



TOWN BOARD WORK SESSION

December 16, 2013 – 6:00 PM

301 Walnut Street, First Floor Conference Room, Windsor, CO 80550

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

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

Members of the public in attendance who have a question related to an agenda item are requested to allow the Town Board to discuss the topic and then be recognized by the Mayor prior to asking their question.

AGENDA

1. Joint work session with the Historic Preservation Commission
 - a. Discuss accomplishments since 2011 joint work session meeting
 - b. Discuss the newly adopted 2013-2015 Work Plan
 - c. Proposal to Designate the Park School building (current Town Hall) as a Local Landmark
2. Museum Strategic Plan – C. Knight
3. Eaton House update – C. Knight
4. Future Town Board Meetings



MEMORANDUM

Date: December 16, 2013
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
Joseph P. Plummer, AICP, Director of Planning
From: Josh Olhava, Associate Planner
Subject: HPC accomplishments since 2011
Item #: Work Session 1.a.

Background:

The Historic Preservation Commission (HPC) would like to share their accomplishments since 2011 with the Town Board. Since 2011, the HPC has been involved in public outreach and educational events, and the creation of educational handouts (please see the attached education materials). Educational events have included walking tours of some of Windsor's historic buildings, informational booths at public events, and public presentations. The primary goal of education has been to inform local citizens about historic preservation and the benefits of preservation.

The past two years have served as a rebuilding and rejuvenation period for the HPC with new staff representation and the addition of new and enthusiastic commission members; not to mention the continued excitement, experience and dedication from continuing members. As part of their 2011-2012 Work Plan, the HPC completed the following projects:

- Recommending to the Town Board that the Windsor Railroad Depot be designated as a local landmark, with the Town Board approving this designation in 2012.
- Assisting the Arts & Heritage Division with the Preserve America Designation process, awarded to the Town in 2013.
- Public Outreach Event 1 – a movie night at the Clear View Library to celebrate National Historic Preservation Month in May (flier enclosed with education materials).
- Public Outreach Event 2 – tent at the Town BBQ event

As part of their ongoing activities, at the October 9, 2013 meeting the HPC adopted their 2013-2015 Work Plan which outlines the goals the HPC would like to accomplish over the next two years. (The 2013-2015 Work Plan is included as the next agenda item.)

Conformance with Vision 2025:

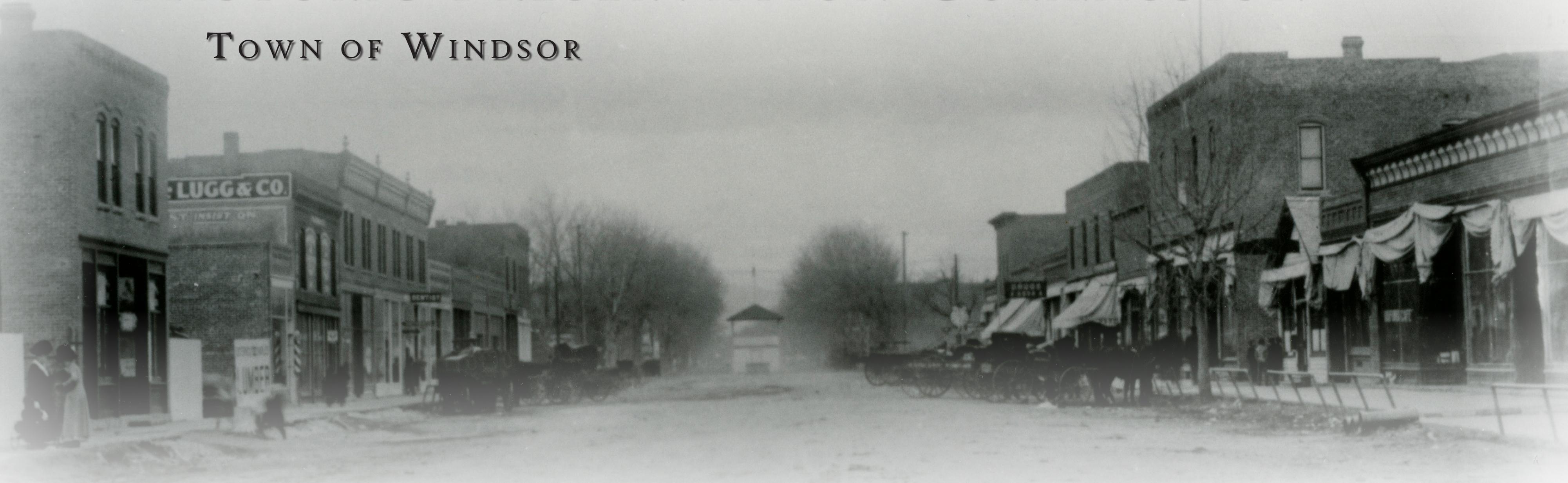
This item is consistent with Goal 2.B. of the Strategic Plan: Encourage Historic Preservation.

Enclosures: Educational handouts and brochures

pc: Historic Preservation Commission

HISTORIC PRESERVATION COMMISSION

TOWN OF WINDSOR



WHO WE ARE

The Historic Preservation Commissioners are residents of Windsor, who are civic-minded and motivated to assist the community. The Commission is composed of both professional and lay members from the fields of history, architecture, archaeology, planning or related disciplines such as building trades, cultural geography, cultural anthropology, real estate or law. Commissioner's terms of office are staggered and are at least one year in duration.

MEETINGS

The Windsor Historic Preservation Commission meets on the 2nd Wednesday of each month at 5:45 P.M. in the First Floor Conference Room at Windsor Town Hall, 301 Walnut Street, Windsor, Colorado 80550



Windsor Town Hall
301 Walnut Street

BENEFITS OF PRESERVATION

Residents of Windsor may benefit from historic preservation through:

- ◆ Improved property values
- ◆ Beautification
- ◆ Encouraging private investment
- ◆ Leveraging educational resources
- ◆ Promoting tourism and commercial opportunities

The benefits are achieved by preserving elements of cultural, political, social, economic and especially architectural history, which fall within specifically designated individual sites and areas.

DOWNTOWN SURVEY

A historic survey of Downtown Windsor was completed in January 2010 by Historitecture, LLC. The inventory of properties, a historical and architectural context and an interpretive documentary are available for view and download at:

<http://www.historitecture.com/projects/windsordowntown.html>



DESIGNATED HISTORIC STRUCTURES

First United Methodist Church
503 Walnut Street (National Register)

Windsor Art & Heritage Center
116 N 5th Street (National Register)

Windsor Flour Mill
301 Main Street (National Register)

The Cheese Factory and Creamery
190 Ash Street (Local Landmark)

Windsor Railroad Depot
100 N 5th Street (Local Landmark)

NATIONAL HISTORIC PRESERVATION MONTH

MAY is National Preservation Month. Throughout our nation's communities there are significant places that have contributed to our American experience—whether it is a battlefield, a farm, church or house.

Get involved in Historic Preservation today!

- ◆ Volunteer to assist a community preservation project
- ◆ Host an educational history event
- ◆ Include historic sites or hotels on your next vacation to learn about our country's past
- ◆ Become a member of the National Trust of Historic Preservation or your local preservation organization

Ensure that our nation's treasures will be protected for future generations and spread the word.

WINDSOR HISTORIC PRESERVATION COMMISSION



*Historic Yancey Building, 1905
Photo Courtesy of Windsor Museum Archive*



*Windsor Eye Care and Vision Center
515 Main Street*

INTERESTED?

If you are interested in serving on the Windsor Historic Preservation Commission, volunteering for an event, or for more information please contact the Director of Planning at 970-674-2415

First United Methodist Church, 503 Walnut Street



301 Walnut Street Windsor, CO 80550
Phone 970-674-2415
Fax 970-674-2456
www.windsorgov.com



WHAT WE DO

In 1966, Congress passed the National Historic Preservation Act, giving preservation a high national priority and establishing programs to encourage the preservation of historic properties.

The purpose of the Windsor Historic Preservation Commission is to protect and preserve Windsor's historic and cultural heritage through the designation of landmarks and districts. The activities of the Commission are also designed to create methods which draw a reasonable balance between private property rights and the public interest in preserving Windsor's historic character by ensuring that the demolition of, moving of or alterations to properties of historic value shall be carefully considered for the impact to the property's contribution to Windsor's heritage.

The Windsor Historic Preservation Commission is a Certified Local Government (CLG) recognized by the Colorado Historical Society's Office of Archaeology and Historic Preservation. As a CLG community, the purpose is to encourage and expand local involvement in preservation issues.

What is historic preservation?

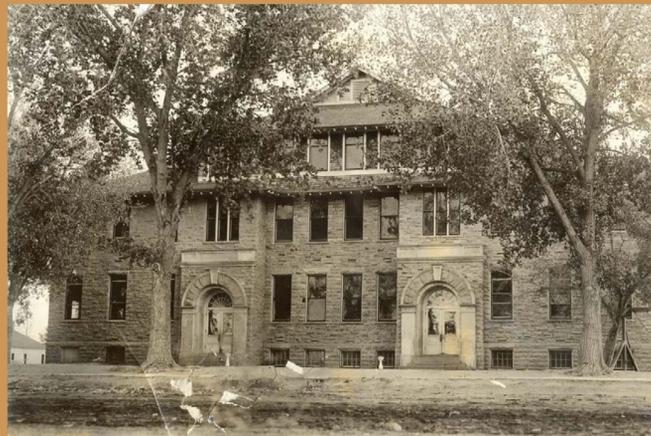
Historic Preservation is much more than saving old buildings. It champions and protects places that tell the stories of our past.

Congress passed the National Historic Preservation Act in 1966, making preservation a national priority by establishing programs to encourage the preservation of historic properties. Since that time, historic preservation has expanded throughout communities as people have a growing appreciation for cultural and architectural heritage.

Why do we preserve?

Historic preservation is history on the ground. Historic buildings are an irreplaceable part of our community's story that physically links us to our past and makes our communities culturally richer.

Historic Park School



Historic Park School (Present Day Town Hall)



There are four different approaches in the treatment of historic properties.

- **Preservation** preserves a historic structure to maintain the form, integrity and material of the building. Preservation may include stabilization work with historic materials and methods that would not remove the structure from its historic association.
- **Reconstruction** produces a structure that has been demolished to look as it did at a specific time, or its period of significance.
- **Restoration** returns a structure to how it would have looked at a particular time by either removing additions or replacing missing work from that period.
- **Rehabilitation** preserves the exterior and features of a building that are significant to its historical, architectural and cultural values while allowing for contemporary use of the building.

First United Methodist Church
503 Walnut Street (National Register)



Windsor Art & Heritage Center
116 N Fifth Street (National Register)



What does historic preservation look like in Windsor?

A historic survey of Downtown Windsor was completed in 2010.
To view this survey, please visit the Town's website (www.windsorgov.com).

Benefits of Historic Preservation

- Improved property values
- Beautification
- Encouraging private investment
- Public/Private Partnerships
- Leveraging educational resources
- Promoting tourism and commercial opportunities
- Preserving elements of cultural, political, social, economic and especially architectural history, which fall within specifically designated individual sites.

Windsor Railroad Depot
100 N Fifth Street (Local Landmark)



Windsor Flour Mill
301 Main Street (National Register)



Cheese Factory and Creamery
190 Ash Street (Local Landmark)



Yancey Building, (c.1905)



Yancey Building (Present Day)



The past is present in historic buildings.
History is all around when we view our buildings as a connection to our past.

Take your place in history and get involved in Historic Preservation today!

- Learn more about your neighborhood's history
- Take a walk through a historic neighborhood or downtown
- Find out if your property is historic or eligible for the National Register of Historic Places
- Volunteer to assist a community preservation project
- Include historic sites or hotels on your next vacation
- Become involved in historic preservation programs
- Visit History Colorado for statewide information (www.historycolorado.org)
- Contact the Town of Windsor Planning Department for local Historic Preservation information

How can you get involved in historic preservation?

St. Albans Church (c.1928)



St. Albans Church (Present Day)





Why Preserve or Landmark Your Historic Building?

Grants and Financial Incentives

- There are grants, preservation tax credits and other financial incentives available for properties that are designated as historic landmarks. Refer to the back of this handout for additional information and resources.

Historic Preservation is “GREEN”

- Historic buildings already contain the embodied energy that was used to produce them, and demolishing them wastes that embodied energy. Precious energy will be used to produce materials for new construction. (<http://www.preservationnation.org/magazine/2008/january-february/cautionary-tale.html>)
- Demolished buildings take up one quarter (¼) of landfills.
- Historic buildings were generally built with better quality materials than more modern buildings.
- Historic buildings can be adapted with energy saving features.



216 5th Street
Windsor Hospital (1908)

You Help Windsor’s Economy

- Heritage tourism is an important part of the economy. People visit Windsor because of its character and charm.
- Restoration of historic buildings employs local craftsmen and contractors.
- Rehabilitation and restoration of historic buildings is almost always more cost effective than demolition and reconstruction.



428 Walnut Street
Late Victorian Style Residence (1894)

You Help Sustain Property Value\$

- Historic structures stabilize property values, providing homeowner security and a safe return for investors in historic properties. (<http://coloradohistory-oahp.org/publications/1620.htm>)
- By preserving your home or building you are helping to retain the character of your neighborhood. That character adds value to your block, the neighborhood, and the entire community.

Your Historic Home or Building is UNIQUE

- Your home or building has architecture, history and character that are unique. By preserving it you are saving a part of Windsor. Reusing and adapting your home or building to modern uses is possible and encouraged. Help save the character of Windsor!



426 Main Street
Memory Lane Antiques (1902)

Grants and Financial Incentives

Colorado State Tax Credits

The state offers a 20% state income tax credit based on \$5,000 or more of approved preservation work on designated historic properties. Eligible for both work on the interior and exterior of designated properties. Any unused credit may be carried forward for ten years.

<http://www.historycolorado.org/grants/preservation-tax-credits>

Federal Tax Credits

Federal tax law provides tax incentives for historic preservation projects that follow the Secretary of the Interior's Standards for Rehabilitation. The federal government offers a 20% investment tax credit for the approved rehabilitation of certified historic buildings for income-producing purposes as well as a 10% credit for certain types of other older buildings.

<http://www.historycolorado.org/grants/preservation-tax-credits>



301 6th Street
St. Alban's Episcopal Church (1914)



116 5th Street
Town of Windsor Art & Heritage Center (1909)

State Historic Fund Grants

Receive grants of 25% or more of the costs for projects involving the stabilization, restoration, rehabilitation, reconstruction, or acquisition of a designated property or site. The project needs to show a public benefit.

<http://www.historycolorado.org/grants/available-grants>

Historic Structure Assessment Grants

Grants of up to \$10,000 are available to thoroughly document the structural condition of a building or structure and evaluate requirements for an intended use. No matching funds are required; however grants to private individuals or for-profit entities are encouraged to include a cash or in-kind match.

<http://www.historycolorado.org/grants/shf-historic-structure-assessment-grants>

Colorado Historical Foundation Loans

Below-market, fixed-rate loans are available to fund eligible restoration and rehabilitation costs. Loans can supplement State Historic Fund grants and other historic preservation projects. They are an independent source of external financing with flexible terms and collateral. Eligible borrowers include nonprofit and public entities, private individuals and for-profit owners of historic properties.

<http://www.historycolorado.org/grants/colorado-historical-foundation-revolving-loan-fund>



710 Walnut Street
Craftsman Style Residence (1915)

The Windsor Historic Preservation Commission provides for the protection and preservation of the Town's historic and cultural heritage through the designation of historic landmarks and districts.

If you are interested in designating your historic building or structure or for more information regarding the Windsor Historic Preservation Commission, please contact the Director of Planning at 970-674-2415.

MAY IS NATIONAL HISTORIC PRESERVATION MONTH

SEE! SAVE! CELEBRATE!

CELEBRATE BY LEARNING ABOUT THE WINDSOR HISTORIC PRESERVATION COMMISSION'S GOALS AND EFFORTS.
THE COMMISSION WILL ALSO HAVE A DISPLAY TABLE IN THE LIBRARY DURING THE MONTH OF MAY.

TUESDAY, MAY 7, 2013
6:30 - 7:30 P.M.

CLEARVIEW PUBLIC LIBRARY
720 THIRD STREET
WINDSOR, COLORADO

EVENT DETAILS: *(NO REGISTRATION REQUIRED)*

- SEE THE VIDEO "THE STRUGGLE FOR IDENTITY: WINDSOR'S HISTORIC DOWNTOWN"
- MEET RACHEL KLINE, LOCAL AUTHOR OF THE BOOK "WINDSOR"
HAVE THE OPPORTUNITY TO PURCHASE THE BOOK AND HAVE IT SIGNED
- VISIT AND ASK QUESTIONS OF THE COMMISSION AND STAFF WHILE ENJOYING COMPLIMENTARY SNACKS AND REFRESHMENTS

"HISTORIC PRESERVATION IS MUCH MORE THAN SAVING OLD BUILDINGS; IT CHAMPIONS AND PROTECTS PLACES THAT TELL THE STORIES OF OUR PAST."

HISTORIC PRESERVATION COMMISSION
TOWN OF WINDSOR



MEMORANDUM

Date: December 16, 2013
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
Joseph P. Plummer, AICP, Director of Planning
From: Josh Olhava, Associate Planner
Subject: 2013-2015 HPC Work Plan
Item #: Work Session 1.b.

Background:

The Historic Preservation Commission (HPC) would like to share their recently adopted 2013-2015 Work Plan with the Town Board.

In past years, the HPC created annual work plans that outlined general goals for the upcoming year with broad timeframes. With the addition of new staff, HPC members, and the ongoing activities of the HPC, a new work plan and project prioritization was needed.

As such, at their October 9, 2013 meeting, the HPC adopted the enclosed 2013-2015 Work Plan that outlines specific projects and the tasks associated with each respective project.

Conformance with Vision 2025:

This item is consistent with Goal 2.B. of the Strategic Plan: Encourage Historic Preservation.

Enclosures: 2013-2015 Work Plan

pc: Historic Preservation Commission



**WINDSOR HISTORIC PRESERVATION COMMISSION
2013-2015 WORK PLAN**

	PROJECT AND TASKS	TIMEFRAMES	START DATES	COMPLETION DATES
1	Residential Property Survey	Projected Quarter for Activity	MM/DD/YY	MM/DD/YY
	➤ Create a map identifying year built of housing	4 th Quarter 2013	10/07/13	11/13/13 ongoing upgrades
	➤ Meet w/ SHPO representative(s) to discuss strategies and processes	4 th Quarter 2013	12/11/13	12/11/13
	➤ Meet w/ other jurisdictions to learn about their strategies and framework for completing a Residential Survey and Designation	1 st Quarter 2014		
	➤ Develop the framework and strategy	2 nd & 3 rd Quarters 2014		
	➤ Develop a plan (including a phasing plan)	3 rd Quarter 2014		
2	Downtown Property Survey	Projected Quarter for Activity	MM/DD/YY	MM/DD/YY
	➤ Identify properties for designation	4 th Quarter 2013	10/09/13	11/13/13
	➤ Develop a strategy and identify the initial property owners to visit	1 st Quarter 2014		
	➤ Meet with the Downtown Development Authority to discuss action plan	1 st Quarter 2014		
3	Activities Associated with Landmark Designations and Certificate of Alteration Applications	Projected Quarter for Activity	MM/DD/YY	MM/DD/YY
	➤ Review Landmark Designation application and implement any relevant amendments to the application	2 nd Quarter 2014		
	➤ Identify process for Landmark Applications and Inquiries	2 nd & 3 rd Quarters 2014	11/08/13	11/18/13
	➤ Review Certificate of Alteration application and implement any relevant amendments to application	3 rd Quarter 2014		

4	Digital (mobile) tours	Projected Quarter for Activity	MM/DD/YY	MM/DD/YY
	➤ Develop tour centered around Windsor Main Mile	1 st Quarter 2014		
	➤ Develop additional tours including: churches, residences/community growth, merchants and heritage sites	3 rd & 4 th Quarters 2014		
	➤ Develop Historic Tours Handout/Map**	1 st Quarter 2015		
5	Historic Preservation Webpage & Marketing	Projected Quarter for Activity	MM/DD/YY	MM/DD/YY
	➤ Review and update historic preservation webpage	As needed	11/13/13	
	➤ Digital and Print Media Marketing	As needed		
6	Historic Preservation Ordinance	Projected Quarter for Activity	MM/DD/YY	MM/DD/YY
	➤ Assess criteria for nominations for designation of historic structures and implement any relevant amendments to ordinance	4 th Quarter 2014		
	➤ Assess criteria pertaining to demolition of structures fifty (50) years old or older and implement any relevant amendments to ordinance	4 th Quarter 2014		
7	Community Outreach, Public Education and Events	Ongoing	MM/DD/YY	MM/DD/YY
	➤ Conduct seminars and presentations on historic preservation	At least 1/year		
	➤ Submit articles on historic preservation to local newspapers	Semi-annually		

**Budget Item – could be funded w/ Grant(s)



MEMORANDUM

Date: December 16, 2013
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
Joseph P. Plummer, AICP, Director of Planning
From: Josh Olhava, Associate Planner
Subject: Proposal to designate the Park School building (current Town Hall) as a
Local Landmark
Item #: Work Session 1.c.

Background:

The Historic Preservation Commission (HPC) would like to present to the Town Board a proposal to designate the Park School building (current Town Hall) as a Local Landmark. The Park School building has been situated in the 'heart' of Windsor's historic core since 1910. Since then, the building has weathered time, the elements and expansions and renovations that have tested the historical integrity of the building. Today, the Park School building, home to Windsor's Town Hall offices, is admired by visitors and local citizens for its historical nature and preservation efforts by the Town.

At their January 8, 2014 regular meeting, the HPC will have its Certified Local Government (CLG) evaluation by the State Historic Preservation Office (SHPO). During that meeting, SHPO would like to evaluate how the Commission facilitates public hearings and regular meetings. The HPC feels this would be a great opportunity to hold the public hearing for the designation of the Park School building, and staff concurs.

Since the HPC would like to move forward with obtaining a local landmark designation for the Park School building, the HPC is requesting direction from the Town Board on this proposal. Upon receiving concurrence from the Town Board to pursue this designation and following the designation steps outlined in the enclosed "Local Landmark Designation Flow Chart", the HPC and staff will proceed accordingly.

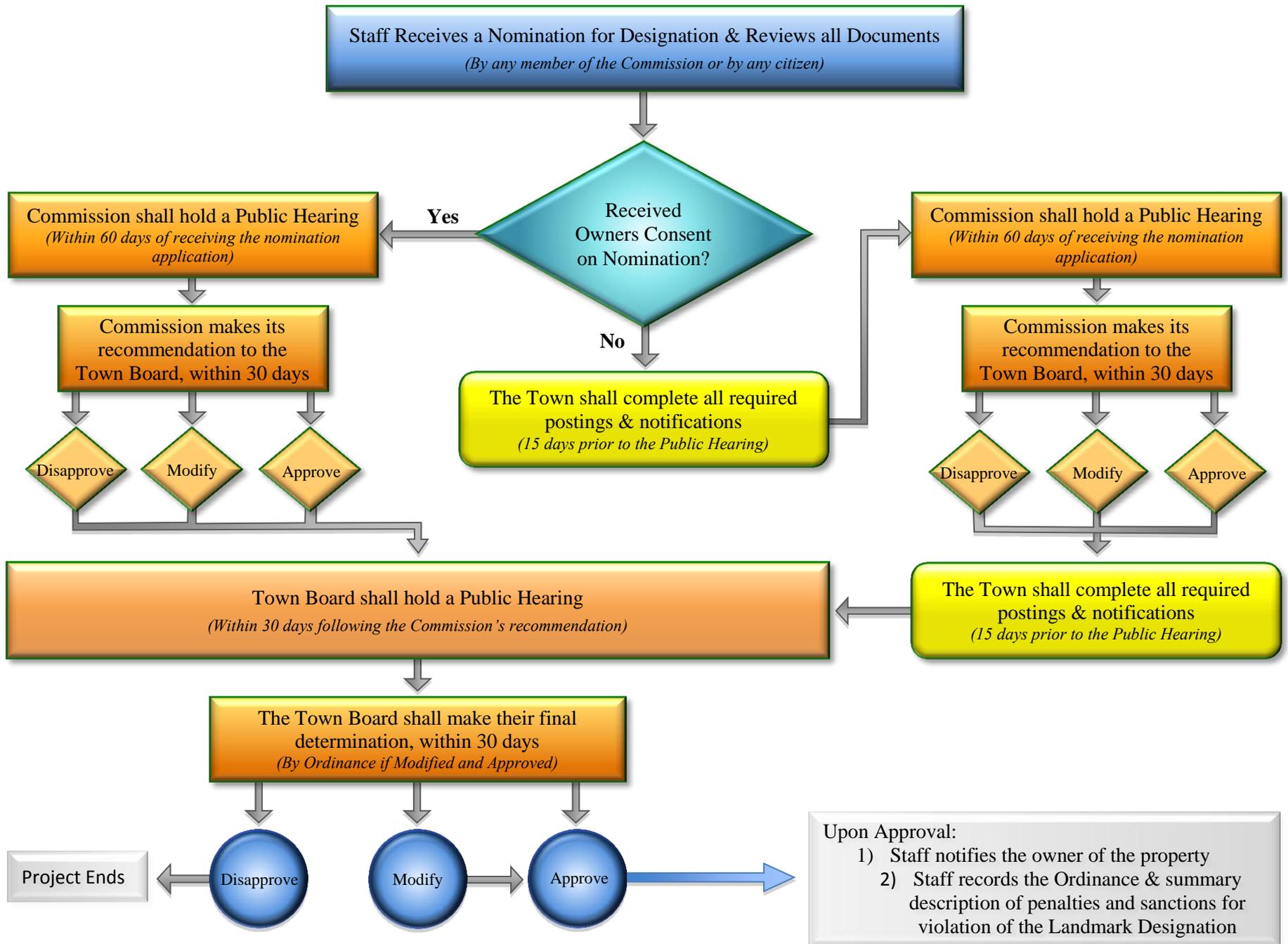
Conformance with Vision 2025:

This item is consistent with Goal 2.B. of the Strategic Plan: Encourage Historic Preservation.

Enclosures: Local Landmark Designation Flow Chart

pc: Historic Preservation Commission

LOCAL LANDMARK DESIGNATION PROCESS CHART





MEMORANDUM

Date: December 16, 2013
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Carrie Knight, Art & Heritage Manager
Re: Town of Windsor Museum Strategic Plan Draft
Item #: Work Session 2.a.

Background / Discussion:

In 2012, Town of Windsor Museum staff began the process of developing a strategic plan per recommendations made in a 2003 Museum Assessment Program (MAP) grant, the 2007 Parks, Recreation, Trails and Open Lands Master Plan (PRCMP), and a 2010 Collections Assessment Program (CAP) grant. Further, such efforts supported Strategic Plan Goal 1.f.a. to identify cultural programming priorities. The Town of Windsor Museum is a cultural program amenity.

The decision to implement this work stemmed from a staff recognized need to identify future goals and priorities for the museum. Coincidentally, the timeframe in which this work was to be carried out coincided with the museum's 10th year of operations under the auspices of the Town. This process has been guided by consultation of aforementioned planning documents, as well as active gathering of community input. The result is the formulation of a document that will help guide the next ten years of operations.

Goals of the strategic plan include, but are limited to,

- Determining a policy for future collections acquisitions and care;
- Developing an exhibition philosophy;
- Developing an evaluation toolbox;
- Providing board training.

The full plan has been reviewed in its final draft stages by the Parks, Recreation and Culture Advisory Board at their regular meeting on October 1st, 2013. Staff has included the body of the plan with this memo for your review and discussion. Appendices (MAP, CAP, 2007 PRCMP) are available upon request.

Financial impact:

None.

Relationship to Strategic Plan

Goal 1.F.a: Identify cultural programming priorities.

Recommendation:

For discussion only.

Attachments:

- b. DRAFT – Town of Windsor Museum Strategic Plan (without appendices)

TOWN OF WINDSOR
Museum

Strategic Plan

Celebrating 10 years, Planning for the Future

Prepared by: Carrie Knight, Art & Heritage Manager/Katie Heidsiek, Museum Curator
2012/2013



Image Courtesy of Town of Windsor Museum

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1. Executive Summary

A. Overview

1. Purpose of the Strategic Plan

2013 marks the tenth anniversary of the Town of Windsor Museum as a municipally-run institution. This anniversary prompted museum staff to undertake an evaluation of the museum's current operations and resources, as well as identify key issues and opportunities for the future. In addition to information provided by museum staff, the Town of Windsor Museum Strategic Plan is based on professional assessments conducted on behalf of the museum, including a CAP Survey (2010), Parks and Recreation Master Plan (2007), and MAP Assessment (2005).

The Town of Windsor Museum Strategic Plan will be a 10-year planning document recommended by the Parks, Recreation, and Culture Advisory Board and adopted by the Town of Windsor Board of Trustees. This document will be reviewed annually and updated based on accomplishments.

2. Project Objectives

The following objectives were determined for the Town of Windsor Museum Strategic Plan:

- Support the mission of the Town of Windsor Museum;
- Develop goals, strategies, and future direction for the Town of Windsor Museum;
- Review professional recommendations from the CAP Survey (2010), Parks and Recreation Master Plan (2007), and MAP Assessment (2005);
- Inventory museum resources and analyze level of service;
- Review, analyze, and recommend Town of Windsor Museum standards;
- Analyze facility and program needs; and
- Develop Implementation/Action Plan.

3. Mission

The Town of Windsor Museum is guided by the following mission, adopted by Town Board in 2010.

Mission

The Town of Windsor Museum serves the local and regional community by creating and fostering opportunities for curious investigation and appreciation of Windsor's unique past and present through exhibitions, collections stewardship, and educational programming.

4. Town Context

Windsor, Colorado is a community that has changed dramatically since its incorporation in 1890. Its people, local economy, and geography have continually shifted in response to local and national trends. While agriculture continues to play an important role in the local economy, it is no longer the social and economic center around which the community revolves. Windsor's population has been vulnerable to fluctuations in the local economy throughout its history. Over the last twenty years, it has risen at a rate that is unprecedented for many communities (1990: 5,062, 2010: 18,644). Windsor's geographic identity has likewise adapted in response to new municipal boundaries and increased development by neighboring communities including Fort Collins, Greeley, and Loveland.

The Town of Windsor continues to grow and shows no indication of a lessening in this trend. With competing resources offered by neighboring communities, it will behoove the town to become more sensitive to its changing identity and unique cultural resources.

5. Investing for the Future: What's available?

The capital funding currently supporting the Town of Windsor Museum comes primarily from the:

- Capital Improvement Fund.

Other sources of capital funding have included grants from the following source:

- Colorado State Historical Fund.

Operational funding currently supporting the Town of Windsor Museum comes primarily from:

- General Fund;
- Fees and charges, and;
- Donations or grants.

6. Public Involvement

The formation of this strategic plan was directed by years of accumulated public feedback, institutional assessments conducted by outside agencies, as well as more formal surveys conducted during the 2007 Parks and Recreation Master Plan process and 2013 strategic planning process. In addition, Parks, Recreation, and Culture Department staff gave continuous input through various meetings, presentations, and correspondence.

B. Summary Recommendations

COLLECTIONS

Goal #1: Determine policy for future collections acquisitions and care.

Goal #2: Increase public access to collections and collections records.

Goal #3: Stabilize collection.

EDUCATION

Goal #4: Provide educational experiences and resources that meet the community's physical and intellectual needs.

EVALUATION

Goal #5: Develop evaluation toolbox.

EXHIBITIONS

Goal #6: Develop exhibit philosophy.

VISITATION

Goal #7: Conduct visitor study.

OUTREACH

Goal #8: Cultivate museum advocacy group.

Goal #9: Create marketing plan.

GOVERNANCE

Goal #10: Provide Board training.

Goal #11: Ensure responsible financial practice.

C. Funding Summary

The Town of Windsor Museum recommends the following funding strategies for the future:

- Routinely evaluate cost recovery of supplemental programming.
- Adopt a Sponsorship Policy and Strategy to provide guidance in developing and acquiring sponsors compatible with the mission and goals of the Museum.
- Cultivate Advocacy Group with independent fundraising capabilities.
- Pursue appropriate grant funding.

TOWN OF WINDSOR Museum

Town of Windsor Museum Strategic Plan, 2013-2023



Image Courtesy of Town of Windsor Museum



2. Looking to the Past, Looking to the Future: The Planning Process

2. Looking to the Past, Looking to the Future: The Planning Process

A. History of the Town of Windsor Museum

In 1974, a group of concerned citizens, under the auspices of the Windsor Civic Committee, successfully fought to save Windsor's 1882 railroad depot from demolition. The depot was restored and in 1976 became the Windsor Depot Centennial Museum. In the mid-1980s, the Windsor Civic Committee turned control of the museum over to the Centennial Museum Committee, which operated the museum until 1988. In 1988, the Windsor Severance Historical Society (WSHS) was formed and absorbed the Centennial Museum Committee, also taking ownership of the Old Town Hall building and its collections at 116 5th St. During the late 1980s and 1990s, the WSHS acquired a number of regional historic buildings and moved them to Boardwalk Park adjacent to the depot; this site became known as Pioneer Village.

In 2001 the WSHS—struggling financially—requested assistance from the Town of Windsor. In 2002, the Town of Windsor hired a museum supervisor, the first paid museum employee, to help oversee museum operations. Unable to maintain fiscal control over the museum, the WSHS turned the buildings at Pioneer Village (and their holdings) over to the Town of Windsor. Old Town Hall and its collections followed shortly after, in 2004. The Town of Windsor opened a new recreation center that same year where a set of display cases is reserved for the Art & Heritage division. The WSHS was assigned a supportive and advisory role in the museum, and the town re-titled the Museum Supervisor position the Cultural Affairs/Museum Supervisor.

Since 2003, museum staff has taken a number of notable steps to guide the museum toward greater professional standards. In 2005, museum staff received an American Alliance of Museums *Museum Assessment Program* (MAP) grant for institutional analysis. The main goals of this assessment were to: a.) provide direction for museum operations, b.) identify areas of weakness to assist in strategic planning, and c.) prepare the museum for future assessments. The grant identified institutional planning and collections management as priorities, and the museum has made significant progress in these areas. Museum staff successfully pursued another assessment grant in 2010. The Conservation Assessment Program (CAP) grant analyzed and established a number of recommendations for the museum's historic buildings. Staff addressed the immediate issues which included fundamental conservation needs, such as repairs affecting the buildings' structural integrities. The museum continues to work on recommendations pertaining to collections storage.

Town of Windsor Museum collections are presently stored in the second floor of the Art & Heritage Center, formerly Old Town Hall. In May 2008, the museum shared in the devastation experienced by Windsor residents as a result of an F3 tornado that swept through the region. A number of the museum's historic buildings were damaged. Old Town Hall suffered the greatest structural damages. The Town was able to leverage grant funding with an insurance settlement to

completely restore and rehabilitate the first and second floors of the historic 1909 building. In 2009, Old Town Hall was re-opened as the Town of Windsor Art & Heritage Center.

As the museum has expanded both its services to the community and its physical holdings, the demand on and composition of staff has changed. The Cultural Affairs/Museum Supervisor position was re-titled the Art & Heritage Manager. Part-time Museum Curator and Preparator positions were added in 2006. In 2008, the Curator position gained full-time status. In 2012, the museum added a part-time, seasonal Museum Educator. The museum continues to work to attain the staff level as recommended by the CAP and MAP assessments.

In early 2012, in anticipation of the museum's tenth anniversary, Town of Windsor Museum staff committed themselves to laying out a plan for the future. Conducting exercises that identify the institution's strengths, weaknesses, opportunities, and threats, as well as evaluating the organization's mission, vision, and goals, is a critical first step towards a successful future.

B. Planning Documents

The Town of Windsor Museum utilized several important surveys conducted over the last 10 years as part of this planning process:

1. Museum Assessment Program (MAP) Report – 2005

In 2005, the Town of Windsor Museum conducted a MAP assessment, an institutional planning program administered by the American Alliance of Museums. Completion of a MAP assessment is considered a pivotal step for museums seeking long-term sustainability. The Town of Windsor Museum is pleased to report that several recommendations of the MAP assessment have been satisfied to date or is in-progress:

- Created a clearly defined museum mission statement
- Developed a Strategic Plan
- Cultivated additional funding sources for museum operations
- Hired a Museum Curator
- Conducted a Conservation Assessment Program (CAP) survey

Other recommendations which continue to be relevant to the institution have been incorporated into this strategic plan.

2. Town of Windsor Parks, Recreation, Trails and Open Lands Master Plan – 2007 Update

In 2007, the Town of Windsor adopted a resolution approving the 2007 Master Plan Update as a "policy directive" to town staff. The report represented each of the department's respective divisions, including Parks and Open Spaces, Recreation, and Cultural Affairs and Museum. The Master Plan provided goals, recommendations, and implementation strategies for each division. The Town of Windsor Museum is pleased to report that several goals and recommendations of the Master Plan have been implemented to date:

- Develop a Strategic Plan
- Cultivate additional funding sources for museum operations
- Expand creative marketing and communication efforts

Other recommendations which continue to be relevant to the institution have been incorporated into this plan.

3. Conservation Assessment Program (CAP) Report – 2010

In 2010, with the assistance of a grant from Heritage Preservation, the Town of Windsor Museum conducted a CAP survey with the assistance of professional conservators and architects who identified goals and priorities relevant to museum collections. The CAP survey included short-term, mid-term, and long-term goals. Of these, the following have been subsequently met:

- Develop a Strategic Plan
- Purchase additional environmental monitoring equipment and seek better internal environmental controls.
- Install an active security system for the Art & Heritage Center.
- Hire a museum educator.
- Restoration of the German-from-Russia Farmhouse according to Secretary of the Interior’s Standards for the Treatment of Historic Buildings.

Other recommendations which continue to be relevant to the institution have been incorporated into this plan.

4. Mountain-Plains Museum Association Salary Survey – 2011

In 2011, the Mountain-Plains Museum Association published its first salary survey culled from data requested of its membership. 96 member institutions provided information across museum disciplines in the 10-State survey region. Survey data has informed cost estimates for staff increases as recommended in this strategic plan.

5. Town of Windsor Strategic Plan Update – 2012

The Town of Windsor Strategic Plan was updated in Fall 2012. Among those goals identified in the plan, was to “identify cultural programming priorities of the community and establish direction for future programs and events.” It is the belief of museum staff that this plan aims to further this goal.

6. Community Input – 2013

Museum staff collected front-end evaluative data throughout Summer 2013 by a.) conducting individual preference exercises at high-visibility events and b.) collecting survey responses from 1000 randomly-selected Windsor residences. This data has proven invaluable in determining the museum’s degree of saturation within the community and desired amenities for the future.

C. Town of Windsor Museum Overview

1. Description of the Institution

The mission of the Town of Windsor Museum is:

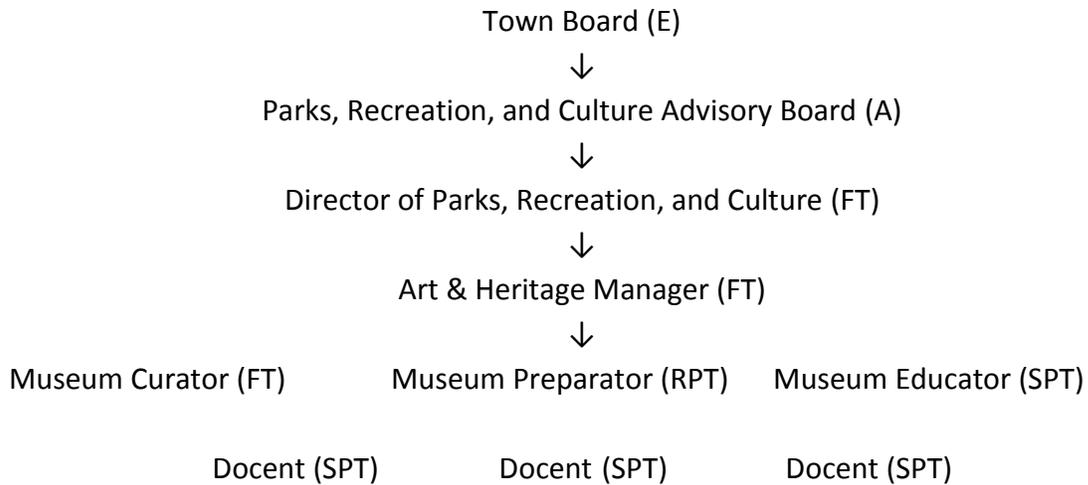
The Town of Windsor Museum serves the local and regional community by creating and fostering opportunities for curious investigation and appreciation of Windsor's unique past and present through exhibitions, collections stewardship, and educational programming.

The Town of Windsor Museum oversees a collection of over 10,000 material objects, including nine historic structures, three-dimensional objects, archives and digital recordings. The museum is staffed by two full-time staff; the Art & Heritage Manager and the Museum Curator. The Art & Heritage Manager oversees the Art & Heritage Division which is also responsible for management of special events within the town, including the Summer Concert Series, Volgafest, and partnered-events with other community organizations. The Art & Heritage Manager provides overall supervision of museum operations and participates in planning, policy-making, and programming in partnership with the Museum Curator. The Museum Curator is responsible for the daily care of the museum collections, exhibition planning and development, education/outreach, and assists the Art & Heritage Manager in those administrative duties alluded to above. The Town of Windsor Museum employs one regular part-time Museum Preparator, responsible for structural maintenance of the museum's historic buildings as well as props construction. Seasonal staff includes a team of (2-3) tour guides and a Museum Educator who facilitates school and group tours.

The Town of Windsor Museum operates five historic buildings at Boardwalk Park which are open and free to the public on a seasonal basis, from May-September. The museum also hosts exhibits in the first-floor gallery of the Art & Heritage Center on a changing schedule. Museum collections are stored on the second floor of the Art & Heritage Center. The second floor storage space has a separate entrance from the first-floor gallery and is monitored by an independent security system.

The Town of Windsor Museum partners actively with the Weld Re-4 district, providing educational materials and opportunities to teachers who serve the district.

2. Organizational Chart



FT = Full-Time Employee (40 hrs./wk.)

RPT = Regular Part-Time Employee (28 hrs./wk. year-round)

SPT = Seasonal Part-Time Employee (40 hrs./wk., no more than 6 mos./yr.)

E = Elected, 4-year term

A = Appointed by Town Board, 4-year term

TOWN OF WINDSOR Museum

Town of Windsor Museum Strategic Plan, 2013-2023



3. Needs Assessment and Benchmarking

3. Needs Assessment and Benchmarking

A. Community Profile/Demographic Analysis

1. Service Area and Population

For the purposes of this plan, the following elements were analyzed relative to Windsor’s demographic profile: a.) age, b.) race, c.) education, and d.) household income.

The primary service area for this analysis is the Town of Windsor, Colorado. For this study, data was generated from the 2010 U.S. Census. Windsor’s population, as of 2010, was recorded at 18,644.

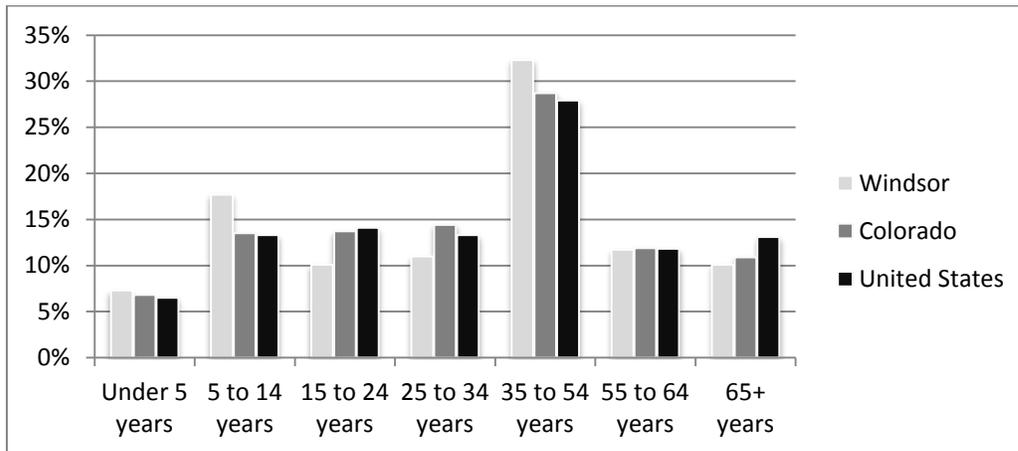
2. Population Comparisons

According to 2010 Census data, in comparison to both Colorado and the nation, Windsor exhibits the following trends:

- High proportion of families with school-age children.
- Educated citizenry. (77% having received some college education or an advance degree)
- Lack of racial diversity.
- Higher average household income.

3. Population, Age Ranges, and Family Information

Figure 1: Population Comparisons – Windsor, Colorado, and the United States (2010)



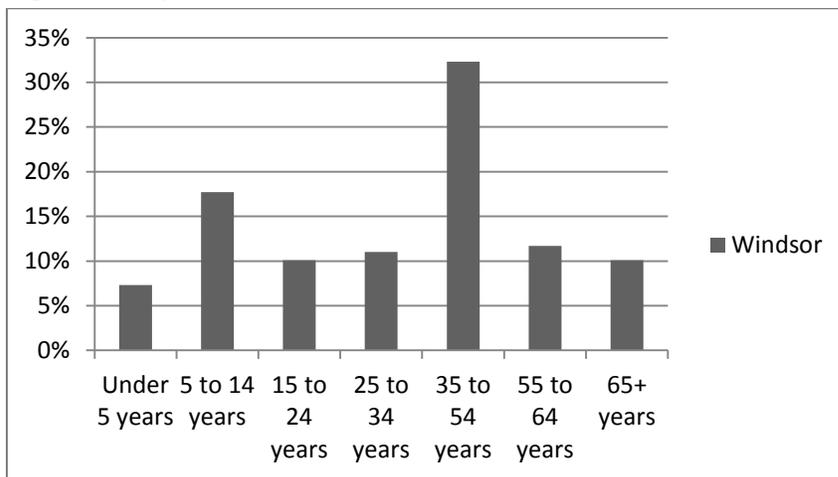
Source: 2010 U.S. Census

Age Distribution

The following age breakdown is used to separate the population into age-sensitive user groups and to retain the ability to adjust to future age-sensitive trends. Population distribution by age for Windsor is demonstrated in Figure 2.

- Under 5 years (7.3%): This group represents users of preschool and toddler programs and facilities. These individuals are the future participants in youth activities.
- 5 to 14 years (17.7%): This group represents current youth program participants.
- 15 to 24 years (10.1%): This group represents teen/young adult program participants moving out of the youth programs and into adult programs.
- 25 to 34 years (11%): This group represents adult programming participants. Many in this category are beginning long-term relationships and establishing families.
- 35 to 54 years (32.3%): This group represents users of a wide range of adult programming and facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty-nesters.
- 55 to 64 years (11.7%): This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.
- 65+ years (10.1%): Programming for this group should positively impact the health of older adults. This group ranges from very healthy, active senior to more physically inactive seniors.

Figure 2: Population Breakdown – Windsor, Colorado (2010)



Source: 2010 U.S. Census

4. Gender

The 2010 population for Windsor consists of 49.8% male and 50.2% female, which is similar to the State of Colorado and national figures.

5. Race

Statistics gathered from the 2010 U.S. Census provide the race breakdown for Windsor. As shown in Table 1, the race with the largest population is White (93.6%). Those who identify themselves as being of Hispanic origin make up 9% of the total population regardless of race, down 5.2% from 2007. The 2007 Town of Windsor Parks, Recreation, Trails and Open Lands Master Plan – 2007 Update forecast increased racial diversity, but the opposite has proven the case.

Table 1: Race Comparisons (2010)

Race	Windsor	Colorado	United States
White Alone	93.6%	81.3%	72.4%
Black Alone	0.5%	4.0%	12.6%
American Indian Alone	0.5%	1.1%	0.9%
Asian or Pacific Islander Alone	1.2%	2.9%	5.0%
Some Other Race Alone	2.1%	7.2%	6.2%
Two or More Races	2.1%	3.4%	2.9%
Hispanic Origin (Any Race)	9.0%	20.7%	16.3%
	100.0%	99.9%	100.0%

Source: 2010 U.S. Census

6. Education

According to the 2010 U.S. Census, 22.9% of Windsor residents' highest level of educational attainment was high school graduation or less. 34.9% of the population's highest level of educational attainment was some college or an associate degree. 42.1% of the Windsor population has either a Bachelor's, a Master's degree, a Professional degree, or a Doctorate, which is higher than the US (28.2%) and State of Colorado (36.3%) values. The educational attainment breakdown is shown in Table 2.

Table 2: Highest Level of Educational Attainment – 25 Years and Older (2010)

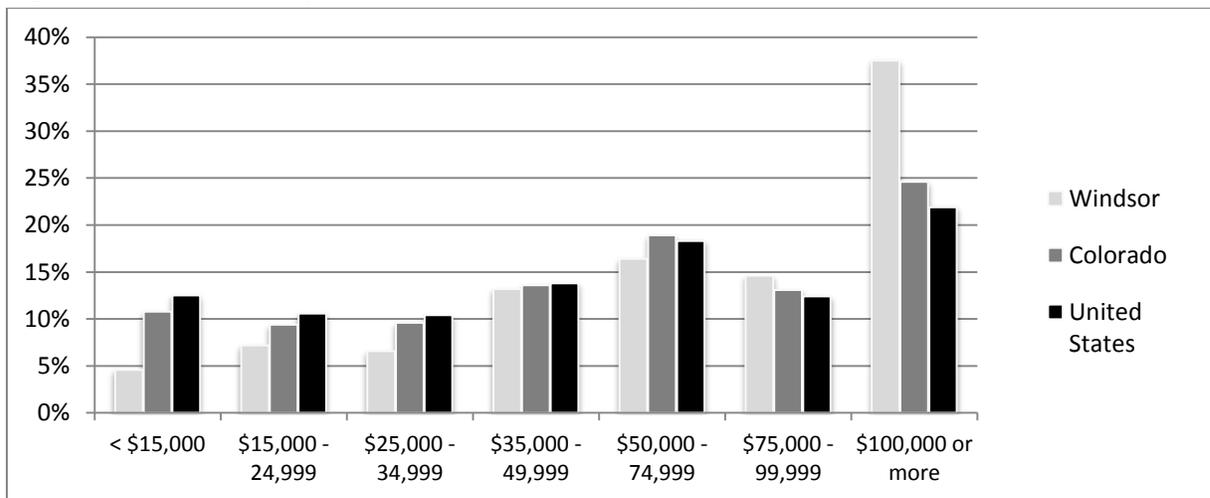
Degree	Windsor	Colorado	United States
Less than 9th grade	1.4%	4.3%	6.1%
9th to 12th grade, no diploma	3.2%	6.1%	8.5%
High school graduate (includes equivalency)	18.3%	22.9%	28.6%
Some college, no degree	22.6%	22.5%	21.0%
Associate's degree	12.3%	7.9%	7.6%
Bachelor's degree	27.3%	23.3%	17.7%
Graduate or professional degree	14.8%	13.0%	10.5%
Population 25 years and over	11,474	3,265,425	202,048,123

Source: 2010 U.S. Census

7. Household Income

According to the 2010 U.S. Census, the median household income for Windsor is \$78,013, which is higher than both the Colorado median household income level (\$57,685) and the national median household income (\$52,762). Figure 3 shows households by income. According to ERSI data collected in the 2007 Town of Windsor Parks, Recreation, Trails and Open Lands Master Plan Update, the estimated median household income for Windsor was \$69,015. The number of households generating income exceeding \$100,000 has increased significantly in this three-year period. In 2007, these households constituted 26.6% of all households. In 2010, the number had risen to over 37% of Windsor households.

Figure 3: Households by Income – Windsor/Colorado/US (2010)



Source: 2010 U.S. Census

8. Population Forecast

The 2013 Windsor Community Profile, a public information document drafted by the Town of Windsor Planning Department, forecasts an increase in population as follows:

- 21,935 (2015)
- 24,218 (2020)
- 26,739 (2025)
- 29,522 (2030)

B. Museum Trends

The Town of Windsor Museum is situated within the Parks, Recreation, and Culture Department. While a seemingly unconventional arrangement, the museum has historically benefited from its close proximity to leisure marketing, programming, and staff. However, museum staff is acutely aware of unique trends specific to their field that diverge from traditional parks and recreation operations. Museum staff is responsible for responding to these emerging trends in as much as

they are capable to better serve the needs and interests of their users. The following information has been drawn from the Center for the Future of Museums, The American Alliance of Museums, and the Pew Research Center.

Museum Education

In a 2011 paper written by Founding Director of the Center for the Future of Museums, Elizabeth Merritt, and Scott Kratz, Vice President for Education at the National Building Museum, “On The Horizon: Future of Education, Museums & The Future of Education”, the two authors discuss the direction of education and how it will impact museums in the years to come. Their forecast includes greater emphasis on attainment of the following skill sets:

- critical thinking
- synthesizing information
- being able to apply lessons to the Real World
- innovation and creativity
- teamwork and collaboration

Merritt and Kratz provide several examples of museums which are actively integrating these skill sets into the exhibits and programs they provide students and participants. They include the National Building Museum (critical thinking), the Newseum (synthesizing information), and The Henry Ford (innovation and creativity). Central among them is building relevancy to the present and inquiry-based experiences.

Meanwhile, the Center for the Future of Museums predicts what they call “transformational change” in the entire educational system. An excerpt from their blog best summarizes this trend:

The current structure has been destabilized by rising dissatisfaction with the formal educational system, the proliferation of non-traditional forms of primary education and funding crises at state and local levels. At the same time, new horizons are being opened by technological advances in communications, content sharing and cultural expectations regarding access, authority and personalization. We are at the beginning of a new era, characterized by new learning economies based on diverse methods of sharing and using educational resources.
(<http://futureofmuseums.blogspot.com/2011/01/forecasting-next-educational-era.html>)

CFM points out several indicators that this trend is already active, including the increasing proliferation of charter schools, a rise in the number of home-schooled students, budgetary cuts, and greater public scrutiny of school performance.

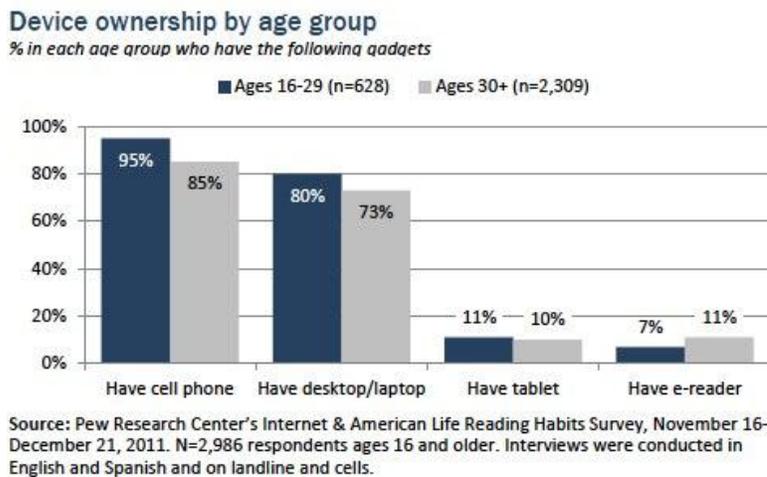
Technology

Technology is a hotly contested subject in museum circles. Depending upon the museum type, art gallery or historical site, natural history or science, there seem to exist varying expectations of the

extent to which technology should be incorporated into the visitor experience. History organizations enjoy the difficult task of creating meaning for their visitors removed from the event or setting which they aim to interpret. History museums try to create connections among their visitors in two ways: 1.) Providing contemporary context, and 2.) Creating an emotive experience. Technology has an irrefutable place in the future of museums. The challenge is in situating technology where it does not conflict with the two critical ways in which history museums impact their visitors.

Mobile technology has utilized the cell phone as its chief means of dissemination. Audio tours, mobile apps, and QR codes have been employed most consistently by museums. According to the Pew Research Center, in their Pew Internet and American Life Project, as of September 2012, 45% of Americans and 2/3 of young adults (18-29) own a smartphone.

Figure 4: Device ownership by age group (2011)



The composition of smartphone users also reveals interesting trends that museums need to consider alongside other demographic trends. Statistically, mobile users employ smartphones predominately in texting and taking photos. 44% of respondents from the Pew study said that they used their devices to connect with the Internet.

Table 3: Smartphone Use by Group (2012)

Who owns smartphones	
<i>% of American adults within each group who have a smartphone</i>	
All adults (n=3,014)	45%
Men (n=1,337)	46
Women (n=1,677)	45
Age	
18-29 (n= 478)	66
30-49 (n=833)	59
50-64 (n=814)	34
65+ (n=830)	11
Race/ethnicity	
White, Non-Hispanic (n=1,864)	42
Black, Non-Hispanic (n=497)	47
Hispanic (n=427)	49
Annual household income	
Less than \$30,000/yr (n=876)	35
\$30,000-\$49,999 (n=523)	42
\$50,000-\$74,999 (n=371)	56
\$75,000+ (n=680)	68
Education level	
No high school diploma (n=269)	21
High school grad (n=830)	36
Some College (n=778)	50
College + (n=1,115)	61
Geographic location	
Urban (n=1,095)	48
Suburban (n=1,406)	49
Rural (n=396)	29

Source: Pew Research Center's Internet & American Life Project, Summer Tracking Survey, August 7-September 6, 2012. N=3,014 adults ages 18 and older. Interviews were conducted in English and Spanish and on landline and cell phones (1,206 cell calls were completed). Margin of error is +/- 2 percentage points.

Touch screen technology is an alluring new platform for attracting tech-driven audiences. However, as a June 2013 article published in Wired magazine (“Tech Revamps in Prolific Places: Touch Screens in Museums, Libraries with APIs”) points out,

“Incorporating technology driven processes into historical and culturally significant institutions is similar to creating remakes of popular classic films. Such projects must take into account contemporary audiences as well as long-term dedicated fans. There is a definite fine line between betraying the trust of loyal followers and selling out to catch attention from newcomers. “

As the Cleveland Museum of Art has discovered, the medium has allowed visitors to create personalized visits, discover new things about favorite artists and their work, and share their experiences with their social media network. Touch-screen technology has other less obvious benefits, including increased user accessibility.

Technology in the museum is an exhaustive subject of discussion and argument, and one which will constantly evolve. From apps to online exhibitions, audio tours to touch screens, museums

will be responsible for navigating this constantly changing terrain without compromising their core mission and, likely, enhancing it.

Demographic Change

Excerpt taken from “Demographic Transformation and the Future of Museums” (2010), a report published jointly by the Center for the Future of Museum and the American Alliance of Museums:

“The most notable U.S. demographic trend over the last three decades has been the growth of the Hispanic population, with an increase from 6.4 percent to 15.1 percent between 1980 and 2008. ...By 2050, the Hispanic/Latino populations will have doubled again to comprise 30 percent of the U.S. population, with the percentage of Asian Pacific Americans increasing more slowly and the percentage of African Americans holding steady at 12-13 percent. Sometime between 2040 and 2050, depending on which projection model is employed, the current U.S. minority groups – African Americans, Latinos (of any race), Asian Americans and Pacific Islanders, Native Americans and others, including those whose identity is multiracial – will collectively become the new majority in the United States.” (9)

Demographic change, on this scale, has far-reaching implications for the museum field. In 2008, the National Endowment for the Arts conducted a survey entitled Survey of Public Participation in the Arts (SPPA) which asked “Who participates in the arts?” and “Who goes to museums?”. The survey found that attendance at museums and galleries had generally held since previous surveys conducted in 1982 and as recently as 2002. However, two emerging trends startled professionals. First, the survey found that museum visitation by people aged 45-54, historically the strongest age group for visitation, had dropped from 32.9 percent to 23.3 percent between 2002 and 2008. Second, of the total visitation to museums, 78.9 percent were non-Hispanic white visitors, 8.6 percent Hispanic, 5.9 percent African American, and 6.6 percent “Other.” A similar survey conducted in 2006 by the Institute of Museum and Library Services looked deeper at varying demography based on the museum type. It found that according to each ethnicity, Whites had the highest visitor rates for historic houses, sites and museums, while Hispanic/Latinos had the highest rates in natural history museums.

The State of Colorado, according to 2011 Census estimates, is four points above the national average in total Hispanic population at 20.9 percent. Among age groups, Colorado also supports a young population compared to national averages. In Windsor, the population of individuals under the age of 18 is 5 points below the state average at 29.4 percent.

C. Benchmarking

Overview

As the museum reflects on ten years of operations, benchmarking information serves as a tool for understanding where the museum stands relative to comparable communities, and helps inform the path museum staff will take in the future.

The Town of Windsor Parks, Recreation, Trails and Open Lands 2007 Master Plan Update identified several communities with perceived similarities to the Town of Windsor. These communities were: Castle Rock, Commerce City, Evans, Fort Lupton, Golden, and Parker. The characteristics that made these communities valuable for comparison in the Master Plan are not necessarily as effective for comparison between museum communities. Museum staff have identified unique factors which they feel better contribute to effective comparison between museum operations including: proximity to medium- to large-size cities (100,000+), population, amenities and attractions, and demographics.

Using the aforementioned criteria, the following communities were selected: Cañon City, Castle Rock, Fort Lupton, Fort Morgan, Golden, and Greeley. Each offers insight through key similarities and variances with the Town of Windsor.

Benchmarking Tables

1. Municipal Data- Appendix A
2. Museum Data- Appendix B
3. Scope of Operations- Appendix C

Benchmarking Analysis

Revenue

Admission

Of the seven institutions, the Golden History Museums and Greeley History Museum are the only two which charge admission. The Greeley History Museum charges admission at one of its four sites (the living history village). The Town of Windsor Museum (TOWM) and the remaining four institutions do not charge an admission fee. Given the larger size and scope of the Golden and Greeley History Museums, the TOWM is aligned with its peers in not charging an admission fee. However, as the TOWM expands its services, it will be worthwhile to review the admission fee policies to determine their relevancy to the museum's operations.

Membership

Membership dues are another source of visitor-generated revenue. Five of the seven institutions in this survey have a membership program. The TOWM and the Fort Lupton Museum do not. The

TOWM will continue to explore the feasibility of a support organization with 501(c)(3) status which could help the institution increase its cost-recovery and ability to finance capital projects.

Operations

Staffing

The results of this survey demonstrate that there is a strong correlation between the number of full-time staff members at a museum and the number of hours/services the institution offers to the public. The Town of Windsor Museum (TOWM), with two full-time staff members, is in line with its peers. Three institutions support more staff, two institutions with fewer, and one with the same number. Museums in Golden, Greeley, and Cañon City offer increased access and services in the form of multiple sites, research facilities and heavy programming. These institutions have five, ten, and four full time employees respectively. Data collected from the Fort Morgan Museum is not consistent with information gathered from other institutions. The museum has two full-time employees and operates 50 hours per week. This level of service suggests that the museum is receiving additional help through their partnership with the Fort Morgan Public Library.

Access

The Town of Windsor Museum (TOWM) operational schedule differs significantly from those institutions surveyed. Every museum selected for this analysis is open year-round, with the exception of the TOWM. TOWM staff believes a step toward year-round operations has the potential to significantly improve visitor services. This analysis supports that recommendation.

Although the TOWM differs from its peers in year-round availability, its weekly hours are comparable. During the open season (May-August), the TOWM offers between 20 and 28 open hours per week. This is consistently more than Castle Rock, Cañon City, and Fort Lupton, but below Golden, Fort Morgan, and Greeley. If there is a desire to increase the museum's hours of operation, an increase in staff hours will be necessary. As stated earlier, the correlation between staffing and level of service is direct.

Visitation

Museums operations are increasingly held up against traditional business models. In this way, a museum's exhibits and programs can be perceived as its product and its visitors, consumers. Visitor numbers are extremely significant in measuring a museum's efficacy within its community. This survey gathered annual visitation data from each of the participating institutions. The Town of Windsor Museum (TOWM) has the fifth highest visitation with 3,200 annual visitors. To better understand the significance of Windsor's position amongst its peers, the visitation numbers need to be viewed within a broader context.

The annual visitation to the Golden History Museums (50,000) demonstrates the impact of geographic proximity to metro areas. Although Golden has a population of 18,867, the city is only 15 miles away from Denver, which supports a population of more than 600,000 people. Windsor's location and smaller population mean TOWM visitation numbers are more accurately compared with institutions in Cañon City, Castle Rock, and Fort Lupton.

Location and neighboring landmarks/amenities significantly impact visitation. Hours of operation, as discussed earlier, contribute their own set of challenges and opportunities to visitation. Those three institutions which operated over 30 hours per week each have well over 10,000 visitors annually. By contrast, the TOWM and the three institutions that are open 20-29 hours per week bring in just over 10,000 visitors combined.

Appendix A
Municipal Data

City	Population (2010 Census)	Proximity to Larger City	Major Amenities/ Attractions	Median Household Income (2010 Census)	Ethnicity
Windsor	18,644	16 miles to Fort Collins (pop. 143,986)	21 miles to Horsetooth Reservoir	\$78,013	87.7% White 9% Hispanic
Cañon City	16,400	40 miles to Pueblo (pop. 106,595)	Royal Gorge Bridge and Park, CO State Penitentiary	\$33,363	85.3% White 9.5% Hispanic
Castle Rock	48,231	29 miles to Denver (pop. 600,158)	43 miles to Garden of the Gods, 70 miles to Pike's Peak	\$85,461	84.7% White 10% Hispanic
Fort Lupton	7,377	30 miles to Denver		\$51,289	42% White 55% Hispanic
Fort Morgan	11,315	82 miles to Denver and Fort Collins	48 miles to Pawnee National Grasslands	\$41,274	48.7% White 43.3% Hispanic
Golden	18,867	15 miles to Denver	Major metro area	\$56,926	84.4% White 8.2% Hispanic
Greeley	92,889	56 miles to Denver	UNC	\$43,466	59.3% White 36.0% Hispanic

Appendix B
Museum Data (1 of 2)

City	Site Name	Operating Budget	Annual Visitation (2012)	Operating Hours
Windsor	Town of Windsor Museum	\$250,000	3,200	Boardwalk Park May-Sept, Tues- Sun, 12-4 AHC varies, Mon & Wed, 12-4
Cañon City	Royal Gorge Regional Museum and History Center	\$261,000	5,781	Wed- Sat, 10-4
Castle Rock	Castle Rock Museum	\$45,000	1,700	Wed- Fri, 12-5 Sat, 11-4
Fort Lupton	Fort Lupton Museum	\$35,000	2,400	Mon- Sat, 10-2
Fort Morgan	Fort Morgan Museum	\$275,000 (est)	13,000	Mon, 9-6 Tues- Thurs, 9-8 Fri- Sat, 9-5
Golden	Golden History Museums	\$477,000	50,000	Center/House: Tues- Sat, 11-4:30 Sun 12-4:30 Park: Sunrise to sunset all year Summer: Fri- Sat, 10-4:30 Sun 12-4:30 (living history)
Greeley	Greeley History Museum	\$830,000	18,000	Wed- Fri 8:30-4:30 Sat 10-4 Plumb (closed) Meeker- Appt only Centennial Village – May-Sep

Appendix B cont...
Museum Data (2 of 2)

City	Admission Fee	Staff/ Board	Membership	Affiliates
Windsor	None	FT Art & Heritage Manager FT Curator RPT Museum Preparator SPT Docents (3) SPT Museum Educator PReCAB Board	None	Town of Windsor
Cañon City	None	4- F/T, 1- P/T, 24 Volunteers FT: Archivist/curator, asst. curator, asst. archivist, museum technician	Through Friends of the Museum 501(c)(3)	Branch of Cañon City Public Library, managed by the city
Castle Rock	None	1- F/T, 4- P/T 8 member board	\$20/individual \$35/family	Castle Rock Historical Society
Fort Lupton	None	2- P/T (<30 hours) Committee (not board)	None	Town of Fort Lupton Culture, Parks, and Recreation Division
Fort Morgan	None	Director of Library and Museum Services (F/T), Curator (F/T), Research Asst. (P/T), Fort Morgan Heritage Foundation Board	\$20/individual \$30/family	City of Fort Morgan
Golden	Ages 7+ \$3 2 sites \$5 3 sites \$7	5 F/T: Director of Development, Membership and Visitor Services Coord., Student and Family Program Coord., Interpretation Coord., Curator of collections and exhibits 4- P/T: visitor services/ programming assistants	\$25/individual \$45/family	City of Golden
Greeley	Greeley History Museum: None Group tour fees Centennial Village: \$3- 6/pp	10.25 F/T 12 P/T hourly Advisory board (not governing)	\$35/individual \$45/family	City of Greeley

Appendix C

Scope of Operations

1. Town of Windsor Museum

Windsor, CO

The Town of Windsor Museum is a municipal museum that operates out of three sites. The Museum at Boardwalk Park, a set of historic buildings located within a heavily-used municipal park, interprets local history through semi-permanent exhibits. This site is open seasonally. The Art & Heritage Center, a second site, provides gallery space on its first floor for temporary and traveling exhibitions that support the museum's mission. This site is open on an as-needed basis. The Community Recreation Center, the last site, hosts six display cases in its interior hallway. In the past, museum staff has used this space for temporary and traveling exhibits. In 2013, museum staff intends to transition its use to marketing/promotion space. This space is open year-round. The museum cares for a mid-sized collection with 10,000+ objects, photographs, and archival documents. Collections are housed in the second floor of the Art & Heritage Center. Collections are available to the public by appointment only.

Mission: The Town of Windsor Museum serves the local and regional community by creating and fostering opportunities for curious investigation and appreciation of Windsor's unique past and present through exhibitions, collections stewardship, and educational programming.

2. Royal Gorge Regional Museum and History Center

Cañon City, CO

The Royal Gorge Regional Museum and History Center works jointly with the Cañon City Public Library but is housed in a separate location. The museum provides exhibits and research materials related to local history. Located in their building are four exhibit rooms, a reading room for research, and historic structures. Visitors can tour the center with a guide. The museum's permanent collection includes one of the largest phonograph collections.

Mission: Our mission is to obtain and preserve records and artifacts of enduring value and to provide public access to a collection of materials that reflects the ongoing history of Fremont and Custer counties in Colorado.

3. Castle Rock Museum

Castle Rock, CO

The Castle Rock Museum is housed in a historic Denver & Rio Grande Railroad depot. The museum uses this space for temporary and permanent exhibits on local history that showcase artifacts from their small collection.

Mission: To provide a physical manifestation of Castle Rock area history through the preservation and display of artifacts and to promote the education about, and appreciation of, our history by opening the Museum to the public with tours and special programs. Castle Rock Historical Society activities beyond the operation of the Castle Rock Museum are conducted to bring together people interested in the preservation of the heritage of the Castle Rock, Colorado area and support the operation and maintenance of the Museum.

4. Fort Lupton Museum

Fort Lupton, CO

The Fort Lupton Museum is located in the old Fort Lupton Library building. The museum features temporary exhibits and permanent displays which include a vast collection of arrowheads, natural artifacts, commercial and industrial objects. Their exhibits and small collection focus on local history. The facility also provides access to extensive archives of family histories, cemetery records, business documents and photos.

Mission: None listed.

5. Fort Morgan Museum

Fort Morgan, CO

The Fort Morgan Museum shares a facility with the Fort Morgan Public Library and is accredited by the American Alliance of Museums. The museum tells the stories of Fort Morgan and Morgan County through permanent and temporary exhibits, education programs at the museum and at schools, and through photos, documents, and artifacts from today and yesterday. Their research center (open to the public regularly by appointment) is the primary genealogical research center in the area. It is home to over 150 school yearbooks and annuals, over 100 community directories and phone books, and 125 years of local newspapers on microfilm.

Mission: None listed.

6. Golden History Museums

Golden, CO

Golden History Museums is comprised of three sites. The first, The Astor House Museum, tells the story of the building in the early 20th century when it served as a local boarding house. This site is open year-round and has extended summer hours. The second site, Clear Creek History Park, has a blacksmith shop, log cabins, hay barn, and root cellar. The site is open year round for self-guided tours of the exteriors of the buildings. During the summer, the site is open 17.5 hours per week with costumed interpreters and tours of the buildings' interiors. The third site, The Golden History Center, is also open year-round. The center explores Golden's history through exhibits, lectures, programs, and events. The Golden History Museums have a 15,000+ item collection.

Mission: None listed.

7. Greeley History Museum

Greeley, CO

The Greeley History Museum has four sites. Their flagship site features temporary and permanent exhibits that tell the story of Greeley and Weld County. It also houses the Hazel E. Johnson research center, which is open with full service to the public 30 hours per week, and the institution's vast collection. The second site is the Centennial Village Museum. Centennial Village is a 7-acre living history museum that allows visitors to encounter the past as it was over 100 years ago. It contains over 24 historic structures and gardens. This site is open seasonally, from May to October, and is the only site with an admission fee. The third site is the Meeker Home. This house museum is interpreted to the late 1800s and tells the story of the Meeker family. Tours with costumed guides are available by appointment. The fourth, and final site, is Plumb Farm Learning Center, which is currently closed for preservation and structural updates.

Mission: The purpose of the City of Greeley Museums is to preserve and interpret the history of the Colorado high plains region with emphasis on the City of Greeley and Weld County.

D. Community Input

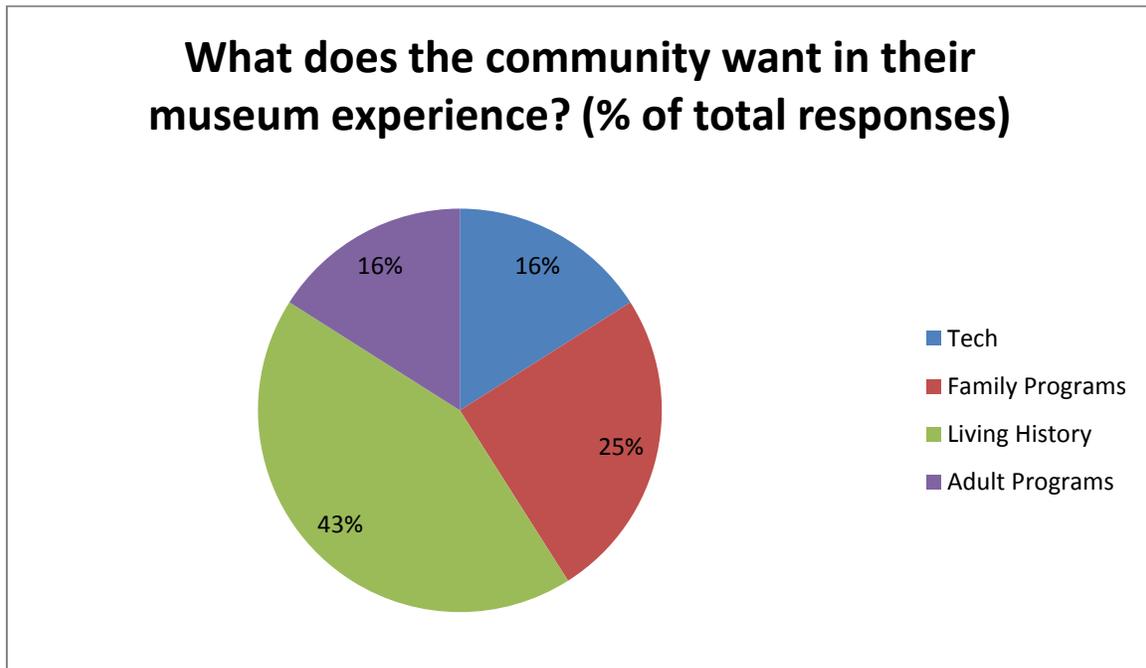
Overview

Museum staff collected front-end evaluative data throughout Summer 2013 by a.) conducting individual preference exercises at high-visibility events and b.) collecting survey responses from 1000 randomly-selected Windsor residences.

Individual Preferences

Event attendees were presented with four images of different activities frequently conducted at museums: a living history demonstration, a digitally-interactive kiosk, a family program, and an adult networking event. A bean jar was placed directly in front of each image. The exercise attracted 86 participants who had an opportunity to drop no more than two beans in a jar of their choice reflecting their preference. The overall preference of participants is reflected in the graphic below.

Figure 5: Visitor Preferences (2013)



Source: Staff Generated



Tech: 23 responses – 16%



Family Programs: 37 responses – 25%



Living History: 64 responses – 43%



Adult Programs: 24 responses – 16%

Survey

A survey comprised of eleven questions determining variables including household size, cultural preferences, and frequency of museum attendance was sent to 1000 randomly-selected Windsor residents in early August 2013. Between August 1st and September 1st, 2013, 152 responses were collected, resulting in a 15% overall return rate. Survey questions are enumerated below and are immediately followed by a graphic illustrating response statistics, as well as voluntary comments from respondents.

Q1: How many people live in your household?

55% 1-2 30% 3-4 11% 5-6 3% 6+

Q2: How many hours per week on average do you dedicate to cultural activities (dance, concert, theater, visual arts, museums)?

53% -1 hour 31% 1-2 hours 9% 3-4 hours 3% 4+ hours

Q3: What components of cultural programming do you or does your family enjoy the most?

44% Educational (learn something new),

- 14% Inspirational (activate a desire to change how you do something or make an impact)
- 31% Social (spend time with others)
- 45% Destinalional (seek out a specific location or experience to enjoy)

Q4: How far would you be willing to travel to attend a cultural program/event of your choosing?

- 12% 5 miles
- 20% 10 miles
- 14% 25 miles
- 44% 25+ miles

Q5: What is your most important consideration when choosing to participate in a cultural program/event?

- 31% Cost
- 22% Location
- 18% Time
- 36% Family/Broad Appeal

Q6: Are you willing to pay to participate in a cultural program within your community, provided the fee is fair?

- 78% Yes
- 13%No

Q7: When was the last time you visited the Town of Windsor Museum at Boardwalk Park?

- 49% Never
- 14% Within the last 6 mos.
- 10% Within the last year
- 18% More than a year

Q8: When was the last time you visited the Town of Windsor Art & Heritage Center?

- 70% Never
- 5% Within the last 6 mos.
- 7% Within the last year
- 11% More than a year

Q9: Of the activities listed below, which do you or your family find most appealing?

- 53% Visiting a nationally-touring traveling exhibition.
- 16% Learning how to make a pie in a historic farmhouse.
- 13% Attending an evening lecture on a historic/cultural topic with friends.
- 16% Checking out online resources about a historic event/topic at home.

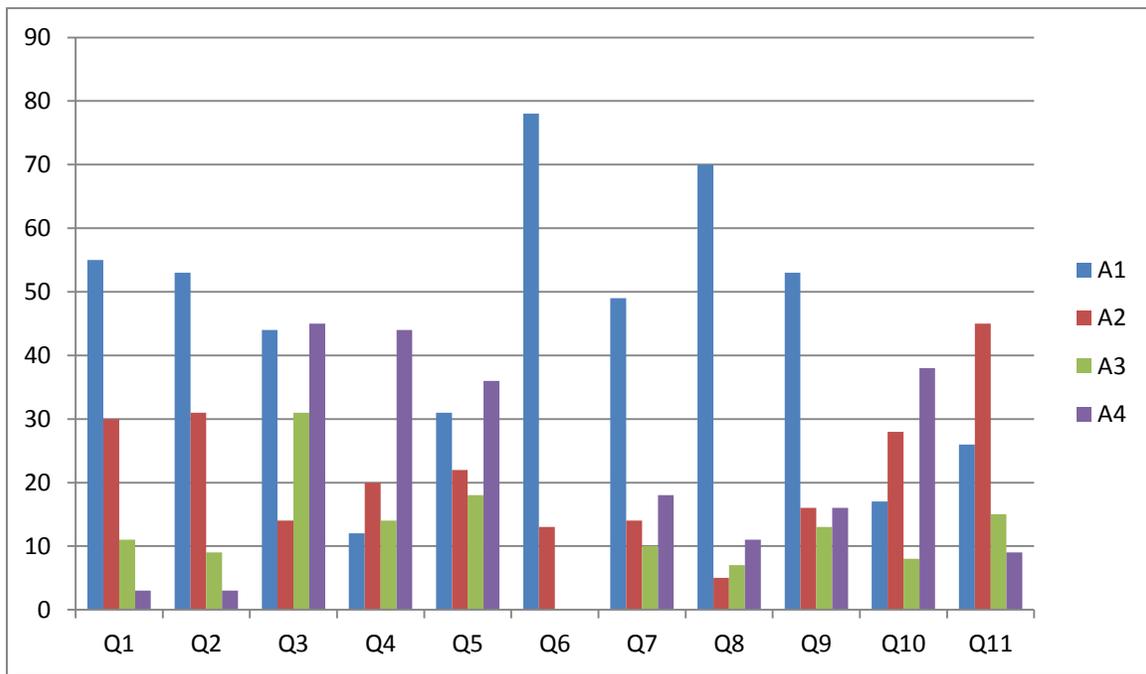
Q10: 2013 marks the 10th Anniversary of the Town of Windsor Museum. What would you like to see the museum accomplish in the next 10 years?

- 17% Increased operational hours (move from seasonal to year-round)
- 28% Increased programming (lectures, workshops, classes)
- 8% Increased remote services (online exhibits, searchable object database),
- 38% Expanded exhibitions (frequency, local and regional draw, alternative locations)

Q11: How likely are you to visit the museum or attend a related event in the future?

- 26% Very Likely
- 45% Likely
- 15% Not Likely
- 9% Very Unlikely

Figure 6: Community Survey Results (2013)



Source: Staff Generated

Any questions or comments? Please share with us!

**Responses have been transcribed verbatim with no correction whatsoever.*

C1: How are these events marketed?

C2: Haven't been to museum yet but looking forward to a visit

C3: I am new to town & was unaware of the museum. Marketing may also help.

C4: Do you partner with Windsor Community Foundation or any other community or civic organization?

C5: I have been battling bone and soft tissue sarcoma since I came here in 2007. When I get better I would like to come to the museum. I love history.

C6: Just moved to Windsor - lots left to explore!

C7: What an epic waste of tax payer money sending this survey out!

C8: Money spent on Art & Heritage would be better spent on area of needs within the town. To much is being spent on non-critical areas.

C9: Thank you for your efforts. Wish the town would invest more in Arts & the museum instead of building more softball fields.! Keep up the good work-

C10: We didn't even know there was an Art & Heritage center or museum.

C11: We just moved here a year ago and haven't been to Heritage Center, but are looking forward to going.

C12: Would like to check out volunteer at museum. I would like to give tours of Windsor.

C13: When they had things going on at 7th street park. Now that it is at Boardwalk it is too small no room to turn around. So I don't go.

C14: We are relative new to Windsor. Have been meaning to visit museum.

C15: Not a high priority for my family.

C16: I was sorry to hear that the Windsor artifacts people had saved and were put in the original displays were removed. The stories behind those items are more meaningful to the historians of the Windsor community than making sure everything is "authentic".

C17: We only moved here about a year ago, and traveled for work a lot last summer, so were unable to explore as much as we would have liked.

C18: Everyone in the household works full-time & hours of operation have never work for us to visit anything (museum or arts center. It is very disappointing.

C19: I'd be most likely to attend an event that was fun & social. Wine & Cheese, food tasting, music.

C20: I think it's hard for T.O.W. to compete with events offered in larger cities like FTC & LOV.

C21: I'm a member of the Denver Museum of Science & Nature...So will pay for that kind of offering.

C22: I don't know anything about the museum at this time.

C23: I like the fact that there is a museum. However, our lifestyle now does not include using the museum-not enough hours in the day. I could see us using the museum in a few years when the kids are out of high school.

C24: Don't propose tax increases for this stuff.

C25: my commet would be, make sure the childern that are growing up in town have fun things to do!! Parks, pathes, activitys - bowling ale, movie theater!!

C26: We also enjoy the displays at the rec center. I have had my granddaughter go to the Pioneer School one summer and that was a great experience.

C27: Our comments are not printable.

Community Input Analysis

Visitor Types

According to a leading figure in museum learning and author of the influential book Identity and the Museum Visitor Experience, John Falk, there are five distinct museum visitor profiles that are easy to identify based upon visitor expectations prior to and during their visit. These visitor types include 1.)Experience Seekers, 2.)Professional/Hobbyists, 3.)Explorers, 4.)Facilitators, and 5.)Rechargers. The input provided in front-end evaluation exercises indicates that the strongest visitor types for our community are Experience Seekers and Facilitators.

Experience Seekers visit places with the intent purpose of having a good time. This visitor type is likely to seek out what is important or valuable within a community and to partake of it in a recreational capacity. Experience Seekers, while not the traditional repeat visitor, will visit again if the museum provides fresh and dynamic exhibitions and/or programming opportunities. Due to their participation in a wide-range of leisure activities, they are not likely to have extensive

experience visiting museums and will require more interaction with staff to ensure they acquire the “experience” they initially sought. Museum interpretation that aids this visitor type should draw heightened attention to the overall museum narrative and key messages. Furthermore, Experience Seekers appreciate a site that is easy to navigate, where restrooms can be found without difficulty, and a gift shop where they can pick up a memento of their trip. Museum staff should not be surprised by this visitor type’s propensity to document their time at our site; taking family photographs, posting on social media, et al. This is an untapped marketing and promotional opportunity for the Town of Windsor Museum. Experience Seekers, in summary, offer the museum the strongest potential for “word-of-mouth” advertising and should not be underestimated for their contributions.

Facilitators visit museums to encourage and support the interests of children, friends, and companions. These visitors need to feel equipped to accomplish this goal. They will seek out information or resources that are readily available, easy to use, and attractive to their children or companion (i.e. backpacks, activity guides). For parent facilitators, it is useful to indicate which ideas or activities are “child-friendly” and how they fit into the overarching message the museum is trying to promote. Furthermore, museums need to be sensitive to the spatial concerns of facilitators. Groups require greater space around interactive displays and text panels than what might be required for smaller groups. Facilitators require friendly, engaging museum staff who are comfortable working with children, but who can also bridge the intergenerational gap. Facilitators particularly enjoy activities which directly engage their children or companion, recognizing that these experiences will leave lasting memories. In the museum preference exercise, 43% of participants indicated an interest in Living History and 25% an interest in Family Programming, together constituting the bulk of expressed participant preferences (68%). Museum staff recognizes the potential here to serve a wide range of interests through hands-on, family-friendly programming.

Visitation Trends

According to survey results, 49% of respondents had never visited the Town of Windsor Museum at Boardwalk Park, whereas 42% indicated that had visited the museum at some point, whether in the last 6 months(14%), the last year (10%), or more than a year ago (18%). The narrow margin between those who had visited the museum and those who had never visited indicates that visitation is not necessarily a cause for great concern, so much as repeat visitation. If we are to assume that this sample size is indicative of the town at-large, that means nearly one half of Windsor residents have visited the museum at one time. The Town of Windsor has a healthy degree of exposure within the community, but presently struggles to engender repeat visitation among those who have visited.

The survey also asked respondents how likely they were to visit the museum or attend a related event in the future. 26% of respondents indicated that they were very likely. 45% indicated that

they were likely. According to this data, 71% of respondents would visit the museum, an enviable scenario for any museum.

The Town of Windsor Art & Heritage Center (AHC), by contrast, saw a greater number of respondents who indicated they had never visited the site (70%). Opened to the public in 2010, the AHC hosts temporary exhibitions approximately two times per year. During these times, the center is traditionally open two days per week. It is likely that the sporadic nature of programming and limited visitation hours have had some effect on visitation. The AHC, while a site utilized by the museum, is intended for division-wide programming, including guest-curated exhibitions and community arts initiatives. It is believed that with increased hours of operation and appropriate programming, overall awareness and visitation of the site will increase.

Programming Profile

Two questions within the survey addressed the type of programming currently offered or proposed for the future. The programming could be broken into two distinct groups: interactive and passive. 'Interactive' programming constitutes activities held on-site, frequently with some level of facilitation, and with the potential for contact among participants/visitors. 'Passive' programs are those activities which can be enjoyed at home or remotely, with little to no facilitation, and often independently.

In question 9, 82% of respondents chose interactive programming, including such activities as making a pie in a historic farmhouse, visiting a nationally-touring exhibition, or attending an evening lecture with friends. 16% expressed an interest in checking out online resources at home.

In question 10, respondents were asked to share their desires for the future of the museum. Options included increased operational hours, lectures/workshops, exhibitions, and remote services. 83% of respondents chose interactive programming with only 8% of respondents indicating an interest in remote services (online exhibits, searchable object databases).

This data corroborates input gathered from the preference exercise discussed earlier and reinforces the museum staff's future directive to provide engaging and interactive experiences for its guests.

TOWN OF WINDSOR Museum

Town of Windsor Museum Strategic Plan, 2013-2023



4. Resource Inventory

4. Resource Inventory

A. Facility Inventory

The Town of Windsor Museum has historically struggled with defining its “boundaries”. At present, the museum consists of nine historic buildings at Boardwalk Park and a collections storage space on the second floor of the Art & Heritage Center (AHC). As aforementioned, the first-floor gallery of the AHC is used routinely for temporary museum exhibits. In the past, six glass cabinets located at the Community Recreation Center were used for museum exhibitions. However, due to its location, limited security, and less-than-ideal environmental factors, it has been deemed unfavorable for future exhibitions and will be used by the Art & Heritage division for promotional purposes.

Boardwalk Park

1882 Windsor Depot, 1925 Caboose, and Boxcar– Open Seasonally

Originally built by the Greeley, Salt Lake, and Pacific Railroad, the Windsor Depot was constructed in 1882 and remained in service until the early 1970s. In 1975, the Depot was moved to its present location at Boardwalk Park. The relocation and establishment of the Windsor Depot Centennial Museum coincided with both the State Centennial and the U.S. Bi-Centennial, a period in which historical sites enjoyed renewed popularity. The 1882 Windsor Depot continues to welcome visitors and un-officially serves as the visitor center for the Museum at Boardwalk Park.



Prayer Meeting House – Open Seasonally

Originally located at 201 Walnut Street. Eventually the building was moved west of town to the Jake Jacoby farm and used by the Windsor Wranglers Riding Club as a clubhouse for a number of years. Members of the Windsor-Severance Historical Society received permission from the Jacoby family to move the building to Boardwalk Park. The building was dedicated on July 21, 1991. Its current steeple was added in 1998. Museum staff began research on the prayer meeting tradition and implemented changes to the interior in Spring 2011 to more accurately interpret the space as it would have been used originally.



Whitehall Schoolhouse - Open Seasonally

The Whitehall School was built in 1885 when School District 51 was formed and has been enlarged through the years. When the school district merged with Windsor in 1920, the building was sold to Tom Cullison and was used as a tenant house. The building has been divided into two rooms, one for the schoolroom and the other for the teacher. The schoolhouse was dedicated on July 13, 1993.



Beet Shack – Open Seasonally

Bob Ehrlich of Amigo Farms donated this beet shack. It was the first building to join the Depot at Boardwalk Park. It was put in place in the Fall of 1989. The Windsor Lions Club financed the moving of the building and its restoration.



Volga German Farmhouse & Summer Kitchen – Open Seasonally

The Volga German Farmhouse came from what is now the Pelican Lakes Golf Course. It was used from 1997 to 2005 by the Great Western Company as a concrete weigh station. Prior to 1997 an addition had been placed off the rear of the building where a kitchen and bathroom were located. This addition was removed in 2005 when the structure was relocated to Boardwalk Park. It is of typical early German-from-Russia construction, with four main rooms. In 2012, museum staff

began restoration of the interior of the farmhouse. The farmhouse was partially open to visitors in 2013 and will be fully open in 2014.

To the rear of the farmhouse is a small summer kitchen which would have been used for cooking purposes during hot summer months. It is an original structure which underwent extensive renovations in 2010.



Town of Windsor Museum Collections

The Town of Windsor Museum collection includes an estimated 10,000 items, the majority of which were deeded to the Town by the Windsor Severance Historical Society in 2003. These items consist of: objects, photographs, textiles, books, and documents (archives, personal papers, records, and maps). An estimated 70% of the collection is three-dimensional objects. Documents make up 20-25% of the collection, and books, photos, and textiles account for the final 5-10%.

The purpose of the TOWM collection is to help the museum serve its mission, which is focused on Windsor's unique past and present. Therefore, the items in the collection pertain to local and regional history. The strengths of the TOWM collection include: agriculture, domestic life, education, German from Russia heritage, local businesses, medical practice, printing, railroads, and religious institutions.



Art & Heritage Center

The Art & Heritage Center is a two-story historic structure located approximately 500 feet from Boardwalk Park. Built in 1909, it originally served as Windsor's Town Hall and was used as such until the early 1980s when the building was transferred to the Windsor-Severance Historical Society who

used it for their purposes until 2003 when the building reverted back to the town's ownership. In 1999, the building underwent an exterior rehabilitation which repaired structural damage. In 2009, interior rehabilitation brought the building back to its original layout, including restoring separate entrances for the first and second floors, as well as updating public restrooms. The second floor is currently being employed in the storage of museum collections. The first floor is being used for changing and temporary exhibitions.



Eaton House

Believed to have been built at the turn of the 20th century by the Eaton family, the Eaton House is located at the edge of the museum property at Boardwalk Park. It has been used by the museum for storage since it was donated to the town in the early 2000s. It is in poor repair and there are no immediate plans to include the structure in the interpretive scope of the museum. Funds have been allocated in 2014 to pursue a Historic Structure Assessment to determine possible uses for the future. Coincidentally, it is the only historic structure at Boardwalk Park in its original location.

B. Services Inventory

The Town of Windsor Museum provides on-going programming that varies from year to year with the interests of participants and the museum's exhibition schedule. Museum staff continually attempts to evaluate the efficacy of its programming from teachers and participants.

Pioneer School

A long-standing program for the museum dating back to management by the Windsor-Severance Historical Society. The program is traditionally conducted during the summer for week-long slots, two hours per day for four days. It continually attracts participants, predominantly girls, between the ages of 8 and 12. The program requires at least one interpreter in costume to facilitate the program and benefits from the aid of an additional staff member or volunteer in the day-to-day preparation of materials. Total participation per summer is approximately 30 students and the participation fee is \$45.00 per student for 8 total programming hours.



Traveling Trunks

Two traveling trunks are currently available to local educators. Their subjects are *Windsor 1900* and *Children of the Great Depression*. Museum staff is in the process of eliminating the Bison Kill Site trunk due to lack of popularity among educators and is looking to replace it with a trunk version of a class kit that has been received favorably among teachers on Windsor history circa 1900.



On-Site Visits

Each year hundreds of schoolchildren participate in visits to the Town of Windsor Museum at Boardwalk Park. The museum has on-site programming for second and fourth-grades which transcends traditional tours museum docents provide. These grades are selected due to their dependence upon local history curriculum. Beyond school visitation, the museum welcomes thousands of regular visitors during its seasonal hours.



Exhibit-Based Programming

Exhibit-based programming varies depending upon the museum's exhibition schedule and the content of the exhibit. Larger exhibitions tend to lend themselves to both adult and children's programming opportunities. In 2012, the Town of Windsor provided exhibit-based programming for each of its six exhibitions.



C. Alternative Providers in Windsor

The Town of Windsor Museum is the town's only museum. However, there are several cultural and historic points of interest within close proximity of the museum which strengthen the institution's impact within the community. They include:

- Historic Downtown
- The Poudre River Heritage Corridor
- The Kaplan – Hoover Bison Kill Site
- The Overland Trail
- Former Site of the Greeley WWII POW Camp

Other regional draws include the area's rich agricultural history which remains an important part of Windsor's identity. Family farming is strongly entrenched within Weld County. Current trending toward agritourism has been seen in some of these farms.

TOWN OF WINDSOR Museum

Town of Windsor Museum Strategic Plan, 2013-2023



5. Key Issues and Analysis

5. Key Issues and Analysis

A. Key Issues

Issue #1: Collections

The Town of Windsor Museum collections are in perilous need of additional storage space if continued collecting is identified as appropriate for future operations. Presently, collections are over-packed in boxes creating two problems; 1.) difficulty by staff in routinely accessing these materials, and 2.) critical stress on the collection from over-handling, incompatible materials, and weight strain. The Town of Windsor must determine whether the museum will document its present and future by engaging in future collecting.

Issue #2: Education

The educational community is a critically important contingency that the museum serves. Hundreds of students annually utilize resources that the museum provides in and outside the classroom. This saturation within the District has been won by on-going tenacity from museum staff since the museum's founding in 2003. However, there are many schools, and students as a consequence, that are presently underserved or un-served altogether. There is greater potential to invest in this relationship and strengthen the museum's long-term relevancy within the community. Current museum staff does not have the ability to build out this relationship beyond its present standing.

Issue #3: Exhibits/Interpretive Programming

Town of Windsor Museum staff recognizes that museum exhibits must be relevant to all visitors. To date, the museum has focused on episodes in Windsor's history, with heavy emphasis on the German-from-Russia narrative. The historic buildings at Boardwalk Park emphasize this episodic model. As a consequence, the broader historical context is lost or ignored. Visitors who do not have a personal connection to these "episodes" do not relate to the exhibit material. Successful exhibitions must provide contemporary context and create an emotive experience. Other factors include opportunities for visitor engagement and interaction.

Issue #4: Visitation

Overall visitation for the Town of Windsor Museum has grown steadily since 2007 according to statistics from that year onward. Surveys conducted in 2012 indicate that many visitors are "first-timers" and that they are from Windsor. The Windsor Museum at Boardwalk Park has high visibility and does not charge an admission fee, yet it does not attract the vast majority of park users. The museum also recognizes that it does not attract minority visitors. According to the 2010 Census, Windsor's population is nearly 10% of Hispanic/Latino origin.

Issue #5: Outreach/Community Engagement

As alluded to in the previous issue, many Windsor residents do not know that the Town of Windsor Museum exists within their community. The Town of Windsor Museum has been operating ten years as of 2013. This situation is simply unacceptable to museum staff. The museum would benefit from a directed marketing plan, to include branding and strategies. The museum lacks a group of stakeholders, beyond those at the advisory level, who help to guide and inform operations. Museum staff acutely feels a lack of cohesiveness among Northern Colorado museums, many of which replicate services.

Issue #6: Governance

The Town of Windsor Museum has successfully increased the professionalism of its operations since 2003. However, it does recognize the need to better equip and educate its advisory board members on museum ethics. Specialized training of this nature is good practice for the Town of Windsor Museum and increases the comfort level of advisory board members in decision and policy-making. The Town of Windsor Museum also recognizes the necessity to separate funds generated from the sale of deaccessioned items from the Town of Windsor General Fund. This practice is not conducive to ethical standards set by the American Alliance of Museums.

B. Input and Analysis

1. Collections

The care of collections is driven not by any outside imperative, but rather from standards established by the museum community for the ethical treatment and preservation of our collective history. In 2001, the Town of Windsor Board committed resources, both in personnel and financial resources, to the care of the town's material past. This commitment was reinforced in 2003 when Town Board took ownership of collections previously in the custody of the Windsor-Severance Historical Society. Since that time, museum staff has maintained the collection according to accepted practices and their abilities.

Museum staff has collected modestly over the last ten years adhering strictly to its collections management policy. The museum has also successfully navigated, with a great deal of public education and diplomacy, the difficult terrain of deaccessioning (removing) items deemed inappropriate, dysfunctional, or unessential to the museum. That said, collections storage space is at capacity and future collecting cannot continue without serious discussion of the following questions:

- Do we discontinue collecting?
- Can we relocate collections storage to an interim location until a permanent storage facility is funded and constructed?
- What level of access should the public have to museum collections?

Museum staff believes that a suitable answer lies in a combination of the above questions. The collections management policy deserves review to determine whether it still serves the best interests of the museum. Present collections storage space is unsuitable both from a storage capacity and physical access standpoint. Anyone with a physical disability which prohibits climbing a long set of stairs does not have access to the collections. Furthermore, moving large collections objects up and down stairs presents a hazard to staff, the object in question, and the building. Museum staff recommends moving either a portion or the entirety of the collection to a more suitable, and accessible, location as soon as possible. Lastly, museum staff feels it imperative to increase public access to collections. A common complaint among museum visitors is “Where is all the stuff?”. Museum staff understands that objects, a.k.a. “stuff”, sit at the heart of visiting museums which collect objects. The challenge is in balancing this expectation with other concerns, including preventing deterioration, keeping exhibits fresh and engaging, and limited exhibition space. Technology may provide the bridge here to providing the public with consistent access to the collection while protecting the museum’s other interests.

2. Education

Museum education and schools should not be seen as an exclusive relationship. While true that Town of Windsor Museum staff feel a strong imperative to strengthen this association, it should be understood that museum education is a mission-driven function that benefits the entire community. Nevertheless, it is the distinct advantage of smaller museums that they are often more accessible, flexible, and locally relevant to area schools than larger institutions. Small museums, such as the Town of Windsor Museum, are equipped to deliver a unique set of learning resources, in addition to acting as a recreational venue.

To accomplish such a partnership, museums must know what area educators need and have the capacity to satisfy such needs as identified. The Town of Windsor Museum lacks both these critical components. Until such time as the Museum is capable of hiring additional staff, implementing much-needed evaluation, and cultivating long-standing relationships with individual educators, the museum will lag behind its peers in the resources it is able to provide to the public, a scenario not advisable for the long-term sustainability of the museum.

3. Exhibits/Interpretive Programming

Current exhibition planning is approached with some of the following considerations:

- Does the exhibit further or support the museum mission?
- Will it attract interest in the community?
- Is it financially feasible?

While this process is conducted informally, it is recommended that exhibition planning undergo a more formal process of selection and vetting for appropriateness to the museum mission and to established standards of excellence.

A crucial step in this direction is the establishment of an exhibition philosophy. Such a statement would outline learning and experiential objectives for each museum exhibit, as well as identify criteria for selection or creation of exhibitions. The Town of Windsor Museum at Boardwalk Park is in critical need of such a philosophy to guide reinterpretation efforts now underway. Museum staff recommend routine evaluation of all semi-permanent exhibitions to ensure they maintain relevancy, invite interaction among visitors, and encourage repeat visitation. The stories told at these sites have not been reviewed or significantly updated in years.

4. Visitation

There is great inconsistency in information about museum visitation trends. Furthermore, there is no standard way to track visitation across museums. Whereas one museum might only count people who physically enter their doors, another museum might count attendance to an outdoor event on museum grounds (i.e. concerts, site rental), and yet another might include outreach numbers to area schools. The truth is that history museums are suffering more than most other museums when it comes to visitation. In a 2007 study led by Research Advisors, a marketing research firm with experience in the non-profit sector, history museums ranked last in popularity among eight other museum types by 5,500 families visiting museums. This data is consistent across all demographic groups. According to this same study, the following trends were observed of history museums and historic sites:

- The age of the oldest child in the family group has a significant impact on the type of museum families choose to visit. History museums see the greatest increase in visitation and reach attendance levels of other museum-types when children reach school-age;
- Grandparents are much more likely than parents to take their grandchildren to a history-based museum;
- 91 % of the 5,500-family study classified itself Caucasian. 33% of Caucasian families indicated they visit history-based museums, making them the largest users of such institutions. However, over one-quarter of Hispanic and African American respondents indicated they visit historic sites. Notably, Hispanic and African American respondents surpassed Caucasian respondents in their propensity to visit history museums.
- 34% of men were likely to bring their families to history-based museums, as compared to women who were 22% likely.

In 2012, Research Advisors surveyed 196 museums, 49% of which were history-based, on attendance trends. The survey asked respondents whether they had seen an increase or decrease in attendance and what they felt were the causes of the upward or downward trend. History-

based museums reported the highest percentage of “visitation pressure”, either dwindling attendance or lesser-than-projected attendance.

The Town of Windsor Museum has had the good fortune to report steadily increasing visitation over the last five years. How much this parallels Windsor’s overall population growth has not yet been determined. However, responses to the survey sent to 1000 randomly-selected Windsor residences, indicate nearly one half of respondents had visited the Town of Windsor Museum at Boardwalk Park at least once. If this sample size reflects larger overall trends among Windsor residents, the Museum can acknowledge there is not a lack in visitation, so much as repeat visitation.

The museum’s perceived inability to attract minority visitors requires further investigation. However, if the trends outlined by Research Advisors prove accurate, the challenge will be in creating a more blurred line between “historic site” and “history museum” at both Boardwalk Park and the Art & Heritage Center.

5. Outreach/Community Engagement

The Town of Windsor Museum is in its tenth year of operation under the auspices of the Town. Throughout the past ten years, the museum has both benefited from and been limited by this affiliation. Unlike private institutions which enjoy a greater degree of spontaneity and freedom in their marketing choices, the Town of Windsor has moved much more tentatively. The Town of Windsor Museum did not receive authorization to initiate a Facebook page until 2012. For comparison purposes, the following municipally-run institutions joined Facebook in the years indicated:

- Fort Collins Museum of Discovery – 2009
- City of Greeley Museums – 2010
- Loveland Museum - 2009

Since 2012, the Town of Windsor Museum has attracted modest traffic through Facebook. The museum’s short use of this marketing tool has not allowed staff to determine its efficacy over time. Staff anticipate a time in the near future when sufficient data has been collected to make an informed decision about its continued use.

Print marketing, through newspaper features, posters and postcards, and rack cards has been difficult to evaluate for its effectiveness. The 2013 National Citizen Survey, of which the Town of Windsor participated, indicates that many residents gather information about events in their community via local newspapers. However, that said, additional, often expensive, advertising has limited and unknown return on investment. As discussed earlier in visitation profiles, our experience-seeker visitor types hold a great deal of potential for the museum in word-of-mouth marketing. Museum staff may support this grassroots advertising approach by creating memorable settings and marketing hooks that experience-seekers will share with others.

Cultivating museum advocates will go a long way towards improving outreach within the community. While Town of Windsor Museum staff has not pursued a membership program, it does recognize the myriad ways in which museums can benefit from formal and informal relationships with community members. These benefits may include financial assistance, volunteer staffing, and partnered programming. However, without initial investment among community member(s), it is unlikely that there will be sustained interest and commitment of time and resources to the organization. It is the belief of museum staff that by demonstrating continued excellence and a commitment to sensitive planning for the future, greater museum advocacy will be a natural consequence. Until such time, the museum will investigate the best manner in which to manage this “controlled-growth.”

6. Governance

The Town of Windsor Museum shares many operational concerns with its fellow divisions which constitute the Department of Parks, Recreation, and Culture. However, there are ways in which museum operations are distinct from its peers. The Town of Windsor Museum is a repository of the town’s material culture, an educational institution, and a tourist destination. As a consequence, a constant struggle for balance exists between providing authentic experiences to guests, keeping the museum entertaining and relevant, and ensuring that collections are cared for according to best practices.

The Parks, Recreation, and Culture Advisory Board (PReCAB) has the formidable task of overseeing three divisions with vastly different functions. Museum staff have the occasional opportunity to educate PReCAB members on museum policies, but do not presently feel they are able to share the “big picture,” so as to create transparent governance of the museum. The strategic planning process provides an outstanding opportunity to share the “who,” “what,” “where,” and “why” of what museums do. It is advised that PReCAB members receive a basic introduction to the “Code of Ethics for Museums” and “Characteristics of Excellence for U.S. Museums.”

The Code of Ethics for Museums was drafted in 1991 by the American Alliance of Museums. It is a document intended to guide and direct the field. It is broken into four sections: Governance, Collections, Programs, and Promulgation. Museum staff approach all operational decisions with an eye fixed to adhering to its principles. One glaring exception that museum staff seeks to correct concerns the sale of collections.

“Disposal of collections through sale, trade, or research activities is solely for the advancement of the museum’s mission. Proceeds from the sale of nonliving collections are to be used consistent with the established standards of the museum’s discipline, but in no event shall they be used for anything other than acquisition or direct care of collections.”

Presently, collections are sold at a municipal public auction where fair market value may not be achieved. Proceeds from the sale of collections are absorbed by the general fund. The collections of the Town of Windsor Museum are largely the result of gifts from the public. They are intended to serve the interpretation of the town's past. Proceeds from the sale of these objects should be reinvested with the same intent in which the donor originally bequeathed his or her gift. Museum staff strongly advocate for the establishment of an endowment or rolling fund where proceeds from the sale of museum collections may be designated for "acquisition or direct care of collections."

TOWN OF WINDSOR Museum



Image Courtesy of Town of Windsor Museum

6. Goals, Recommendations, and Implementation Strategies

6. Goals, Recommendations, and Implementation Strategies

Timeline

Immediate : 1-2 years

Mid-range: 3-5 years

Long-range: 5-10 years

Ongoing

Assignment

ADMIN: Administrative (Div. Mgr., Dept. Dir.)

CUR: Curation (Curator, Collections Asst.)

EDU: Education (Educator)

GOV: Governance (PReCAB, Town Board)

COMM: Community (Volunteers, Stakeholders)

COLLECTIONS

Immediate **Goal #1:** **Determine policy for future collections acquisitions and care.**

Strategies

- 1.1 Review Town of Windsor Museum mission statement with advisory board members. Determine appropriateness.
- 1.2 Assess current and future storage needs if continued collecting is determined. If not, re-write mission statement to reflect.
- 1.3 Conduct historic buildings assessment to determine on-going and long-term maintenance needs.
- 1.4 Determine staffing needs for routine and long-term maintenance of historic structures.
- 1.5 Make revisions to collections management policy as needed.

Team: **ADMIN, CUR, GOV**

Budgetary Impact: Not yet determined; based upon staffing needs identified in strategy 1.4.

Long-Range **Goal #2:** **Increase public access to collections and collections records.**

Strategies

- 2.1 Assess appropriateness of current collections software for future purposes.
- 2.2 Hire Collections Assistant.

2.3 Integrate 2012-2013 inventory into collections software.

2.4 Reconcile existing paper records into digital format.

Team: **CUR**

Budgetary Impact:

\$20,000-25,000 Collections Asst. (2011 MPMA Salary Survey, based upon part-time status)

\$600 Past Perfect Museum Software Update

**Ongoing/
Long-Range**

Goal #3: Stabilize collection.

Strategies

3.1 Identify collections items most threatened by current storage and environmental conditions.

3.2 Hire Collections Assistant.

3.3 Re-house items most threatened.

3.4 Create timeline for re-housing collections moderately or minimally threatened.

3.5 Revise Disaster Preparedness Plan and integrate with museum organizational chart and Town of Windsor preparedness plan

3.6 Continue deaccession program where necessary.

Team: **ADMIN, CUR**

Budgetary Impact:

\$20,000-25,000 Collections Asst. (2011 MPMA Salary Survey, based upon part-time status)

\$1,000 (1) Flat Map Case

\$5,500 Collections Supplies

EDUCATION

Mid-Range

Goal #4: Provide educational experiences and resources that meet the community's physical and intellectual needs.

Strategies

- 4.1 Hire Museum Educator.
- 4.2 Conduct preliminary comprehensive evaluation of the local education community.
- 4.3 Develop an advocacy network and opportunities for consistent dialogue with Weld RE-4 school district.
- 4.4 Develop dedicated learning spaces with increased accessibility by patrons.
- 4.5 Provide educators with appropriate learning and informational resources.
- 4.6 Offer diverse learning opportunities and experiences for the general public.

Team: **ADMIN, CUR, EDU**

Budgetary Impact:

\$40,000-42,000 Museum Educator (2011 MPMA Salary Survey, based upon full-time status)

EVALUATION

Mid-Range **Goal #5: Develop evaluation toolbox.**

Strategies

- 5.1 Determine appropriate data to track.
- 5.2 Determine data collection schedule.
- 5.3 Identify appropriate collection methods.
- 5.4 Implement evaluation based upon recommended collection schedule.

Team: **ADMIN, CUR, EDU**

Budgetary Impact: None

EXHIBITS/INTERPRETIVE PROGRAMMING

Immediate **Goal #6: Develop exhibition philosophy.**

Strategies

- 6.1 Determine learning and experiential objectives for museum exhibitions.
- 6.2 Identify interpretive criteria for selecting/creating exhibitions in accordance with mission statement.

Team: **ADMIN, CUR, EDU**

Budgetary Impact: None

VISITATION

Mid-Range **Goal #7: Conduct visitation study.**

Strategies

- 7.1 Identify current visitation profile.
- 7.2 Benchmark visitation statistics with similar museum communities.
- 7.3 Determine visitor capacity and visitation goals.
- 7.4 Create implementation strategies.

Team: **ADMIN, CUR, EDU**

Budgetary Impact: None

OUTREACH

Long-Range **Goal #8: Cultivate museum advocacy group.**

Strategies

- 8.1 Increase networking opportunities.
- 8.2 Align unique museum experiences with visitation goals.

- 8.3 Empower stakeholders to increase their involvement in museum advocacy, strategic planning, and fund-raising.

Team: **ADMIN, CUR, COMM**

Budgetary Impact: None

Mid-Range **Goal #9: Create marketing plan.**

Strategies

- 9.1 Inventory currently utilized marketing sources.
- 9.2 Survey visitors about preferred forms of communication.
- 9.3 Establish marketing goals based upon visitation goals and budgetary considerations.

Team: **ADMIN, CUR, EDU, COMM, GOV**

Budgetary Impact: Undetermined

GOVERNANCE

Immediate **Goal #10: Provide Board Training.**

Strategies

- 10.1 Provide advisory board and town board members with core institutional documents.
- 10.2 Conduct behind-the-scenes tour of museum operations 1x annually to new and existing board members.

Team: **ADMIN**

Budgetary Impact:

\$24.95/copy, National Standards & Best Practices, American Alliance of Museums

Immediate **Goal #11: Ensure responsible financial practice.**

Strategies

- 11.1 Separate funds generated from the sale of collections from Town of Windsor General Fund into collections endowment or rolling fund.
- 11.2 Establish administrative guidelines for collections endowment.
- 11.3 Investigate appropriate methods for increased cost recovery.

Team: **ADMIN, GOV**

Budgetary Impact: Minimal

TOTAL BUDGETARY IMPACT (Estimate): \$84,204-\$91,204

TOWN OF WINDSOR Museum



7. The Action Plan: What Happens Next?

7. The Action Plan: What Happens Next?

The **Town of Windsor Museum Strategic Plan** is intended to serve museum staff as it guides the institution through the next ten years of service to the community. Its recommendations and observations have been based on a solid investigation of museum trends, benchmarking exercises, and the collection of relevant data about the community's preferences and general knowledge of the museum and its operations. The plan outlines goals for the Town of Windsor Museum that:

- Support the ethical management of museum collections;
- Increase general awareness of museum resources and programming opportunities;
- Ensure ongoing evaluation of museum activities for appropriateness; and
- Serve the organizational mission.

The plan is a decision-making tool for Windsor that helps establish priorities and strategies for implementation. The following Action Plan chart summarizes the plan goals and strategies and identifies timing and financial impact where appropriate.

The plan is designed as a 10-year plan and is based on the following time framework for immediate, mid-range, and long-range planning:

- Immediate: Within one - two years
- Mid-Range: Within three – five years
- Long-Range: Within five – ten years
- Ongoing

Timing**Immediate** – Within the next 2 years**Mid-Range** – 3 to 5 years**Long-Range** – 5-10 years

Ongoing

Responsibility

Admin – Administrative (Div. Mgr., Dept. Dir.)

Cur – Curation (Curator, Collections Asst.)

Edu – Education (Educator)

Gov – Governance (PRECAB, Town Board)

Goals and Strategies	Responsibility	Financial Impact	Timing
Goal 1: Determine policy for future collections acquisitions and care.	ADMIN, CUR, GOV, EDU		Immediate
Strategy 1.1: Review Town of Windsor Museum (TOWM) Mission Statement with advisory board members. Determine appropriateness.	ADMIN, CUR, GOV, EDU	Staff Time	
Strategy 1.2: Assess current and future storage needs if continued collecting is determined.	ADMIN, CUR	Staff Time	
Strategy 1.3: Conduct historic buildings assessment to determine on-going and long-term maintenance needs.	ADMIN, CUR	Staff Time	
Strategy 1.4: Determine staffing needs for routine and long-term maintenance of historic structures.	ADMIN, CUR	Staff Time	
Strategy 1.5: Make revision to collections management policy as needed.	CUR	Staff Time	
Goal 2: Increase public access to collections and collections records.	CUR, ADMIN		Long-Range
Strategy 2.1: Hire collections assistant.	ADMIN, CUR	Staff Salary	
Strategy 2.2: Integrate 2012-2013 inventory into collections software.	CUR	Staff Time	
Strategy 2.3: Reconcile existing paper records into digital format.	CUR	Staff Time	
Goal 3: Stabilize collection.	CUR, ADMIN, GOV		Ongoing/Long-Range
Strategy 3.1: Identify collections items most threatened by current storage and environmental conditions.	CUR	Staff Time	
Strategy 3.2: Hire collections assistant.	CUR, ADMIN	Staff Salary	
Strategy 3.3: Re-house items most threatened.	CUR	Staff Time, Collections Supplies	
Strategy 3.4: Create timeline for re-housing collections moderately or minimally threatened.	CUR	Staff Time	
Strategy 3.5: Revise disaster preparedness plan and integrate with museum organizational chart and Town of Windsor preparedness plan.	CUR, ADMIN	Staff Time	
Strategy 3.6: Continue deaccession program where	CUR, ADMIN, GOV	Staff Time	

necessary.			
Goal 4: Provide educational experiences and resources that meet the community's physical and intellectual needs.	ADMIN,CUR,EDU		Mid-Range
Strategy 4.1: Hire Museum Educator	ADMIN		
Strategy 4.2: Conduct preliminary comprehensive evaluation of the local education community.	ADMIN, EDU		
Strategy 4.3: Develop an advocacy network and opportunities for consistent dialogue with Weld RE-4 School District.	EDU		
Strategy 4.4: Develop dedicated classroom spaces with increased accessibility by patrons.	ADMIN, EDU		
Strategy 4.5: Provide educators with appropriate learning and informational resources.	EDU, CUR		
Strategy 4.6: Offer diverse learning opportunities and experiences for the general public.	EDU, CUR		
Goal 5: Develop evaluation toolbox.	ADMIN, CUR, EDU	Staff Time	Mid-Range
Strategy 5.1: Determine appropriate data to track.	ADMIN,CUR, EDU	Staff Time	
Strategy 5.2: Determine data collection schedule.	CUR, EDU	Staff Time	
Strategy 5.3: Identify appropriate collection methods.	CUR, EDU	Staff Time	
Strategy 5.4: Implement evaluation based upon recommended collection schedule.	ADMIN, CUR, EDU	Staff Time	
Goal 6: Develop exhibition philosophy.	ADMIN, CUR, EDU		Immediate
Strategy 6.1: Determine learning and experiential objectives for museum exhibitions.	ADMIN, CUR, EDU	Staff Time	
Strategy 6.2: Identify interpretive criteria for selecting/creating exhibitions in accordance with mission statement.	CUR, EDU	Staff Time	
Goal 7: Conduct visitor study.	ADMIN, CUR, EDU		Ongoing/ Mid-Range
Strategy 7.1: Identify current visitation profile.	EDU	Staff Time	
Strategy 7.2: Benchmark visitation statistics with similar museum communities.	EDU	Staff Time	
Strategy 7.3: Determine visitor capacity and visitation goals.	EDU, CUR	Staff Time	
Strategy 7.4: Create implementation strategies.	EDU, CUR	Staff Time	
Goal 8: Cultivate museum advocacy group.	ADMIN, EDU, CUR		Long-Range
Strategy 8.1: Increase networking opportunities based upon visitation goals.	EDU, CUR	Staff Time	
Strategy 8.2: Align unique museum experiences with visitation goals.	CUR, EDU	Staff Time	
Strategy 8.3: Empower stakeholders to increase their involvement in museum advocacy, strategic planning, and fund-raising.	ADMIN, EDU, CUR	Staff Time	

Goal 9: Create Marketing Plan.	ADMIN, EDU		Mid-Range
Strategy 9.1: Inventory currently utilized marketing sources.	EDU	Staff Time	
Strategy 9.2: Survey visitors about preferred forms of communication.	EDU	Staff Time	
Strategy 9.3: Establish marketing goals and strategies based upon visitation goals and budgetary considerations.	ADMIN, EDU	Staff Time	
Goal 10: Provide Board training.	ADMIN, CUR, EDU		Ongoing/ Immediate
Strategy 10.1: Provide advisory board and town board members with core institutional documents.	ADMIN	Staff Time, Print Resources	
Strategy 10.2: Conduct behind-the-scenes tour of museum operation 1x annually to new and existing board members.	ADMIN, CUR, EDU	Staff Time	
Goal 11: Ensure responsible financial practice.	ADMIN, CUR, EDU, GOV		Immediate
Strategy 11.1: Separate funds generated from the sale of collections from Town of Windsor General Fund into collections endowment or rolling fund.	ADMIN, GOV	Staff Time	
Strategy 11.2: Establish administrative guidelines for collections endowment.	ADMIN, CUR	Staff Time	
Strategy 11.3: Investigate appropriate methods for increased cost recovery.	ADMIN, CUR, EDU	Staff Time	

TOWN OF WINDSOR Museum



8. Funding Options and Strategies

8. Funding Options and Strategies

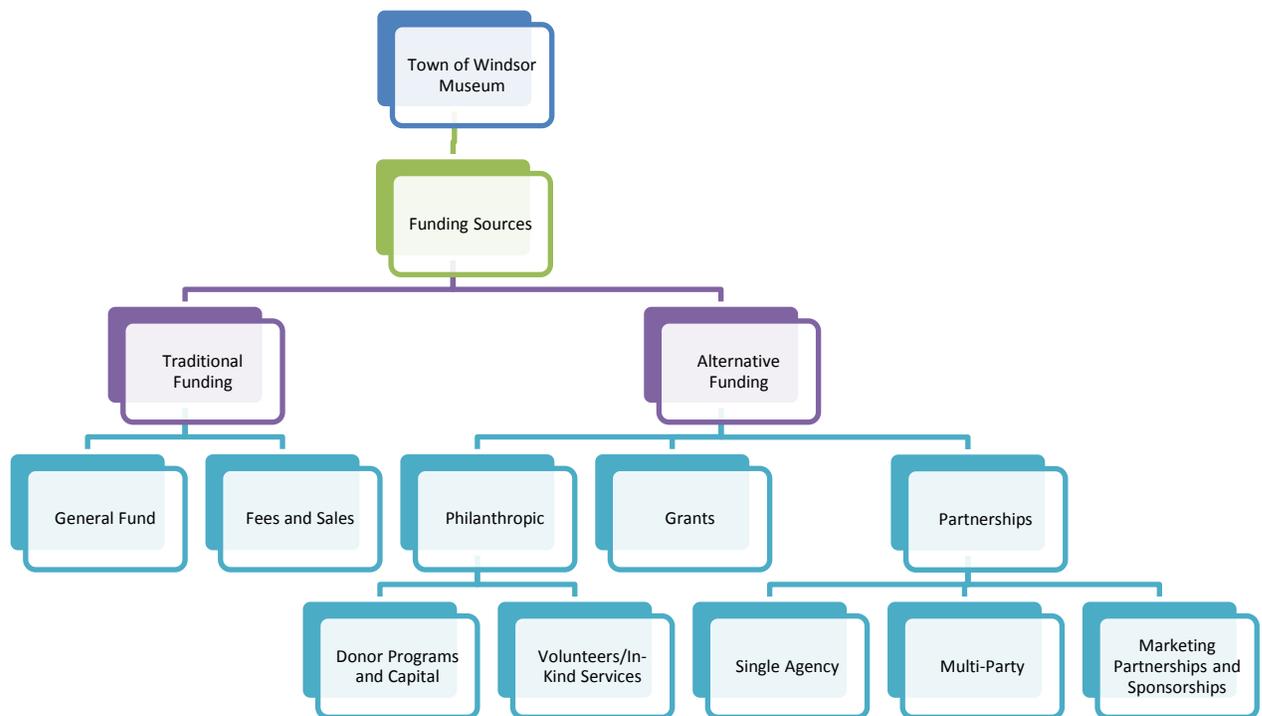
A key component for implementing this Strategic Plan involves understanding the funding opportunities, identifying the options, and developing strategies.

The 2007 Windsor Parks, Recreation, Trails and Open Lands Master Plan provided information on potential funding and grant sources. Many of those recommendations have been implemented, including:

- Refine the Subsidy/Cost Recovery Philosophy;
- Adopt a Sponsorship Policy and Strategy; and
- Pursue grant funding.

The Town of Windsor Museum continues to receive its largest percentage of operational funding from the Town of Windsor General Fund. The museum should continue to pursue various funding sources, as depicted in the following figure.

Figure 7: Funding Sources



A. Traditional Funding

Communities have a number of options for funding museum services including fees and charges, as well as merchandise sales.

1. Fees and Charges

The Town of Windsor Museum does not currently charge an admission fee to its site at Boardwalk Park or to the Art & Heritage Center. According to benchmark-data previously discussed, the majority of comparison museums likewise do not charge an admission fee, with the exception of the Golden History Center and Greeley's Centennial Village. Many institutions do assess a fee for group tours, which may include private groups or school groups, to offset the significant impact these events may have on regular operations. The Town of Windsor Museum does request a donation of \$1 per student for programs it offers at Boardwalk Park and remotely. The Museum does not charge a fee for private tours, but recommends instituting such a fee in the future.

Traveling Trunks, which are available for rent by area teachers, can be obtained for a fee of \$25/per 2-week period. These materials have had limited use of late due to their re-design, but staff anticipate an increase with proper marketing facilitated by a museum educator.

Paid programming is currently limited to summer camps which have had mixed success over the past several years. The Pioneer School program is the museum's longest-standing summer program and has seen relatively consistent participation. The program produces minimal, if any, revenue for the museum. Staff will need to assess whether current paid programming is cost and/or time-effective and whether alternative opportunities might be advised.

2. Merchandise Sales

Sales of merchandise can generate revenue for a museum and may do so in myriad ways. The Town of Windsor Museum currently permits the sale of photographic prints from its collection but does not actively solicit these sales. Sales transactions, which include payment, production, and delivery, are the sole responsibility of museum staff. To date, this is a cumbersome process that may benefit from some level of outsourcing.

Increased e-commerce by museums and cultural institutions has elicited mixed responses from these same institutions. The success of such endeavors seems to depend on the sophistication and ease-of-use of the platform itself. But, as Mary Theobald observes in her book, Museum Store Management, "E-commerce is just a catalog without the paper." Her argument is that most effective on-line stores have capitalized upon the success of earlier paper catalogs and/or physical stores. Examples include The Henry Ford, Colonial Williamsburg, and the Metropolitan Museum of Art. If the Town of Windsor Museum was to pursue a gift store on premise, it would need to determine whether it was capable of keeping a product inventory, collecting and evaluating sales data, and remitting applicable taxes. While some museums manage their gift stores in-house, many outsource this function to avoid the aforementioned concerns. This type of arrangement might best serve the museum if a museum advocacy or fundraising organization ever evolves.

B. Alternative Funding

1. Philanthropic

Defined as the concept of voluntary giving by an individual or group to promote the common good and improve the quality of life. Philanthropy generally takes the form of donor/friend programs, capital campaigns, and volunteer/in-kind services.

To date, the Town of Windsor Museum has not seen a community interest in a “Friends” – type group. It is hoped that with operational improvements outlined in this plan there will be greater opportunity for investment in the museum and a ready desire by the community. No capital campaigns are planned for the immediate future. The potential does exist for such an effort to support the construction of a dedicated collections storage facility and ADA-access to the Art & Heritage Center. However, mounting a capital campaign can involve extensive staff and financial resources. The 2007 Parks, Recreation, Trails and Open Space Master Plan recommended “outsourcing this task to a firm that specializes in this form of fundraising, or creating a specific position dedicated to partnerships and alternative funding.”

2. Grants

Because of the surge of alternative funding options being sought by governmental agencies, the competition for grants and awards has become more competitive than ever. However, the amount of money that can be obtained by virtue of submitting grant proposals is often large enough that this is a worthwhile investment of time. Due to the unreliable nature of this method of alternative funding, grants should be pursued for supplementary income, but not relied on as a primary means of operating funding.

The exception to this is proposing for grants that require matching funds. If other means of fundraising can be used to collect necessary dollars, Windsor should aggressively pursue grants that will provide a matching contribution.

The Town of Windsor Art & Heritage Division does engage in grant writing. These efforts should be pro-active and coordinated to ensure that all relevant grant opportunities are identified and prioritized.

3. Partnerships

Museums understand well the value of forging partnerships with outside agencies. Partnerships have the ability to build stronger consensus across a wider range of constituents. Beyond the obvious benefit of combining resources and broadening impact within the community, partnerships are viewed favorably by outside funding agencies.

The Town of Windsor recognizes the potential to partner with a diverse group of agencies within the community and has done so to the best of their current abilities. The Town of Windsor Museum has the opportunity to vastly expand upon its present abilities provided there is time

dedicated to such an endeavor and effective leadership is in place from all parties. There must be reciprocal benefits accruing to all parties in a partnership arrangement if it is to be successful. In addition to financial considerations, benefits may include efficiencies from removal of service duplication or use of complementary assets, and enhanced stability for the service. Ultimately, the personalities of individuals involved in a partnership and the personal relationships that they forge determine its effectiveness.

Appendix



MEMORANDUM

Date: December 16, 2013
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Carrie Knight, Art & Heritage Manager

Re: Eaton House Update
Item #: Work Session 3.a.

Background / Discussion:

In April 2004, the Town of Windsor purchased the property collectively known as the "Eaton House" for a sum of \$193,000. At that time, it was deemed a prudent decision based on its proximity to Boardwalk Park, however staff did not identify a future use for the site. It was acknowledged that the structure had historic significance due to its affiliation with the Eaton family, pioneers in the history of Colorado water rights and ditch irrigation.

Since that time, the house has been used solely for storage purposes. Its general state of disrepair has increased over time. In 2013, Art & Heritage staff proposed a Historic Structure Assessment be conducted in 2014 to guide future master planning of the site; this is in the approved 2014 budget. However, in fall 2013, staff became aware of significant masonry damage to the west exterior wall of the house. We have collected recommendations from historic restoration/rehabilitation professionals which indicate that the wall is not in immediate danger of collapsing. However, it is recommended that basic stabilization be conducted until such time that major rehabilitation is undertaken, if that is the ultimate decision of the Town Board.

A structural assessment of the wall was conducted as part of a CIRSA investigation on October 29, 2013. A copy of their final report is included with this memo. On December 5, 2013, staff conducted a site visit with the Town Manager, Mayor, and Mr. Thompson to observe the damage and discuss an appropriate course of action. There is preliminary agreement that stabilization is the most cost-effective and reasonable next step until greater information can be obtained through the Historic Structure Assessment.

Financial impact:

Further details will be provided at the meeting

Relationship to Strategic Plan:

Strategic Plan Goal 1.F.a: Identify cultural programming priorities.

Recommendation:

For information and agreement on course of action only.

Attachments:

b. Eaton House Structural Assessment

November 8, 2013

Marcia Martell
CIRSA
3665 Cherry Creek North Dr.
Denver, CO 80209

STRUCTURAL ASSESSMENT REPORT

RE: Historic Eaton House
Insured: Town of Windsor
Location: 100 North 5th Street, Windsor, Colorado
Date of Loss: 10/21/13
Claim No.: 5022274
AEI Category: STRU
AEI Project #: 11979

Dear Ms. Martell:

At your request, AEI Corporation (AEI) has conducted an assessment of a portion of the clay brick masonry damage at the historic residential building identified above. The purpose of this investigation was to determine the cause of reported movement of a localized portion of the exterior wall. This writer visited the site in your company, and in the company of David French, Town of Windsor Public Works Facilities Manager, on October 29, 2013.

BACKGROUND

According to the Weld County Assessor's automated internet *Property Information Portal*, the building was located at 130 North 5th Street, was built in 1895, and has been owned by the Town of Windsor since 2004. The residence was unoccupied and was part of the Town of Windsor Art & Heritage Museum. According to Mr. French, the utilities to the residence have been shut off for three or four years, and no significant work has been undertaken for at least the last eight years.

SITE OBSERVATIONS

For the purposes of this report, the residence was identified as facing east at the southeast corner of the intersection between North 5th Street and Birch Street. The residence had a two-story layout with a cellar and crawlspace area. The residence was comprised of contemporaneous residential construction materials, including wood framing, double-wythe clay brick masonry exterior walls, and sandstone foundations below grade. The two-story portion of the residence was at the center and was consistent in appearance with the original circa 1895 construction. At the north and south sides of the original construction there were additions added at a later date, as illustrated in Photograph 1. From the cellar/crawlspace, large penetrations in the original

foundation were observed where “newer” plumbing and heating systems were historically added to the residence, as illustrated in Photographs 2 and 3.



Photograph 1. Eaton House, west elevation (11979 DTB 1-016).



Photograph 2. Removed sandstone foundation at HVAC penetration (11979 DTB 1-061).



Photograph 3. Removed sandstone foundation at copper plumbing (11979 DTB 1-067).

Under the south window in the original portion of the west exterior wall there was a localized area of the brick that had sagged downward, also shown in Photograph 1. The paint had stretched and failed at the gap formed by the displacement. From the crawlspace, it was observed that the displacement was distinctly localized to the area where the steel sewer line exited the building. The brick was sagged downward on the interior in the same pattern as was observed on the exterior, consistent in appearance with differential foundation movement, or a localized area of missing foundation at the sewer line penetration. There were loose sandstones in the area and the soil floor was mounded up, consistent in appearance with historic sewer line installation. No evidence of leakage was observed.

CONCLUSION

The results of the investigation conducted by AEI Corporation indicate the following.

1. The localized clay brick masonry displacement has been caused by long-term, ongoing, differential foundation movement.
2. The movement was consistent in appearance with a localized lack of foundation support at the sewer line penetration.
3. No evidence or potential for, water leakage from the residence was reported or observed.

The opinions expressed in this report are based upon information known to this writer at the time the report was authored. AEI reserves the right to modify and/or supplement these opinions should new information become available.

Thank you for allowing AEI to assist you in the investigation of this matter. If you have any questions concerning our investigation or this report, please feel free to contact us directly.

Sincerely,
AEI Corporation



David T. Burnett, MS, PE, CFPS
Division Manager
dave@AEIengineers.com



FUTURE TOWN BOARD MEETINGS

Work Sessions & Regular Meetings will be held in the Board Chambers unless otherwise noted.

December 23, 2013	Town Board Meeting and Work Session – Cancelled
December 30, 2013	Fifth Monday
January 6, 2014 6:00 p.m. 1 st floor conference room	Town Board Work Session Town oil & gas revenue for school district foundation purposes
January 13, 2014 5:30 p.m. 1st floor conference room	Board/Manager/Attorney Monthly Meeting Chapter 17 review – request by developer
January 13, 2014 7:00 p.m.	Town Board Meeting Kern Board Meeting
January 20, 2014 5:30 p.m./CRC	Joint Work Session Fire, School & Library Districts
January 27, 2014 6:00 p.m.	Town Board Work Session Discussion of Proposed Amendment to the Zeiler Farms First and Second Annexations Master Plan and Development agreement (including amendment of Vested Property Rights per Chapter 16, Article XXVI) Discussion of Proposed Transfer of Sewer Capacity Units from the Zeiler Farms Second Annexation to Water Valley West Discussion of Proposal to Disconnect Portions of Zeiler Farms Second Annexation from the Town of Windsor
January 27, 2014 7:00 p.m.	Town Board Meeting
February 3, 2014 6:00 p.m.	Town Board Work Session Introduction to Conservation Easement Strategies Sheep Draw Conservation Easement
February 10, 2014 5:30 p.m./1st floor conference room	Board/Manager/Attorney Monthly Meeting
February 10, 2014 7:00 p.m.	Town Board Meeting
February 17, 2014 6:00 p.m.	Town Board Work Session
February 24, 2014 6:00 p.m.	Town Board Work Session
February 24, 2014 7:00 p.m.	Town Board Meeting
March 3, 2014 6:00 p.m.	Town Board Work Session
March 10, 2014 5:30 p.m./1st floor conference room	Board/Manager/Attorney Monthly Meeting
March 10, 2014 7:00 p.m.	Town Board Meeting Kern Board Meeting
March 17, 2014	Town Board Work Session

6:00 p.m.

March 24, 2014 Town Board Work Session
6:00 p.m.

March 24, 2014 Town Board Meeting
7:00 p.m.

March 31, 2014 Fifth Monday

Additional Events

None.

Future Work Session Topics

Expansion of notification area discussion?