plant and Wastewater Treatment Plant Expansion	
6/13/2022 10:15:36	How it is a small community	A public pool (this town needs something for the kids to do instead of having to drive into Fort Collins. I think we are good on auto parts, liquor stores, coffee shops, etc. I would also like the building to stop. A lot of us moved here for the small town not to be a small city.	We keep building as it is we are only have one exit on both sides of I25	Water Taste and Odor, Community Pool, Housing Affordability	We really need to step back and keep it a small town with a close community. People moved here more a reason with all this expanding there is nothing for the children to do.
6/13/2022 10:17:48	small town feel...	it needs to build it's business base so they have a good tax base.	water costs, highway access, business expansion..	water costs	Wellington is a town of 10,000 people, but the leadership doesn't seem to grasp what the future needs. Police department, business expansion for a solid tax base, basic services(water, sewer, internet).
6/13/2022 10:29:50				Water Taste and Odor, Public Safety, Water Treatment Plant and Wastewater Treatment Plant Expansion, Road Safety	
6/13/2022 10:30:07	Sense of community	Bring in businesses that generate actual revenue	Trustee Tuetz	Utility Rates, Trust in Trustees, Transparency, Marijuana Regulation	
6/13/2022 10:31:03	Small town feel	Slow housing growth add more business growth	Water	Managed Residential Growth, Water Taste and Odor, Water Treatment Plant and Wastewater Treatment Plant Expansion, Marijuana Regulation	Need to make sure we have increased funding for police and first responders to balance crime from pot sales
6/13/2022 11:06:00		Have more parking and reasons to stay here with out going elsewhere	Not enough parking and not enough mom and pop businesses	ADA Accessibility, Community Events, Street Maintenance, Public Transportation	
6/13/2022 11:17:43	Thistle and Ziggis, teachers at Eyestone and The Cakery	Have a public pool	Big division in Republicans and Democrats- rude to each other, no celebration of diversity and support for LGBTQ community- we have a reputation as racist. Water bills is insane, neighbors cannot water lawns so they are turning brown	Community Pool, Recreation Center, Street Maintenance, Education	The community needs to find common ground and accept differences
6/13/2022 11:23:21	Small compared to fort collins, community events	Build a community center/public swimming pool	Water!	Managed Residential Growth, Community Pool, Water Treatment Plant and Wastewater Treatment Plant Expansion, Business Growth and Support	
6/13/2022 11:35:57	The small community	Continue to sustainably grow and have amenities that increase property values and add to the enjoyment of the town without having to go out of the town	Water. And our community fighting over the cost of things. You wanna live in a nice area but nobody wants to pay for it.	Increased Commercial Growth, Community Pool, Recreation Center, Balanced and resilient revenue	If Eaton has a rec center so should we. It would be an incredible asset to the community.
6/13/2022 11:48:04	The small businesses	Make more trails for bikes and runners. continue working on our water quality Encourage more small businesses to open A recreation center would be amazing but that might be too ambitious in 2-4 years. Stronger codes and enforcement when it comes to both commercial and residential developments. A lot of these newer developments have cut a lot of corners. Probably a CDOT matter but can we try to get an exit from I-25 at county road 58?	Water quality/price is obviously the biggest one. Not sure how to fix it at this stage though. Are there other growing communities that had similar problems? If so, What did they do to manage it? Maybe some found success.	Recreation Center, Trail Connectivity, I-25 Interchanges, Business Growth and Support	

6/13/2022 11:53:15	Most everything we need is right here without having to go to Fort Collins.	Focus on the intended roles of local government: 1) boost resources to parks and recreation; 2) continue partnership with Larimer county sheriff's office; 3) improve safe pedestrian routes to new school, add sidewalks to routes leading to Eyestone along 6th; 4) fix clogged storm drain near Eyestone crosswalk; 5) use experts to understand and address sustainability of water resources; 6) keep Wellington elections open to all voters as they have been for last several years without spreading fears and mistrust about election integrity (remember, it's our current election process that got the latest mayor and trustees elected); 7) town leadership should lead and make choices through dignity, discretion, and duty their town (not themselves).	Small-town politics; potential harms from incompetent and misguided new trustees and ill-equipped mayor.	Trust in Trustees, Parks and Recreation, Road Safety, 1-25 Interchanges	
6/13/2022 12:01:43	Small town, farm town good people	Continue to create a cute downtown, continue to promote local business and local events. Build more community buildings, a pool, a continuity center/gym etc.	To to avoid becoming just a suburb of fort Collins, stay unique, stay focused on the people that make Wellington an inviting town	Managed Residential Growth, Increased Commercial Growth, Public Safety, Parks and Recreation	
6/13/2022 12:04:33	The small town feel/community	Decrease growth until infrastructure is improved to support that growth	Inadequate infrastructure	Utility Rates, Slow Growth, Water Treatment Plant and Wastewater Treatment Plant Expansion, Housing Affordability	
6/13/2022 12:18:48	The potential	Grow and make enough money to keep up with infrastructure and water needs.	Everyone is worried about a swimming pool instead if making the water source safe and affordable.	Utility Rates, Increased Commercial Growth, Infrastructure, Business Growth and Support	
6/13/2022 12:31:46	The small town quiet aspect.	Develop some kid friendly activity centers, ymca and a large store so we spend money here and not FOCO	The water issue!!!	Utility Rates, Community Pool, Recreation Center, Water Treatment Plant and Wastewater Treatment Plant Expansion	The town needs better management of its money and finding a way to fix the horrible water problem and cost
6/13/2022 12:38:13	Proximity to family	Stop growth and improve infrastructure	Poor infrastructure	Water Taste and Odor, Slow Growth, Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion	
6/13/2022 12:51:47	We moved here in 2008, hoping this would be an up and coming community to raise our family in. Honestly, it's getting harder and harder to find things I love about this community that has so much potential. I do love the 4th of July here.	Actually do what they say they want to do. Attract and retain commercial business, build community facilities (rec center), forward plan, no tolerance for unprofessional drama from town trustees...	You know what the obstacles are.	Trust in Trustees, Recreation Center, Recruiting and retaining talented staff, Culture and Access	
6/13/2022 14:33:53	Small to medium town, lower cost of living, ease of access to I-25, country living.	Continue to expand and develop. Continue to bring in new businesses and develop the infrastructure to support said businesses and housing growth.	Water supply, infrastructure, small minded small town people that don't understand the economic benefit of growth and diversity.	Water Taste and Odor, Infrastructure, 1-25 Interchanges, Education	Work with PSD to continue to improve the schools in town. Not just infrastructure but also teachers and staff.
6/13/2022 15:07:56	It's becoming hard to even like Wellington.	Figure out major infrastructure issues, and stop building homes. Stop wasting money on studies to encourage minorities to conserve water.	Poor previous decisions. The town electing the least qualified people for every open position.	Utility Rates, Slow Growth, Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion	
6/13/2022 16:50:15				Managed Residential Growth, Infrastructure, Street Maintenance, 1-25 Interchanges	Growth is going to happen but the water and infrastructure needs to be addressed
6/13/2022 17:19:32	The safeness suburb it provides along the front range with access to Fort Collins.	Add more amenities and business' such as a Safeway/king Soopers, more restaurants and fast casual. Maybe even retail shopping such as a target. Would like the infrastructure to grow along with the growth of town hopefully the infrastructure before the future growth.	Growth with an old infrastructure and high water rates. Needing to decide if want to grow or stay small.	Utility Rates, Increased Commercial Growth, Infrastructure, 1-25 Interchanges	
6/13/2022 17:22:05	Proximity to FC and I25. Relatively affordable for the area.	Solve the water/sewer crisis, add another freeway ramp and/or improve existing, continue sustainable growth and encourage commerce.	Sewer rates.	Trail Connectivity, Water Treatment Plant and Wastewater Treatment Plant Expansion, 1-25 Interchanges, Internet access	
6/13/2022 18:23:51	Small town family feeling	Build a rec center and town pool for all Wellington residents	We don't need 2 dollar stores, 3 coffee shops. The town needs to be wise with what businesses they allow to be built. More restaurants, a hardware store. Give the town diversity with what is allowed	Utility Rates, Public Safety, Community Pool, Recreation Center	
6/13/2022 18:24:27	Small town feel and sense of community	Encourage more small businesses to open shops	Water prices and infrastructure	Utility Rates, Public Safety, Water Treatment Plant and Wastewater Treatment Plant Expansion, Business Growth and Support	There seems to be an uptick in crime that needs to be addressed

6/13/2022 18:53:49	Small Town, family friendly	Rec center like Windsor; gyms, indoor community area. Yankton, South Dakota small town with indoor and out door pool for summer and winter break, swimming lessons not in FTC and a pool for our high school team. More restaurants to support High school athletics games will bring in.	Not listening to the community. Not listening to the wanting of restaurants and community pools. Not listening to slow down the building to get the water issues fixed.	Public Safety, Slow Growth, Parks and Recreation, Community Pool	Do better by the people that call Wellington home, for our kids. Housing grew And you got people here, now build things to make people want to stay.
6/13/2022 19:01:38	Small town	Restaurants and community pool	Growing too fast	Water Taste and Odor, Public Safety, Community Pool, Recreation Center	
6/13/2022 21:05:59	The small town community	Have a pool or rec center for kids	The traffic	Community Pool, Water Treatment Plant and Wastewater Treatment Plant Expansion, Road Safety, Community Partnerships	
6/13/2022 21:37:46	Close to Fort Collins without the traffic	Have more restaurants	To many people, and not enough resources	Utility Rates, Emergency Planning, Recreation Center, Business Growth and Support	
6/13/2022 23:22:30	I grew up here and I appreciate that we're not a huge town yet	Provide better options for children of all ages and families -- public swimming pool and / or rec center, movie theater, something like Fort Fun (putt putt golf, laser games, etc.), and improve public library	Too many houses being built and not enough fun options for people to do in town -- I love that we have several breweries for adults, but we need to focus on things for children (especially tweens and teens); price of water; public library is so small and old	Utility Rates, Community Pool, Recreation Center, Library	
6/14/2022 0:08:09		Create community spaces like a pool!		Utility Rates, Parks and Recreation, Community Pool, Internet access	
6/14/2022 4:26:40	Small town feel with a growth plan towards a bright future	Install railroad crossing gates at all major intersections so we can safely institute quiet zones from 10pm to 7am. My two young children are woken up every single night at 3am when the horns are blasted. My 2 year old daughter is always petrified.	Safety	Utility Rates, Public Safety, Water Treatment Plant and Wastewater Treatment Plant Expansion, Road Safety	
6/14/2022 5:22:38		Develop a longer range plan. Seems like the focus is too short, then the town is scrambling to adjust.	Lack of strategic leadership. Poor roads. Limited amenities which requires you to leave town.	Managed Residential Growth, Increased Commercial Growth, Infrastructure, Balanced and resilient revenue	Long range strategic plan
6/14/2022 5:50:11	Small town atmosphere.	Have a larger grocery chain in town.	High water rates and lack of water.	Utility Rates, Emergency Planning, Recreation Center, Water Treatment Plant and Wastewater Treatment Plant Expansion	
6/14/2022 7:24:06	Cheaper rent, a little more open spaces that aren't developed yet	Allow more business to come in! The food choices here are bland, Ridley's is a terrible store and way too expensive	Water, too many houses and not enough businesses to support it	Utility Rates, Managed Residential Growth, Increased Commercial Growth, Water Taste and Odor	
6/14/2022 10:13:11	A lot of people are nice	Build a pool rec center, reduce water costs and bring more stores here	Water issues, lack of growth on shopping and restraunts	Water Taste and Odor, Community Pool, Recreation Center, Business Growth and Support	
6/14/2022 10:49:54	Small town feel, you can go downtown or to any event in town and recognize a familiar face. Kids growing up with the same kids for years and years growing that strong friendship.	Fix the roads. Water quality issues. Retail that's not a dollar store. Embrace the agriculture in and around town more.	Water cost/ availability. Parking downtown, Retail development, Truck stop/parking since the interstate gets closed at wellington. Road repairs and maintenance.	Managed Residential Growth, Trust in Trustees, 1-25 Interchanges, Housing Affordability	
6/14/2022 11:02:34	Small town feel and the potential for progress	Update downtown with storm drains, new sidewalks and accept grants for things	Trustees that want to vote along party lines instead of doing what's best to get our town in line to bring more money and resources.	Increased Commercial Growth, Recreation Center, Infrastructure, Stormwater	Accept any and all grants you can to further the progress of this town
6/14/2022 13:16:45	It's not a truck stop...YET	Fix the roads	Out of control growth	Slow Growth, Street Maintenance, Road Safety, 1-25 Interchanges	
6/14/2022 16:24:14	Small town feel	Control growth	Growing too fast	Slow Growth, Parks and Recreation, Trail Connectivity, Public Transportation	Town is currently growing too fast for current water availability and infrastructure. A slower more sustainable growth would be preferred. Quality of life is paramount.
6/14/2022 16:47:56	That it is still a small conservative town. Maybe not for long but still is.	Attract decent restaurants. Papa's Table is the only good place. It would be nice to get a good breakfast outside of an old dive bar, the T Bar. A good donut shop would be great. We have health inspection failing Wellington Grill and garbage Mexican food. I'd also like the fire dept. to stop frivolous land buying and wasting our tax dollars. I would also like to see an audit of town funds that have been proclaimed misused by previous town boards pertaining to water plant money and tap fees. Generally, misused money by government involves crimes. I want a third party audit.	Overgrowth. Water quantity and quality. Lack of government oversight and accountability to tax payers. Morally bankrupt people who previously sat on the board. One woman ran for mayor and has been rumored to have slept with the previous 3 mayors not including the new mayor just elected. Corruption may be at play in our town government.	Utility Rates, Managed Residential Growth, Trust in Trustees, Transparency	More than 4 areas of concern would be nice
6/14/2022 17:52:24			Wellington needs an animal control person. It's gotten way out of hand the dog poo all over and unleashed dogs.	Utility Rates, Water Treatment Plant and Wastewater Treatment Plant Expansion, 1-25 Interchanges, Internet access	

6/14/2022 19:10:22	Town Events	Grow local businesses	Water	Recreation Center, Street Maintenance, Business Growth and Support, Education	Provide incentives for business to come here
6/14/2022 20:15:29	The small town vibe	Stop growing and focus on our roads, water, overpass and other infrastructure issues	1 major entrance from I25, too much growth way too quickly for our town to sustain	Water Taste and Odor, Infrastructure, Water Treatment Plant and Wastewater Treatment Plant Expansion, 1-25 Interchanges	We need to do something about our overpass. Constant back ups onto I25 during rush hour, large pot holes that are being filled constantly, it needs some attention. We need to slow the growth and get our infrastructure caught up before we add more homes.
6/14/2022 22:45:54	The small town feel will connections to Colorado's history and proximity to agriculture.	Elevate the capabilities of the town to exceed expectations in regards to the most necessary maintenance of beautiful parks, well-maintained roads, and progress of the water supply.	The transitory nature of town government's ability to focus on long term goals and long term progress to make Wellington's future represent the needs of the community. We chose to live in this small town and we don't want it's historic character lost to short term whims.	Managed Residential Growth, Water Taste and Odor, Parks and Recreation, Street Maintenance	I hope the town government and planning efforts portray an accurate and realistic understanding of what Wellington is capable of and what limitations exist including the width of residential streets to availability of parking. I hope the Wellington government takes a walk down some of the older streets and sees the crumbling asphalt, cracked sidewalks, and missing playground equipment and understands that some lofty goals might need to be exchanged for more basic responsibilities of running a town.
6/15/2022 9:52:42	I enjoy most everything, the people, the business, the parks and the location.	New skatepark or a significant improvement to the one here	keeping up with the growth, roads and where to put businesses.	Speed up growth, Recreation Center, Infrastructure, 1-25 Interchanges	
6/15/2022 15:22:44	It's HOME. Love all the history. Still feels like a (relatively) small town, most people still care for each other and want to help. It is NOT Ft. Collins.	Communicate and engage - make sure your messages are RECEIVED, and by all. Send out email blasts, but also put up written notices in the Post Office and Grocery. Publicly respond to citizen concerns brought up at Town Council meetings. Slow & control growth until water/sewer, utilities and internet catch up. Provide affordable, smaller single family homes, NOT more apartments or 12 plexes. Start planning/searching for funding for a Rec Center/Swimming Pool for young families and kids.	Transparency - Finances, Employees, Projects. Growth is NOT paying it's way, and locals already here are footing the bill. Slow the growth and make the builders and developers pay what they pay in Ft. Collins. Someone on the council said that would drive developers away. I assure you it will not, but you will not have to take it out of resident's pockets in the future. Not meeting the needs of all residents (think good water) but building a new town hall in the meantime. Appearances do matter, and it is hard to understand, even if we are aware the money comes from different sources. Your reputation is being brought into question. The ability to say no to more studies, "experts", staff, to rushing through decisions. We have many smart, highly educated residents who could be tapped and hired temporarily to deal with plans, projects, and solutions. The ability to say NO to turning Wellington into a mini Fort Collins. The ability to NOT turn Wellington into yet another cookie-cutter town. Wellington is NOT a typical town; let's not make it typical. Let's keep the small town charm we love.	Communication and Engagement, Trust in Trustees, Slow Growth, Housing Affordability	Be sure you can explain the "Why" of what you do. Be sure you honor the history that brought you here. Be sure you are being responsible with town funds and ask yourselves if there is a better, less expensive, more fiscally responsible way to accomplish town goals. Be sure we can trust you to represent all of us, and our town government and goals are in good, honest hands.
6/15/2022 19:46:16	N/A	Not sure	Our water supply. The issues with my physical address. And why there is not foliage of some kind planted along the interstate to create sound barrier for homes that are mere feet away.	Utility Rates, Water Taste and Odor, 1-25 Interchanges, The constant conflict with address of Hayes Cr /Hayes Av.	The address confusion is getting ridiculous.
6/16/2022 10:18:40	The Community here is amazing	Be better about communicating with its citizens in the community. Stop edging out the community members from helping making decisions for the town.	Water Pricing, Housing, Lack of Transparency from the Town Board.	Utility Rates, Trust in Trustees, 1-25 Interchanges, Education	
6/19/2022 23:12:32	Home prices,	Have a rec center, and public transportation	Water	Recreation Center, Trail Connectivity, Water Treatment Plant and Wastewater Treatment Plant Expansion, Public Transportation	

Board Priorities (identified through individual interviews):

Only items with at least 3 people mentioning them are on this list.

- Working together
- Growth
- Water
- Economic Development
- Infrastructure
- Community Engagement
- Recreation Center
- Improvement in Processes

Discussion:

1. Growth:
 - a. Develop a growth plan
 - i. Values that inform and drive the plan:
 - Affordability
 - Fiscally responsible (growth pays for itself)
 - Safety (in its broadest definition)
 - Quality of life
 - Protect the culture of Wellington
 - Collaborative effort with residents, businesses, and other
 - Walkable
 - ii. Growth rate – drives public services expansion, etc.
2. Recreation Center
 - a. Serves multiple ages and provides varied activities
3. Infrastructure:
 - a. Streets
 - b. Drainage
 - c. Sidewalks
 - d. Water, wastewater/stormwater
 - e. Broadband/internet – but probably not municipal owned (Nunn as a possible example?)
 - f. ADA – embracing and funding and make sure businesses comply
4. Transportation:
 - a. Traffic
 - b. Infrastructure

- c. Public transportation
 - d. I-25 overpass and interchange
- 5. Safety:
 - a. Fire Authority
 - b. Sheriff's Office/Police Department
 - c. Emergency Planning
 - i. Inventory of resources
 - ii. Communication
 - iii. How it all fits together
 - iv. Role of the Board
 - d. Long-term Planning/perspective
 - i. Set future boards up for success
 - ii. Growth plan
 - iii. Buffer around the town – land and ag feel
 - iv. Messaging
- 6. Economic Development
 - a. Space
 - b. Opportunity
 - c. Recruitment
 - d. Workforce
 - e. Home-based business
- 7. Engagement
 - a. Efforts to engage with and build upon the presence at town hall with Hispanic, disabled, and other parts of our community
 - b. Work with the Community Activities Commission for cultural celebrations
 - c. Get citizen input
 - d. In partnership with others
 - e. Wheat Ridge as an example
- 8. Self-sustaining
 - a. Keep our dollars in town and so that our residents don't need to leave town to meet needs
 - b. Don't want to be Fort Collins
 - c. Home Grown
- 9. Spending and Budget
 - a. Transparency
 - b. Performance incentives
 - c. Internal culture change
 - d. Fiscal responsibility
 - e. Finance committee

Attachment E - Board Feedback Work Session (July 12, 2022)

Strategic Plan Draft 2022-2024

Mission Statement: We provide outstanding municipal services to enhance the quality of life and provide opportunities for our community of today and tomorrow.

Vision Statement: Wellington strives to be one of the best small towns in America, recognized as a great place to raise a family, own a unique business, and create memorable experiences through community activities.

Commented [HS1]: Provide the board with some adjectives.

Commented [HS2R1]: Strengthen / Support / Protect / Preserve / Promote / Advance

Commented [HS3]: Remove activities

Fiscal Responsibility

1. Ensure long term financial viability of town infrastructure, services, and small town feel through responsible growth and sound financial practices.
2. Retain, and attract, and improve access for businesses to promote the local economy.
3. Maintain financial transparency and increase operational efficiency.
4. Pursue all possible funding sources. Pursue funding sources for the positive direction of the community.
- 4-5. Identify self-sustaining strategies to prioritize affordability for residents.

4. Complete Downtown Master Plan and Parks Master Plan.

5. Improve performance and safety of Town infrastructure and facilities.
4. Consider open space and create buffer with surrounding communities.

Commented [HS4]: Take out long-term

Commented [HS13]: Requested goal of both plans.

Communication

1. Assess opportunities and partners for emergency preparedness.
2. Promote inclusive language and improve transparency and access to local government.
3. Listen, share, and engage with our community to build trust. Actively pursue resident engagement.
- 4-3. Increase engagement and communications with local businesses, the senior community, and other partners in our town.

Commented [HS14]: Would like inclusion as a goal in terms of language (translation services as well as simplifying "government" jargon).

Commented [HS15]: Provide opportunities for public to engage and participate with their local government. Solicitation? Actively pursue resident engagement.

Commented [HS5]: Would like to see all encompassing affordability as a goal. Not subsidies. Growth supports itself. Self-sustaining.

Commented [HS16]: Collaboration with the senior community. Aging plan? Lifelong Colorado Plan.

Commented [HS6]: I-25 interpass as a project goal - focus on relationships and partnerships in general for plan.

Commented [HS7]: Would like to see goal about creating buffer/open space between Fort Collins.

Commented [HS8]: Remove long term

Commented [HS9]: Would not like this as a priority for staff.

Commented [HS10]: Would like this included as a project but not singled out in the plan.

Commented [HS17]: Do not include this because accomplishing this with the plant expansion.

Commented [HS11]: Would like stormwater solutions beyond completion of master plan.

Commented [HS12]: Goal mentioned for community gathering spaces. Could incorporate recreation center as a community gathering space.

Infrastructure

1. Complete the Water Treatment Plant and Water Reclamation Facility expansion projects.
2. Develop partnerships and Enhance focus on long term transportation solutions, such as street, sidewalk, public transit, and ADA improvements.
3. Assess the need and timing of recreation center.
2. Complete-Analyze and pursue the stormwater solutions. masterplan.
3. Encourage and promote development of community gathering spaces.

Water

1. Implement a utility rate structure to align with community pricing objectives and ensure financial viability of the utilities.
2. Improve the taste and odor of our treated drinking water.
- 3-2. Ensure adequate current and future water resources.
- 4-3. Continue to encourage the wise use of treated drinking water.

2022-2024 Draft Strategic Plan



Hallie Sheldon, Senior Management Analyst



What is strategic planning?

- Board of Trustees developing a vision for Town's next 2 years
 - Determining necessary goals/priorities to achieve that vision
- Used by staff to prioritize initiatives, goals, projects, resources and department operations.
- Strategic Plan documents are big picture with a clearly defined vision

Examples of Strategic Plan in Action

2021 Strategic Plan Goal	Examples of Projects Accomplished
Growth and Development Goal 3: Comprehensive Plan – alignment and execution	The final Comprehensive Plan was adopted in August 2021
Infrastructure Goal 2: Plan and develop purposeful community and Town facilities	Design of both the Water Treatment Plant and Water Reclamation Facility began. The Town completed the one-stop-shop municipal services building in March 2022 consolidating all public facing services to one location for ease of access to residents.
Infrastructure Goal 3: Create opportunities for transportation and storm water management improvements	The Town started the Stormwater Master Plan in the fall of 2021 and has received \$1.8 million in funding through grants to complete transportation and drainage improvements along Cleveland Avenue.
Community Engagement Goal 1: Build awareness about the Town of Wellington services and programs	The Town created a monthly newsletter and created additional social media platforms with increased engagement rates.
Community Engagement Goal 2: Improve access and transparency to local government	Staff executed improvements to the Town website for increased user access through software procurement, navigation redevelopment, and language accessibility.
Organizational Strength Goal 2: Update Personnel Policy	The Town updated the Employee Handbook in March 2022 providing clear guidance to staff on expectations, disciplinary actions, and benefits.



2022 Strategic Plan Process

2022 Strategic Plan Engagement



- Strategic Plan Community Town Hall

April 27, 2022

- 50 residents attended

- Digital Feedback Survey

- 123 responses collected

- Board of Trustees Workshop

April 30, 2022



July 12 Work Session Discussion

- Staff is looking for direction on the first draft document in the packet
 - 4 defined pillars
 - Goals under each pillar
 - Language used to describe goals
 - Missing items or items to remove
 - Any additional considerations