



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

P.O. BOX 381, Windsor, CO 80550

www.windsordda.com

BOARD OF DIRECTORS MEETING

October 15, 2014 – 7:30 a.m.

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

Agenda

- A. Call to Order
- B. Roll Call
- C. Public Invited to be Heard
- D. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration by the Board
- E. Approval of Minutes from the September 17, 2014 Board of Directors Meeting – P. Garcia
- F. Report of Bills & Financial Report – P. Garcia
- G. Chris Hutchinson, Trebuchet Group – Retreat facilitator introduction & discussion
- H. Historic Mill Feasibility Study information and next steps – P. Garcia
- I. Update on status of Cyber Café and related moratorium – K. Arnold
- J. 2015 DDA budget information – P. Garcia
 - October 27, 2014 – Town Board work session/review of DDA budget
 - November 19, 2014 Consideration of 2015 DDA budget
 - November 24, 2014 – Public Hearing & Budget Adoption by Town Board
- K. Report from Sub-Committees
 1. Marketing Committee
 2. Beautification Committee
 3. Parking Committee
- L. Communications
- M. Adjourn



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

P.O. BOX 381, Windsor, CO 80550

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BOARD OF DIRECTORS MEETING

September 17, 2014 – 7:30 a.m.

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

Minutes

A. Call to Order

Chairman Winter called the meeting to order at 7:30 a.m.

B. Roll Call

Chairman Bob Winter
Vice Chairman Dan Stauss
Secretary/Treasurer Craig Peterson
Kristie Melendez
Dean Koehler
Sean Pike
Jason Shaeffer

Also present: Assistant to Town Manager/Town Clerk Patti Garcia
Associate Planner Josh Olhava

C. Public Invited to be Heard

Chairman Winter opened the meeting for public comment; hearing none, Mr. Winter moved on to the next agenda item.

D. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration by the Board

Secretary/Treasurer Peterson motioned to approve the agenda as presented; Board member Koehler seconded the motion. Roll call on the vote resulted as follows:

Yeas – Winter, Stauss, Petersen, Melendez, Koehler, Pike, Shaeffer

Nayes - None. Motion carried.

E. Approval of Minutes from the August 20, 2014 Board of Directors Meeting – M. Walter

Secretary/Treasurer Peterson motioned to approve the bills as presented; Board member Koehler seconded the motion. Roll call on the vote resulted as follows:

Yeas – Winter, Stauss, Petersen, Melendez, Koehler, Pike, Shaeffer

Nayes - None. Motion carried.

F. Report of Bills & Financial Report – P. Garcia

Ms. Garcia provided an overview of the bills noting that a majority of the bills paid were related to the Salsa on 5th event and the Historic Mill Feasibility Study; Ms. Garcia recommended approval of the bills as presented.

Secretary/Treasurer Peterson motioned to approve the bills as presented; Vice Chairman Stauss seconded the motion. Roll call on the vote resulted as follows:

Yeas – Winter, Stauss, Petersen, Melendez, Koehler, Pike, Shaeffer

Nayes - None. Motion carried.

G. Electronic Message Signs – J. Olhava

Mr. Olhava addressed the DDA Board and noted that the material was being presented for informational purposes. The Town of Windsor is working on proposed code language specific to Electronic Message Centers and their integration into a freestanding monument or wall mounted sign. Electronic Message Centers are defined as the portion of an on premise ground or wall sign that



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is capable of displaying words or images that can be electronically changed by remote or automatic means.

Mr. Olhava explained that staff is recommending to the Planning Commission to exclude the Central Business zoning district from the permitted zoning districts that would allow Electronic Message Center signs. This does not include any existing signs, as they would be "grandfathered" in if the Town Board approves the proposed code language. It was noted that staff believes that these types of signs pose a potential threat and could harm the integrity of Windsor's historic core and the built environment within our downtown and Central Business zoning district. Electronic signs do not fit the character of a historic downtown area and would negatively impact a visitor's experience. Signs downtown should be encouraged to be unique expressions of Windsor's Downtown and of the individual business. Based on research conducted by staff, jurisdictions within Colorado prohibit these types of signs within their downtowns. The existing sign code does provide additional sign options to downtown businesses that are not otherwise permitted in other parts of Town.

The board members discussed what was presented regarding the electronic message signs and also brought up billboards. Mr. Olhava noted that if the DDA had comments regarding the Electronic Message Signs that it could be incorporated into information provided to the Planning Commission and Town Board. Comments would need to be given to Planning no later than October 13, 2014.

H. First Friday concept – Karen Dazey, Happy Paws

Ms. Dazey was presented and provided a variety of ideas for marketing the DDA area including having a First Friday Art Walk, Saturday events, and items related specific to the holiday season. The DDA board recommended that she put her information into a report and provide it to the Marketing Committee the next week.

I. Update on cyber café business at 427 Main Street – P. Garcia

Ms. Garcia provided an update to the DDA related to the business located at 427 Main Street. In mid-August, the Town became aware of a new business in town, a "cyber cafe" offering internet service, computer-related products and internet sweepstakes gaming. Further investigation revealed that the proprietors have either opened or attempted to open similar outlets in other Colorado municipalities. In response to Town involvement, the outlet has closed, pending issuance of required Town sales tax and business licenses. An Emergency Ordinance was adopted by the Town Board on September 8, 2014 which established a 90 day moratorium on the business. This will provide staff the opportunity to research the type of business it is and determine if the Town has the authority to regulate this type of business. Ms. Garcia explained that the Town Board has requested the information be brought to the DDA for comment as the business location is in the DDA area. As additional information is provided, Ms. Garcia will forward it along to the DDA board.

J. Review of draft 2015 DDA budget – P. Garcia

- October 15, 2014 - Consideration of 2015 DDA budget
- October 27, 2014 – Town Board Work session/review of DDA budget
- November 24, 2014 – Public Hearing & Budget Adoption by Town Board

The DDA board reviewed the draft budget included in the packet. Ms. Garcia explained that the estimated transfer from the Town of Windsor to the DDA is projected to be \$270,000 which was more than what was listed in the draft budget. She also noted that, based on the terms of the Intergovernmental Agreement with the Town, the funds would be made available for another two years. Ms. Garcia also noted the recommended increase in the property tax mill levy to 3 mills which would provide an estimate of \$11,566 in revenue. Additional items discussed by the DDA included adding funds for outsourcing the maintenance of the DDA lot, the hiring of a contract Executive



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Director and the associated costs, funding of the façade program, and estimates for adding bike racks, benches and planters in the downtown area in 2015.

Chairman Winter stated that he would like to talk to the Town about extending the transfer of funds beyond 2016. Ms. Garcia recommended that be done at the October work session with the Town Board. The DDA board is scheduled to present their budget to the Town Board at their October 27, 2014 work session.

K. Report from Sub-Committees

1. Marketing Committee

Ms. Melendez requested the DDA board forward to her any ideas related to 2014 Windsor Wonderland on how to get people to move from 5th Street, where Santa will be located, down to the businesses in the DDA area.

2. Beautification Committee

Chairman Winter will be talking to Spokes regarding meeting with the Beautification Committee to discuss bike racks, their availability and cost.

3. Parking Committee

Ms. Garcia stated that the Town is working with Fehr & Peers on some ideas for parking in the DDA area including a potential fee in lieu program. She will forward information as it is received.

L. Communications

Report out on 2014 DCI conference

Chairman Winter opened the discussion by inviting other members who had attended to report out. Mr. Koehler talked about the tour in Loveland and noted they have staff dedicated to redevelopment. Ms. Melendez reported on the Redevelopment Open House and noted the high level of interest in the DDA owned property as well as the Historic Mill. The feedback she received regarding the back lots was that it should be developed for commercial and retail use. A selling point is that it is the only downtown lake front property in northern Colorado zoned for this type of use. She was also told to make sure that the Mill Feasibility Study explains what needs to be done to bring the building up to code. It was recommended that along with the concept plans that the DDA have sketch plans done which show the view from eye level. Mr. Koehler was told there could be issues with fire department sprinkler requirements due to the fact that the older buildings, such as the Mill, were built with heavy timbers that will char but not burn through.

Board Member Keohler noted the Play Unplugged session, which is similar to Dash for Cash but on a much larger level. The DDA board discussed several ideas using social media, tokens, small pins or similar items to be handed out and collected by children which would bring adults into the DDA businesses.

Clean up/maintenance of DDA property

The DDA board authorized staff to contact Public Works to mow and trim the small DDA parcel next to Denise Marquedt's property.

Feasibility Study Presentation – October 2, 2014 at 6 p.m.

M. Adjourn

Upon a motion duly made, the meeting was adjourned at 8:56 a.m.

Patti Garcia, Town Clerk

Downtown Development Authority

REPORT OF BILLS

09/06-10/10/2014

At the regular meeting of the Downtown Development Authority, Colorado, held in the Windsor Town Hall Board Room on October 15, 2014 the following claims were presented, examined, and approved by the DDA

DATE	VENDOR	DESCRIPTION	INVOICE #	AMOUNT
8/28/2014	Arapahoe Rental	generator rental-Salsa on 5th	345477	194.25
9/3/2014	Liley, Rogers & Martell	legal services Aug 2014	12653	504.00
9/11/2014	Town Square Media	Radio-Salsa on 5th	PA-2140713185	1,345.00
9/18/2014	Windsor Post Office	P O Box rental	84017286	83.00
9/24/2014	Kailee Melendez	website & social media management	1	600.00
10/3/2014	Breast Friends	support of event	FUND1014	3,000.00
10/10/2014	Downtown Colorado Inc	DCI Conference registration	200001662	200.00

TOTAL

5,926.25

5,926.25



301 Walnut Street
 Windsor, CO 80550
 Office 970-674-2400
 Fax 970-674-2456

Finance Department	
Vendor #	10 1782
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 32372 345477	Con# 345477
VENDOR: Arapahoe Rental	
DBA:	
(IF OTHER THAN VENDOR)	
ADDRESS: 1700 E County Line Road Littleton, CO 80126	
Phone:	DDA EXPENSE
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
8/25/14	Patti Garcia		P Garcia <i>P.G.</i>

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6213		Salsa on 5 th – Generator Rental	\$194.25
				TOTAL	\$ 194.25



1700 E. COUNTY LINE
LITTLETON, CO 80126
FAX (303) 795-1759
(303) 798-1328

3101 W. EISENHOWER
LOVELAND, CO 80537
FAX (970) 669-4696
(970) 669-3866

142 GATEWAY CIRCLE
JOHNSTOWN, CO 80534
FAX (970) 532-0147
(970) 532-0144

201 MAIN ST.
WINDSOR, CO 80550
FAX (970) 686-9490
(970) 686-7990

RENTED TO		JOB LOCATION	TICKET #	
TOWN OF WINDSOR 301 WALNUT ST WINDSOR CO 80550		970-381-4139 CRAIGS CELL	Res# 32372	Con# 345477
			Loc 300	
JOB CONTACT/PHONE	ID2	PHONE	DATE	TIME
		W (970) 686-7476	08/23/14	3:45 PM EM
		F (970) 686-7180		
ID#3	PO/JOB #	RECEIVED BY	DATE	TIME
0		CRAIG PETERSON	08/25/14	8:00 AM EM

FINAL

Charge for 1.00 Day(s) Page: 1

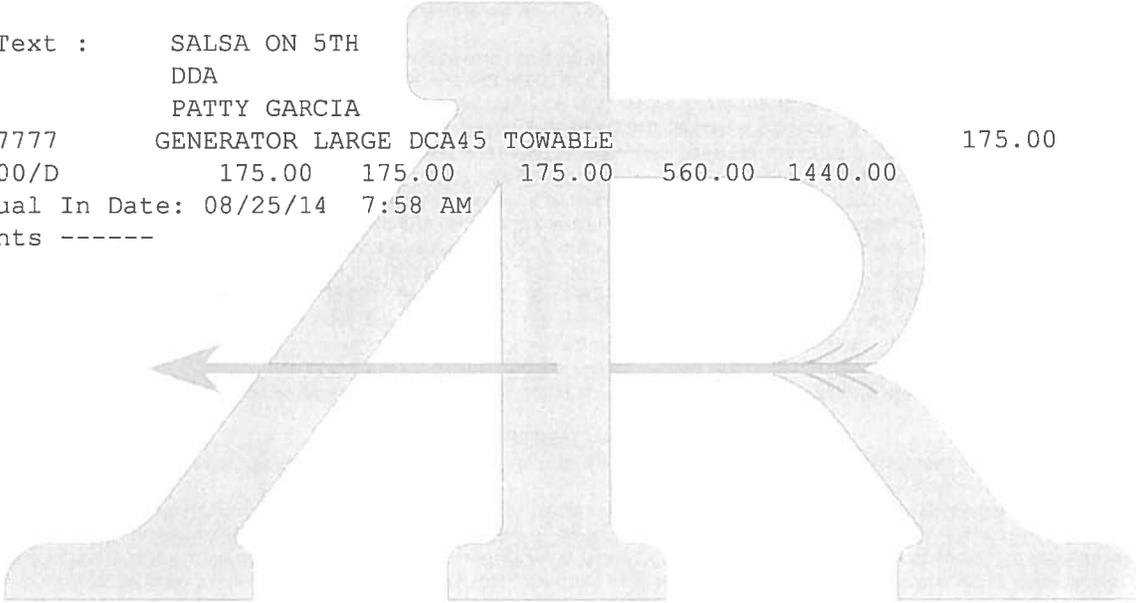
QTY	ITEM#	MIN	HOURLY	OVNITE	8-HOUR	DAY	WEEK	4 WEEK	EXT AMT	NET AMT
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Rental Text : SALSA ON 5TH
DDA
PATTY GARCIA

1	3611-7777	GENERATOR LARGE DCA45 TOWABLE	175.00	175.00	175.00	560.00	1440.00	175.00	175.00
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Actual In Date: 08/25/14 7:58 AM

----- Payments -----



ARAPAHOERENTAL.COM

MONDAY - SATURDAY 7:00 AM TO
5:30 PM CLOSED SUNDAY

LOADING & UNLOADING IS
CUSTOMERS RESPONSIBILITY

DAMAGE WAIVER
For 12% charge of Rental contract, owner will assume risks of loss as provided on reverse. Damage Waiver is NOT insurance.

Decline

RENT	175.00
SALES	0.00
OTHER	0.00
DW/FEES	19.25
ADDL TAX	0.00
SALES TAX	0.00
DEPOSIT	0.00
TOTAL DUE	194.25
AMT BILLED	194.25

I AGREE TO PAY THE ABOVE TOTAL AMOUNT ACCORDING TO THE CARD ISSUER AGREEMENT (MERCHANT AGREEMENT IF CREDIT VOUCHER). I have read and understand the terms and conditions on both sides of this agreement and certify that those printed on the other side are agreed to as if printed above my signature. There are no oral or other representations not included herein. Unless declined, I also agree to the damage waiver charges. I have received a copy of this agreement.
METERED RATES OVERRIDE DAILY RATES, SEE REVERSE FOR EXPLANATION.

LESSEE **X** _____

Customer is responsible for all tire damage, fuel, cleaning, hitch inspection, loading and unloading of vehicle and rollover damage.

25-AUG-14 07:58:37



301 Walnut Street
 Windsor, CO 80550
 Office 970-674-2400
 Fax 970-674-2456

Finance Department

Vendor # 106373

Obligation #

PAYMENT REQUEST

INVOICE NUMBER: 0054 Aug 2014	Patthi G.
VENDOR: Card Services	
DBA: N/A	
(IF OTHER THAN VENDOR)	
Address: PO BOX 875852	
Kansas City, MO 64187-5852	
Phone: 800-821-5184	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
8/26/14	P Garcia		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6213		Town Square Media – radio for Salsa	1,345.00
01	411	6214		King Soopers – TB snacks	45.67
01	410	5137		Stuft – Springbrook training	42.22
01	410	5137		Sala Thai – Springbrook training	98.80
01	413	6216		Coloradoan – subscription	20.00
01	410	5137		De Jalisco – Springbrook training	88.28
01	411	6214		Pelican Jos – TB dinner	110.56
01	410	6210		Transact Technologies – receipt printer paper	120.56
01	410	5137		Boot Grill – Springbrook training	48.32
				From page 2	94.28
TOTAL					\$1,903.69

POSTED

TOWNSQUARE MEDIA OF FORT COLLINS, INC

Statement of Account

94.3 ~~Country~~ **94.3**

TRI-102.5



93.9

ROLL 102.9
COLORADO'S CLASSIC ROCK

Statement Date: 08/15/2014
Aged As Of: 08/15/2014
Page: 1

Advertiser: Windsor Downtown Develop Auth
301 Walnut Street
Windsor, CO 80550

Transaction Number	Transaction Date	Contract Number	Station	Check Number	Net Amount	Applied Amount	Net Due
PA-2140713185	07/31/2014	52412	KKPL-FM	Visa 0054	(\$560.00)		(\$560.00)
PA-2140713185	07/31/2014	52412	KUNL-FM	Visa 0054	(\$785.00)		(\$785.00)

0 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days	121+ days	Net Due
(\$1,345.00)	\$0.00	\$0.00	\$0.00	\$0.00	(\$1,345.00)

Remit To: TOWNSQUARE MEDIA, INC
PO BOX 731228
DALLAS, TX 75373-1228



301 Walnut Street
 Windsor, CO 80550
 Office 970-674-2400
 Fax 970-674-2456

<u>Finance Department</u>	
Vendor #	107150
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: <i>Fund 1014</i>	
VENDOR: Breast Friends Cancer Support Group	
DBA:	
(IF OTHER THAN VENDOR)	
ADDRESS:	
Phone:	DDA EXPENSE
Fax:	

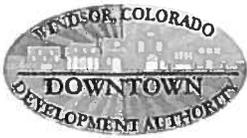
INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
9/17/14	Patti Garcia		P Garcia

P. Garcia

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6213		DDA Grant – support of event	3,000.00
				TOTAL	\$3,000.00

POSTED





WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

P.O. BOX 381, Windsor, CO 80550

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BOARD OF DIRECTORS MEETING

August 20, 2014 – 7:30 a.m.

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

Minutes

A. Call to Order

Chairman Winter called the meeting to order at 7:30 a.m.

B. Roll Call

Chairman Bob Winter
Vice Chairman Dan Stauss
Secretary/Treasurer Craig Peterson
Kristie Melendez
Dean Koehler
Sean Pike (absent)
Jason Schaeffer (absent)

Also present:

Town Clerk	Patti Garcia
Management Assistant	Kelly Unger
Town Manager	Kelly Arnold
Customer Service Supervisor	Megan Walter

C. Public Invited to be Heard

Chairman Winter opened the meeting for public comment; there was none to be heard

D. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration by the Board

Secretary/Treasurer Peterson motioned to approve the agenda as presented; Board member Koehler seconded the motion. Roll call on the vote resulted as follows:

Yeas – Winter, Stauss, Petersen, Melendez, Koehler
Nays - None. Motion carried.

E. Approval of Minutes from the July 29, 2014 Board of Directors Meeting – M. Walter

Secretary/Treasurer Peterson motioned to approve the Minutes as presented; Board member Koehler seconded the motion. Roll call on the vote resulted as follows:

Yeas – Winter, Stauss, Petersen, Melendez, Koehler
Nays - None. Motion carried.

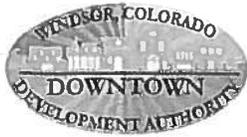
F. Report of Bills & Financial Report – P. Garcia

Town Clerk Garcia presented the report of bills and financial report and offered to answer any questions.

Vice Chairman Stauss requested Ms. Melendez look into the Vista Works invoice; it appears the DDA was charged for two domain transfers. Mr. Melendez stated she would look into it and report back.

Secretary/Treasurer Peterson motioned to approve the Bills as presented; Vice Chairman Stauss seconded the motion. Roll call on the vote resulted as follows:

Yeas - Winter, Stauss, Petersen, Melendez, Koehler
Nays - None. Motion carried.



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www.windsordda.com

G. Outside Agency Fund Request – Breastfriends Footsteps to Hope

Debbie Martin with Breastfriends turned in an Outside Agency Fund Request to the DDA Board. She presented the Breastfriends Footsteps to Hope event to the board and requested a \$3,000.00 donation. The board discussed the event and approved the donation amount.

Board member Koehler motioned to approve the Outside Agency Fund Request in the amount of \$3,000.00; Secretary/Treasurer Peterson seconded the motion. Roll call on the vote resulted as follows:

Yeas - Stauss, Petersen, Melendez, Koehler

Nays - None. Motion carried.

H. Contracting policies – use of Town’s form contract for future DDA contracts – J. Liley

As the DDA enters into more contacts, Mr. Liley and Ms. Garcia discussed the importance of using standard Town of Windsor contact forms with DDA specific modifications. By using form contracts, it cuts down on legal fees, and makes it easier to review. These form contracts are also useful in more detailed federal contracts that contain comprehensive information in regards to labor, payroll and subcontractors. The topic was discussed at the May DDA meeting at which it was requested that a form contract be provided to the DDA to review before authorizing its use. The form contract is a template for future use. There may be individual modifications made in order for the form to fit the needs and requirements of work to be performed.

Secretary/Treasurer Peterson motioned to approve the use of Town’s form contracts for future DDA contracts; Vice Chairman Stauss seconded the motion. Roll call on the vote resulted as follows:

Yeas - Winter, Stauss, Petersen, Melendez, Koehler

Nays - None. Motion carried.

I. Presentation of Draft Town of Windsor Strategic Plan – K. Melendez

Ms. Melendez presented the board with the Town of Windsor Strategic Plan and offered to answer any questions or return information to the board from the DDA. The board discussed, and would like Ms. Melendez and Town Board for their support and ideas. The DDA board also supports the idea of “One Windsor, One Community.”

J. Report from Sub-Committees

1. Marketing Committee

i. Farmer’s Market update

- a. Mr. Koehler reported an average of 400-750 visitors per weekend.
- b. Ms. Melendez stated that several DDA businesses have stated their sales are up on the market weekends.
- c. Board members suggested a volunteer for next year that would be at every market and handout information for DDA.
- d. Marketing committee will review and update the rack cards at their next meeting and bring to regular meeting for approval before printing.



301 Walnut Street
 Windsor, CO 80550
 Office 970-674-2400
 Fax 970-674-2456

<u>Finance Department</u>	
Vendor #	10 6373
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 0054 SEPT 2014	Patricia G.
VENDOR: Card Services	
DBA: N/A	
(IF OTHER THAN VENDOR)	
Address: PO BOX 875852	
Kansas City, MO 64187-5852	
Phone: 800-821-5184	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
9/24/14	P Garcia		T/M

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6214		DCI conference registration 1 of 7 – P Garcia	200.00
01	411	6213		4imprint – Items for Harvest Fest	282.74
01	410	6210		4imprint – TOW pens for front desk/permit office	130.00
01	411	6214		King Soopers – soda, water, snacks for TB chambers	99.09
01	410	5137		DCI conference – Dine around & Loveland Tour – P Garcia	50.00
01	411	6214		Dessert & soda for TB dinner	11.99
01	410	5137		CMCA/CGFOA conf registration – B Roome	350.00
01	413	6217		Coloradoan web access	10.00
01	411	6214		Quiznos TB dinner 9/8/14	62.98
				From page 2	382.00
				TOTAL	\$1,578.80

POSTED

DCI Conference registration
1 of 7 registrations for
DDA

Transaction Receipt

DOWNTOWN COLORADO INC

Transaction Type: SALE
Transaction Date: 2014-08-25 16:32:26
Account Holder: Patti Garcia
Status: Approved
Account Number: xxxxxxxxxxxxxx0054
Amount: 200.00
Street Address: 301 Walnut Street
Apt. / Suite:
City, State Zip: Windsor, 80550
Phone:
Email: kunger@windsorgov.com
Payment Type: VISA
Transaction ID: 100193642655
Approval Code: 025278
Custom ID 1:
Custom ID 2:
Comments: Online Store Order
Customer Signature:

Downtown Colorado, Inc.
 1420 Ogden Street
 Suite G-1
 Denver, CO 80218

Downtown Colorado, Inc.

Invoice

Date	Invoice #
8/25/2014	200001662

Bill To
Patti Garcia Windsor, Town of 301 Walnut Street Windsor, 80550 United States

Ship To
Windsor, Town of 301 Walnut Street Windsor, 80550 United States

PO Number	Terms	Due Date
	Due on receipt	8/25/2014

Qty	Description	Price	Totals
1	2014 Annual Conference - Full Registration	\$200.00	\$200.00
1	2014 Mobile Tour: Loveland Downtown Tour - Patti Garcia	\$15.00	\$15.00
1	2014 Annual Conference: Tuesday Pre-Conference Networking Dinner - Patti Garcia	\$35.00	\$35.00
Sub-Total			\$250.00
Total			\$250.00

Payments/Adjustments

Qty	Description	Price	Totals
1	Payment via Credit Card (using card xxxxxxxxxxxx0054) <i>Applied to invoice on 8/25/2014 5:32:27 PM</i>	(\$200.00)	(\$200.00)
1	Payment via Credit Card (using card xxxxxxxxxxxx0054) <i>Applied to invoice on 9/2/2014 11:16:27 AM</i>	(\$50.00)	(\$50.00)
Total Payments/Adjustments			(\$250.00)
Balance Due			\$0.00



301 Walnut Street
 Windsor, CO 80550
 Office 970-674-2400
 Fax 970-674-2456

<u>Finance Department</u>	
Vendor #	10 6299
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 12653	
VENDOR: Liley Rogers & Martell LLC	
DBA:	
(IF OTHER THAN VENDOR)	
Address: 300 South Howes Street Fort Collins, CO 80521	
Phone:	
Fax:	DDA EXPENSE

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
09/03/2014	Patti Garcia		P Garcia <i>[Signature]</i>

BUDGET LINE ITEM				DESCRIPTION	TOTAL
FUND	DEPT.	FUNCTION	PROJECT		
19	486	6299		Legal services through August, 2014	504.00
		6252			
				TOTAL	\$ 504.00

Liley Rogers & Martell, LLC

300 South Howes Street
Fort Collins, CO 80521

Town of Windsor DDA
c/o Patti Garcia
301 Walnut Street
Windsor, CO 80550

September 3, 2014

Re: DDA

Previous Balance	\$ 324.00
Payment – 8/25/2014 -Thank you, No.70453	(\$ 324.00)
Services Rendered through August 31per Invoice #12653	<u>\$ 504.00</u>
Total Balance Due	<u>\$ 504.00</u>

Liley Rogers & Martell, LLC

300 South Howes Street
Fort Collins, CO 80521
FED ID# 06-1666312

Town of Windsor DDA
c/o Patti Garcia
301 Walnut Street
Windsor, CO 80550

September 03, 2014

In Reference To: DDA
Invoice #12653



CONFIDENTIAL

Professional Services

		<u>Hrs/Rate</u>	<u>Amount</u>
7/21/2014	JCL Email from and to Patti Garcia regarding July Board meeting, CUG application regarding DDA lot	0.10 120.00/hr	12.00
7/24/2014	JCL Email and call with Patti Garcia regarding website and social media contract; review attached contract	0.30 120.00/hr	36.00
7/25/2014	JCL Email from Patti Garcia regarding Board packet for July 29 Board meeting; review packet; call with Patti regarding monthly check-in, agenda items	0.20 120.00/hr	24.00
8/1/2014	JCL Email from and to Patti Garcia regarding update on parking/project issues	0.10 120.00/hr	12.00
8/6/2014	JCL Email from Patti regarding Town of Windsor services agreement, Breast Friends update; review attached agreement	0.30 120.00/hr	36.00
8/15/2014	JCL Email from Kelly Unger regarding packet for August 20 Board meeting; review packet; voice message to Patti Garcia regarding agenda items	0.30 120.00/hr	36.00
8/18/2014	JCL Email from Patti Garcia regarding planning commission recommendation regarding bicycle parking; review attached documents	0.20 120.00/hr	24.00
8/19/2014	JCL Email and call with Patti regarding Breast Friends funding request update; call with Bob Winter and Angela DiMichele regarding legal requirements for DDA funding of special events	0.60 120.00/hr	72.00
8/20/2014	JCL Attend monthly Board meeting	2.10 120.00/hr	252.00
	Subtotal of charges		<u>\$504.00</u>
	For professional services rendered		\$504.00

	<u>Amount</u>
Previous balance	\$324.00
Accounts receivable transactions	
8/25/2014 Payment - Thank You No. 70453	<u>(\$324.00)</u>
Total payments and adjustments	(\$324.00)
Balance due	<u><u>\$504.00</u></u>



301 Walnut Street
 Windsor, CO 80550
 Office 970-674-2400
 Fax 970-674-2456

<u>Finance Department</u>	
Vendor #	107149
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 001	
VENDOR: Kailee Melendez	
DBA:	
(IF OTHER THAN VENDOR)	
ADDRESS: 2931 Eindborough Dr. Fort Collins, CO 80550	
Phone:	
Fax:	DDA EXPENSE

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
9/24/14	Patti Garcia		P Garcia <i>[Signature]</i>

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6253		Website & social media management	600.00
TOTAL					\$ 600.00 ✓

POSTED



Volume 2, Issue 8 August 2014

Windsor DDA Revenue

Windsor DDA Revenue Summary August 31, 2014	Collections	Budget	% of Budget
Property Tax Mill Levy	\$7,695	\$7,712	99.78%
Incremental Property Tax	\$14,264	\$16,052	88.86%
Interest	\$3	\$5	60.00%
Contributions/Sponsorships	\$0	\$0	-
Town of Windsor Funding	\$176,459	\$265,000	66.59%
Total	\$198,421	\$288,769	68.71%

Windsor Downtown
Development
Authority

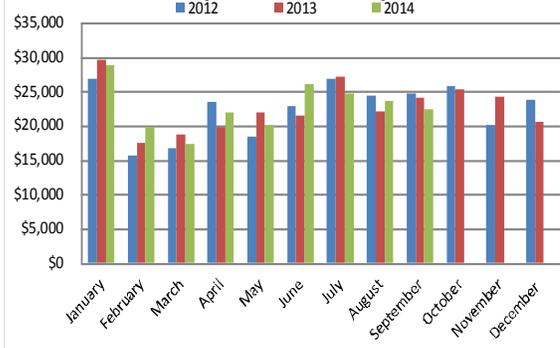
Special points of interest:

- September 2014 collections were \$1,726 below September 2013 collections. August 2014 sales tax collections were \$1,467 above August 2013 collections.
- Revenue is ahead of budgeted collections at the end of August 2014 at 68.71%, as we should see 67% of revenue through the first eight months of the year.
- 2014 expenditures are under the eight month benchmark with only 27.98% of the budget expended.

Windsor DDA Expenditures

Windsor DDA Expenditures Summary August 31, 2014	Expenditures	Budget	% of Budget
Operations			
Office Supplies	\$0	\$200	0.00%
Public Relations/Advertising	\$10,177	\$25,000	40.71%
Board Development	\$0	\$3,200	0.00%
Dues/Fees/Subscriptions	\$793	\$770	102.99%
Travel/Mileage	\$0	\$100	0.00%
Liability Insurance	\$1,724	\$1,297	132.92%
Legal Services	\$5,782	\$10,000	57.82%
Contract Services	\$18,490	\$20,000	92.45%
Postage	\$174	\$350	49.71%
Printing/Binding	\$0	\$500	0.00%
Study Review/Consultant	\$7,422	\$20,000	37.11%
County Treasurer Fees	\$323	\$300	107.67%
Miscellaneous	\$698	\$700	99.71%
Façade Program	\$0	\$100,000	0.00%
Administrative Transfer	\$13,333	\$20,000	66.67%
Operations Total	\$58,916	\$202,417	29.11%
Capital			
Site Improvements	\$3,322	\$20,000	16.61%
Capital Total	\$3,322	\$20,000	16.61%
Grand Total	\$62,238	\$222,417	27.98%

Monthly Sales Tax Comparison



Windsor Downtown Development Authority

P.O. Box 381
Windsor, CO 80550
Email: info@windsordda.com

**Were on the web
windsordda.com**

Welcome to Windsor



DDA Mission Statement

“It is the mission of the Windsor DDA to create a prosperous, vibrant, energetic, and clean town center, by marketing downtown opportunities, retaining and expanding current business opportunities, preserving downtown charm, and enhancing physical appearance and amenities through partnerships with the community and stakeholders.”



PLAN OF DEVELOPMENT PROJECTS

The projects, facilities, programs and functions to be established and provided in the district will benefit and promote the health, safety, prosperity, security and general welfare of all occupants and owners thereof and will prevent deterioration of property values, will prevent the growth of blighted areas, and will be of special benefit to all property within the district.

- A. The promotion of, participation in, and assistance to private and public developments consistent with the priorities of the DDA by all means permitted by federal, state and local laws and regulations, including but not limited to, land assemblage, and/or acquiring, constructing, reconstruction, rehabilitating, equipping, selling and leasing space.
- B. Public facilities and improvements as necessary to complement private developments.
- C. A parking program to provide sufficient public parking to service all occupants and owners within the district.
- D. A pedestrian and vehicular circulation system.
- E. A beautification program.
- F. A convention/exhibition facility to be built in conjunction with private development of a downtown hotel and banquet hall.

DDA Board

Bob Winter, Chairman — Bob@windsordda.com
Dan Stauss, Vice Chairman — Dan@windsordda.com
Craig Petersen, Secretary/Treasurer — Craig@windsordda.com
Dean Koehler — Dean@windsordda.com
Jason Shaeffer — Jason@windsordda.com
Sean Pike — Sean@windsordda.com
Kristie Melendez, TOW Board Liaison — Kristie@windsordda.com

Term: April 2017
Term: April 2016
Term: April 2016
Term: April 2017
Term: April 2016
Term: April 2016



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

MEMORANDUM

Date: October 15, 2014
To: Downtown Development Authority Board of Directors
From: Patti Garcia, Assistant to Town Manager/Town Clerk
Re: Chris Hutchinson, Trebuchet Group – Retreat facilitator introduction & discussion
Item #: G.

Background / Discussion:

The idea of setting up a DDA board retreat was brought up at the August DDA meeting. I followed up by contacting the Fort Collins DDA as I knew they had worked with someone locally for retreat facilitation. Matt Robenault, Executive Director for the Fort Collins DDA, recommended Chris Hutchinson of the Trebuchet Group. I met with Chris and felt his team understood the purpose of a DDA and could facilitate a discussion to help guide the DDA through updating their work plan and goals. Pursuant to my update to the DDA board in September, Chris is coming to meet with the board on October 15 at the regular meeting.

I emailed the DDA board a list of questions that Chris requested the board to think about prior to the meeting and I have listed them below as a reminder:

- What would you want citizens, the Town Board, and yourself to be proud of accomplishing downtown in 5-10 years from now?
- What could get in the way of the outcomes you just listed?
- How equipped is the DDA Board to create and execute a process of working towards the outcomes and avoiding the problems?
- What kind of support would you like to make this all happen?

A retreat does not have to be done out of town or overnight, it can be done locally and at any time that would work for the DDA. After meeting with Chris, the DDA can decide if they are interested in hiring his team to facilitate a retreat. If so, I will request a quote for the services and the DDA can go from there.

Recommendation:

For discussion purposes

Attachments:

None



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

MEMORANDUM

Date: October 15, 2014
To: Downtown Development Authority Board of Directors
From: Patti Garcia, Assistant to Town Manager/Town Clerk
Re: Historic Mill Feasibility Study information and next steps
Item #: H.

Background / Discussion:

On Thursday, October 9, 2014, a presentation of the Mill Feasibility Study was provided by Chris Holtkamp and his team. The presentation included a draft of the final report, conceptual drawings and a budget estimate for the restoration of the Mill with the final report expected by the end of the month. As the feasibility study project finishes up, the DDA board should be thinking about what the next steps are in this process. Topics for discussion include but are not limited to:

- What is the DDA's role in this project?
- How does it relate to the DDA property?
- Are there marketing efforts related to the DDA?

I have sent the presentation information to Kristin Cypher, C+B Designs, and will follow up with her to see when the final concept plans for the DDA lots will be complete.

Recommendation:

For discussion purposes

Attachments:

Feasibility Study draft report
Conceptual drawings
Budget estimate for restoration of the Mill

Table of Contents

Introduction.....	1
Demographic and Market Analysis.....	4
Mill Description and Conditions.....	8
Mill Description.....	8
Downtown Overview.....	9
Initial Engineer Assessment.....	As Separate Attachment
Redevelopment Recommendations.....	11
Proposed Uses.....	11
Issues in Redevelopment.....	12
Estimated Costs.....	14
Funding Plan.....	15
Marketing Plan.....	17

Introduction

The Windsor Mill is a property that can serve as an anchor to the central business district and be a capstone on the successful revitalization efforts. The Mill has a unique architecture, and is one of the few surviving examples of stacked plank construction, which was common in mills and other industrial buildings. Few of these survive due to fire and demolition. This creates an opportunity for the Mill to become an iconic destination for Windsor, attracting visitors from the region and even outside of Colorado because of its unique character and appeal.

Process

The City selected Holtkamp Planning, Jay Corder, Architect, Root Architecture, and KL&A Engineering as the design team to develop the feasibility study. The study is an effort to identify the opportunities available in redeveloping the Mill, along with a strategy for its successful revitalization. The goal is to create a plan that Windsor can use to market the Mill and generate interest and investment in its redevelopment. It will also outline uses for the property that will fill gaps in the existing business mix in Windsor and serve the community.

Kick off Meeting and Assessment

The architects and engineers spent the day on site, examining the property with the owner, Ron Lauer. Mr. Lauer provided his insight and experience from years of working on the building, as well as his knowledge of its history. He also expressed his ideas for how the Mill could be reused and the vision he had for it. This time was invaluable to the team in providing an overview of the building's condition and its potential for redevelopment.

During this time, interviews were held with City staff to gather additional information about Windsor, and the vision that community leaders had for the property. This information has helped to identify potential obstacles and challenges for redevelopment. These interviews showed significant support from City leadership to seeing the property revitalized and contributing to the community. There was also the potential to reach out to Colorado State University, or other organization as a partner for using the Mill, possibly for the Fermentation Studies program (which may be interested in a brewery or similar facility) or the Hospitality program.

Finally, the team met with the Downtown Development Authority to present their initial assessment and hear from DDA members about their ideas. Based on the initial assessment and discussions, ideas discussed included a restaurant, brewery, pub, theater, residences, and more. Because of the building's solid construction, size, and overall construction, there is opportunity for multiple uses to be incorporated.

Following the kick off visit, the team took the information and developed the Demographic and Market Analysis, as well as several possible scenarios for redevelopment.

Demographic and Market Analysis

The Demographic and Market Analysis is an exploration of the characteristics of Windsor. It includes the current and projected population, income and housing data, as well as market research. Windsor is a rapidly growing community, with above average income and housing values. There is also a need in the community for additional restaurants and entertainment venues. This analysis supports the Mill redevelopment as a destination location for entertainment, dining, and other uses. The population of Windsor is large enough and has enough income to support businesses in the Mill and fill the gap as it becomes a larger destination spot for the region.

Town Hall Meeting

Redeveloping the Mill will likely involve public involvement at some level to help with the costs associated with the effort. It is important to engage citizens and allow them an opportunity to voice their opinion. To this end, a Town Hall meeting was held where the Demographic and Market Analysis was presented, as well as the scenarios. The scenarios included three options for redeveloping the Mill, based on the initial assessment and feedback the team received. These ideas included a restaurant, entertainment venue, bar, living space, art gallery, live / work space, retail and office uses. The scenarios were intended to be somewhat 'mix and match' where ideas from one scenario could be taken and used with those from another. All three scenarios included multiple uses and would make the Mill a destination for all hours of the day and attract a variety of visitors.

The Town Hall was well attended and the participants were actively engaged in the discussion about best uses for the Mill. Participants like the idea of a multitude of uses and creating an anchor for the downtown. Some additional ideas that came up were for a community theater, public meeting / event space, and rooftop restaurant or lounge. The biggest concern identified by participants was parking. Property owners in proximity to the Mill were concerned that some of the potential uses would generate significant parking in the neighborhood around the Mill. Other potential concerns were increased traffic, lights, and noise. The study will address these concerns once the final use is identified and the design developed for that.

Regional Tourism Act Grant

Following the Town Hall meeting, City leadership decided that the Mill redevelopment could be incorporated into the Regional Tourism Act grant being pursued by Windsor in partnership with the City of Loveland. This grant would be a long term funding source for a number of projects intended to attract tourists to the area. One of the opportunities this presented was to incorporate educational components into the Mill. Many of the uses that had already been identified for the Mill would serve as tourism generators (art gallery, entertainment venue, etc.) so the primary effect of this has been to shift focus to potentially developing the space with a commercial training kitchen for use by culinary students and as an incubator for small businesses. There may also be an opportunity to reach out to the Fermentation Studies and Hospitality Programs at CSU to create a real world learning lab at the Mill to incorporate facilities for those programs. This can include the entertainment venue and restaurant already discussed, as well as possibly a brewery or distillery. The Mill could potentially become a

destination like the Culinary Institute of America center in Napa Valley, which is a learning center, but also a tourism destination.

Final Presentation

[ADD IN HERE](#)

Town of Windsor Demographics

In order to develop the recommendations for potential uses for the Mill, it is important to have an understanding of the characteristics of Windsor residents, and the area. This data will outline the existing business mix, identify gaps in that mix, and provide insight into the spending habits of Windsor residents. Using this information will allow more targeted recommendations for potential uses that will complement existing businesses and potentially create new markets for the area. This analysis is not a complete demographic overview, rather one targeted towards the feasibility of redeveloping the Mill into a community asset.

Population

The population of Windsor has nearly doubled since 2000, growing from just over 10,000 to nearly 20,000 today. This growth parallels tremendous growth in Northern Colorado and is expected to continue, with nearly 5,000 homes planned for Windsor over the next several years. This growth is spurred by economic development that includes oil and gas and supporting activity, some manufacturing, and high tech businesses drawn to a well educated workforce and high quality of life.

Table 1: Population Growth 2000 – 2030

2000	2010	2012 (est.)	2015 (proj.)	2020 (proj.)	2025 (proj.)	2030 (proj.)
10,138	18,644	19,775	21,935	24,218	26,739	29,522

Source: US Census and 2013 Windsor Community Profile

Population growth will lead to rising demand for local services and retail opportunities as residents will not want to have to drive to other communities for dining and retail options. The Mill represents an opportunity to create a destination for businesses to serve this growth and increase visitation and traffic to Windsor’s historic downtown.

Housing

There is tremendous growth in housing in Windsor; however, the vast majority being built is single family homes on the outskirts of town. These homes primarily serve families, and do not meet the needs of a growing segment of the population, which is older ‘empty nesters’ and young people without children. These individuals often do not want a large yard and appreciate proximity to restaurants and retail. This has led to some renovation of small homes within the core of Windsor. It also represents a potential opportunity for multi family residential development in the historic Mill.

Windsor also has a very low vacancy rate, indicating the housing market is vibrant and it may be difficult for potential residents to find suitable housing. This is a strong indicator that new housing is needed, and providing alternatives to a suburban style single family home may fill a niche that is currently being overlooked.

2012 Housing Values for Owner Occupied Units

	Count	Percent
Total	5,250	100%
<\$50,000	21	0.4%
\$50,000 - \$99,999	148	2.9%
\$100,000 - \$149,999	490	9.3%
\$150,000 - \$199,999	1,231	23.4%
\$200,000 - \$249,999	1,098	20.9%
\$250,000 – \$299,999	679	12.9%
\$300,000 - \$399,999	762	14.5%
\$400,000 - \$499,999	434	8.3%
\$500,000 - \$749,999	303	5.8%
➤ \$750,000	84	1.6%
Median Value	\$233,470	

Source: ESRI Business Analyst

Income and Market Profile

Residents in Windsor have a much higher median income than the State of Colorado and the United States (\$74,040 vs. \$56,765 State and \$51,371 US). This is due to the availability of higher wage jobs at high tech firms, oil and gas businesses, etc. This indicates there is money available within the community to support a diversity of businesses and residential options catering to a higher income level.

2012 Income by Household

	Count	Percent
< \$15,000	484	6.8%
\$15,000 - \$24,999	440	6.2%
\$25,000 - \$34,999	484	6.8%
\$35,000 - \$49,999	809	11.3%
\$50,000 - \$74,999	1,393	19.5%
\$75,000 - \$99,999	1,410	19.7%
\$100,000 - \$149,999	1,509	21.1%
\$150,000 - \$199,000	252	3.5%
\$200,000+	364	5.1%
Median Household Income	\$74,040	

Source: ESRI Business Analyst

The table below is a summary of spending habits for Windsor residents by household. For selected segments, more detail is provided to show the available market for potential uses at the Mill.

2012 Select Retail Goods and Services Expenditure

	Average	Total
Apparel and Services	\$1,797.63	\$12,844,038
Computer	\$323.01	\$2,307,901
Entertainment and Recreation	\$4,017.82	\$28,707,350
Movies / Theater / Opera / Ballet	\$197.94	\$1,414,263
Food	\$9,603.19	\$68,614,814
Food at Home	\$5,788.64	\$41,359,842
Food Away from Home	\$3,814.55	\$27,254,973
Alcoholic Beverages	\$634.03	\$4,530,110

Source: ESRI Business Analyst

Tapestry segmentation is a tool that defines the population based on characteristics such as age, family status, income, education, etc. It is a useful to gain a broad understanding of an area’s residents and allows for some targeting of goods and services to the specific needs and desires of that population. The primary characteristic of Windsor is Up and Coming Families, with a healthy mix of others. Definitions for the primary segments follows the table.

Primary Tapestry Segments

Up and Coming Families	38.9%
In Style	15.7%
Main Street, USA	12.9%
Milk and Cookies	12.1%
Green Acres	9.1%
Other	11.3%

Source: ESRI Business Analyst

Up and Coming Families – young, affluent families with young children; well educated, higher incomes; primarily single family homes in the suburbs; entertainment is often family restaurants and children activities

In Style – professional couples living in the suburbs but that prefer the city lifestyle; more than two thirds are childless households; slightly older, with median age of 40; entertainment is often exercise, live music, active domestic vacations

Main Street, USA – matches the characteristics of the country; mix of families and non-families; median income households and age; entertainment is typically rented movies, children activities, sports

Milk and Cookies – young families with young children; slightly lower incomes; primarily older single family homes in the suburbs; entertainment is typically fast food restaurants and children activities

Green Acres – typically blue collar families with older children; primarily single family homes in suburban fringe areas; entertainment is typically outdoor activities

If residential development occurs at the Mill, the In Style population would be the target market for it, and would likely have the income to support higher end multi family housing on the site. The population characteristics would also support a variety of restaurant options on the site.

There is a significant gap in the demand for food service and drinking establishments and the available supply within Windsor. This is a tremendous opportunity for the addition of new businesses to cater to this demand. This also supports the interest of the property owner to potentially develop a bar and restaurant within the space.

Food Service Supply and Demand

	Demand	Supply	Gap
Food Services & Drinking Places (Total)	\$24,091,060	\$14,566,520	\$9,524,540
Full Service Restaurants	\$11,217,153	\$4,260,119	\$6,957,034
Limited Service Restaurants	\$11,038,922	\$8,194,319	\$2,844,603
Special Food Services	\$1,112,212	\$2,062,094	\$949,882
Drinking Places – Alcohol	\$722,773	\$49,988	\$672,785

Source: ESRI Business Analyst

Conclusion

Based on the population and economic characteristics of Windsor, there are a number of uses that would be suitable for the Mill. Some ideas that have been discussed include a brewery and restaurant, pool hall and entertainment center, theater space that could accommodate movies and live performances, and multi family residential (likely condominiums). There is a gap in dining and drinking establishments that could be filled by development at the Mill and a significant portion of the population would appreciate the opportunity for a higher end condo in the middle of downtown. The Mill is large enough to provide for several different uses catering to the demands of the community.

Mill Description Downtown Overview

Mill Description

The Mill is located on the west end of Windsor’s central business district on State Highway 392 (also known as Main Street). The site is approximately 275’ by 190’ with frontage on SH 392 to the north, 3rd St to the west and alleys to the south and east. Adjacent uses include property owned by the DDA across SH 392 to the north, a retail store to the west, and residences to the west. The northwest corner of the lot is a separate property occupied by a residence that is eligible for a local historic landmark. The property is zoned Central Business District, which allows for a variety of uses, and allows for flexible parking requirements.



There are four main sections of the Mill building. On the west side is the mill, which is a four story brick structure. The first three stories are heavy timber frame, while the fourth story was comprised of a lighter wood frame. The fourth floor was essentially destroyed in the 2008 tornado, along with much of the third floor in this section. While damage to this section was severe, the overall integrity of the structure was not impaired, and the condition of the lower floors was not substantially affected.

The middle of the mill is the elevator and silo section. The silos are of stacked plank construction, which is a very rugged and durable structure. It also provides a unique character and aesthetic to this section. Future redevelopment should honor the integrity of this section and celebrate the character it represents. The silo is of heavy wood construction and wood sided. Hanging from the silo section on the south side is a grain chute that is an iconic feature of the building and is a strong symbol of its agricultural heritage.





On the south and east sides a single story warehouse wraps the elevator and silo sections. This structure is of timber frame construction with wood siding and flooring. The heavy wood beams present an aesthetic that would be compatible with many potential uses, and the rugged nature of construction make it suitable for nearly any proposed use. This section of the building is currently used as storage space, and could be relatively quickly converted to functional space.

In addition to the building space, there is a basement space that has been cleared out. Work is underway in this area to provide additional stabilization and mechanical space for the warehouse section. However, there is usable space in this area that would be suitable for redevelopment, possibly as a lounge / bar space due to its low ceilings and fairly small area.

There is a second building on site that represents another opportunity for redevelopment as a complementary use to the mill. This building housed the boilers that powered the mill and is of similar brick construction to the mill. This is a two story building that is large enough for a variety of functions and is structurally sound for nearly any use.



Finally, there is a metal silo on site that provides a unique opportunity to either repurpose in place or relocate to support redevelopment of the mill. This silo is very large and the interior space could be repurposed to a number of uses. The condition of the silo is good and contributes to the character and agricultural heritage of the property. One idea for repurposing would be to relocate the silo across SH 392 as the end point for a pedestrian bridge connecting the mill to the DDA property across the highway.



There is limited frontage on the north of the property adjacent to SH 392; however, there is opportunity for landscaping and complementary development on this side to enhance the appearance of the property. To the east and west, there is limited setbacks. The south side of the property has available space for parking or other use to support the development of the building. Additional parking may be available as shared space with the church to the west and the DDA property across SH 392.

Downtown Overview

Windsor has a successful downtown with a diverse mix of businesses that primarily serve local needs. In addition, there are residential areas adjacent to downtown beginning to see some infill and redevelopment of the existing older housing stock. A Downtown Master Plan was developed in 2009,

and from this process a Downtown Development Authority was created to serve as a downtown advocate and funding organization for improvements.

There is significant opportunity for new development within the downtown, outlined in the Downtown Master Plan, along with additional development of City parkland around Windsor Lake. With the potential for the RTA grant, further development of this area, in conjunction with the mill redevelopment could create a new destination for Windsor residents and visitors alike.

Proposed Uses

Based on the input received during the planning process, a series of uses have been identified. These uses align with the pursuit of the Regional Tourism grant; however, they also provide productive and marketable use for the Mill if the grant is not received. The Mill is large enough and has a functional design to allow for many different tenants within, allowing for phased development, and flexibility over time to accommodate new uses not identified in this planning effort.

Basement Level

The basement is designated in our plan as a microbrewery. The space is large enough to support a brewery with space for storage, an office, and potentially a classroom. This could be a facility used by the CSU Fermentation Studies program. Another option may be to utilize this space as a cooperative brewery incubator. Some of these are community funded and based, allowing those interested in participating to invest in the brewery and have access to it to develop their own beers. Others are run as community projects, like any incubator type project, where entrepreneurs are assisted in developing their business through publicly supported facilities. This article provides additional details about this option. <http://allaboutbeer.com/article/tapping-community/>

The benefit to developing a brewery is the flexibility it provides. If an investor comes in and wants to build a brewery, that is a great option. The second option may be the ‘crowd funded’ option where small investors can partner to create a shared asset, or finally, a brewery incubator can be developed to complement the incubator kitchen identified for the first floor.

First Floor

The primary use of the first floor is a commercial kitchen and associated café. This facility could be operated by CSU students through the hospitality program, or available as a public facility to support entrepreneurship and small business development. One of the largest barrier to those starting a food business is the need for a commercial kitchen. Having this type of facility available would be a tremendous asset for Windsor, and would foster entrepreneurship and potentially attract newcomers to the area to take advantage of it. The café space would complement the commercial kitchen, allowing those wanting to start a restaurant to work on the ‘front of house’ aspects of the business, without the significant costs of finding and renting space. If the partnership with CSU is successful, the space is large enough to allow training in the kitchen while also supporting the café.

The second use on the first floor is a distillery. Craft distilleries are another growing business sector, and represents an opportunity to create a unique, destination business in Windsor. This facility would require a separate business address from the brewery; however, given the physical separation and distinct entrance, this should not be an issue. While the incubator model discussed for the brewery has not caught on for distilleries, this may be an option to explore as well.

Finally, there is gallery space. This space can support the live / work spaces defined on the second through fourth floors, allowing resident artists an outlet for their work. It also is additional retail space

to support to overall use of the Mill. It is a complementary use, providing additional reason for visitors to patronize the space.

Second through Fourth Floors

The second through fourth floors are defined as office incubator and live / work space. These areas are flexible. The space could easily become classrooms, supporting the educational component if CSU (or another entity) becomes a primary user. Providing this space as an incubator provides another opportunity for local entrepreneurs to build their business, in a shared environment that fosters communication and idea sharing.

Outdoor Space

A large patio will provide outdoor seating for the café, and be a gathering space for the community. The silo will be preserved and converted to a stage for a small amphitheater. Having a music venue will support (and be supported by) the proposed uses for the Mill and help create a regional destination at the Mill. Visitors can enjoy beverages created on site, see locally produced art, and enjoy live music. The outdoor uses will be supported by facilities built in the existing Boiler Building, which is a separate two story building on the west side of the property.

The proposed uses for the Mill create a unique destination in Windsor that attracts residents and visitors and provide opportunities for local entrepreneurs to build their business, local bands to showcase their talent, and local artist to live and follow their passion. If CSU becomes a partner, the facilities will allow them to provide real world education to their students while also serving Windsor residents and visitors.

Issues in Redevelopment

While there is significant community support for this project, there are significant barriers that will need to be overcome for a successful outcome. The list identifies the key challenges and some recommendations for addressing them. Because of the enormous potential for this project to have significant impact on larger community goals, redevelopment should be a priority for the entire community.

Developing Funding for Redevelopment

The biggest challenge in redeveloping the Mill is funding. The costs of rebuilding the Mill and making it functional are prohibitive for a prospective business looking to open in the space. There will have to be some public investment to make any reuse viable. Because there has been public outreach and support built for this effort, it is likely that residents will support the City utilizing public resources in the redevelopment effort. This will be especially true since the proposed uses include amenities that will benefit the public and the project is not intended as solely a private development. A strategy for funding the redevelopment effort is included in the next section.

Marketing the Property and Securing Tenants

There is a multi-faceted approach to identifying tenants and marketing the property to potential investors and developers. As part of the Regional Tourism grant effort, there has been outreach to Colorado State University. CSU and Front Range Community College have several programs that would be good tenants given the proposed uses identified. In addition, having this relationship with CSU and / or FRCC would open up additional funding sources that could be used to rehabilitate and maintain the building. If this partnership does not pan out, the uses identified allow for a very flexible approach to redevelopment. The idea of community funding for the brewery and distillery provide alternative sources for needed money. Providing the space as an incubator also provides for additional funding sources through State, Federal, and private grants. Private investment is certainly an option and should be pursued for the brewery, distillery, and music venue in particular. These options are explored further in the Funding and Marketing Plan.

Incubator Support

If the Mill becomes a multi-purpose incubator space, there will have to be support for more public funding to redevelop and maintain the property, as well as provide assistance and services to businesses located there. This funding can come from a variety of sources, discussed in the Funding Plan. In order to be successful there will have to be a process created to manage the facility and ensure that tenants take care of the facilities. The managing entity (whether the Town or a separate entity) should create a clear application and review process for potential tenants, and establish policies and guidelines that provide clear direction. An incubator would be a tremendous opportunity for Windsor, and with the scale and variety of uses, be a unique asset not found elsewhere. This would generate interest and potentially additional funding given the creativity in this effort.

Compatible Uses

The Mill is located in the Central Business District zone, which allows for a variety of potential uses on the property. The uses proposed for the property should not require a zoning change, special use permit, or other adjustment to be allowed. The one use that may be somewhat controversial is the inclusion of an outdoor music venue. Given the proximity of residences to the south of the property, there may be a need to limit how late shows can run in the evenings. Given the desire for residents to see the Mill redeveloped, and the public engagement showing support for it, any resistance should be minimal, and proactive standards to limit negative impacts should mitigate challenges.

Parking

While the property is fairly large, the available space for on-site parking is limited. To make the project feasible, on-site space will have to be maximized by beneficial uses rather than parking, so off-site parking will be necessary to support the project. There are several potential solutions that will accommodate needed parking for the Mill redevelopment, while minimizing impacts on the adjacent neighborhood. The first of these is the shared parking agreement with the adjoining church. Given the varying hours of church activities with those of the Mill, space should be available in that lot. Additional shared parking may be available at other proximate commercial uses. The DDA also has plans in development that would add significant parking across the highway from the Mill. This project could

connect to the Mill via a pedestrian bridge, or potentially a well designed pedestrian walk across the highway. In addition, the overall improvements to downtown being made through the Downtown Master Plan will encourage visitors to park and walk through downtown, stopping at various businesses along the way. Wayfinding and directional signage should be incorporated throughout downtown to inform visitors of available parking and destinations to support this.

Project Leadership and Management

The Mill redevelopment will be a long term effort, requiring on-going oversight and management. Given limited City and DDA resources and staffing, a Task Force should be created to ‘own’ the process. This Task Force should have representation from the City and DDA, but also other community leaders and citizens. This group could take ownership of the implementation process, including the on-going outreach to CSU and FRCC, marketing the property to potential investors, grant research, etc. The complexity and time frame of the effort means there has to be a responsible party that is able and willing to put in the time and energy to see it through. The members of this Task Force could also become the Board Members if a non-profit is created to help fund the effort (discussed below).

Property Ownership

The Mill is currently privately owned, and the owner has a strong attachment and long term investment in the property. There have been on-going efforts made to redevelop the property; however, progress has been slowed by a variety of issues. In order to move this project forward, it may be more efficient for the DDA or City to acquire the property. This would allow the needed public investment to be made and allow for more flexibility in marketing the property to potential developers and tenants. This will be a delicate issue to address given the owner’s attachment to the property and likely unwillingness to sell. In addition, finding the necessary money to buy the property presents a challenge; however, there are options identified in the funding plan to address this.

Redevelopment of the Mill will be a challenge; however, the benefits of doing so will be more than worth the investment. The Mill represents the last piece of Windsor recovering from the tornado and will represent a tremendous accomplishment for the community.

Estimated Costs

An initial construction estimate based on the proposed design has been reviewed by Wattle & Daub Construction and will be included as a separate document. Wattle & Daub has done similar work for the mill redevelopment project underway in Loveland.

Funding Plan

Identifying funding is the biggest challenge facing the redevelopment effort. It will be important to explore all alternatives and opportunities to ensure the project is feasible. Given the mix of uses and the opportunity for a variety of alternatives in funding, the best options can be explored that include private investment where appropriate, and public funding as needed to bridge gaps.

Identify Grants and Related Programs

There are a number of State, Federal, and private grants that can be pursued to help fund redevelopment efforts. The potential use as an educational facility opens up additional money that can be pursued. Appendix A provides an overview of potential grants and other sources that can be explored. It is recommended that a grant writer be contracted with to pursue these opportunities. Typically, grant writers work at little up front cost, rather taking an administrative fee from any grants awarded. This relationship allows the Town to not bear a significant cost while incentivizing aggressive pursuit of grants.

Partnership with CSU / Other Entity

As mentioned, CSU has been contacted in relation to this project. CSU has recently started a Fermentation Studies program, focusing on fermented foods and beverages. They are building a brewery on campus to support this program; however, there may be need for a second brewery, or possibly a winery or cheese making facility. In addition, the Hospitality program could benefit from the commercial kitchen, café space, and even the music venue. They could offer real world training to their students through these facilities, allowing them experience actually running a full entertainment business. Classroom activities could be supported on the upper floors. Any of these uses are suitable for the Mill and represent an opportunity for CSU to become a partner in redevelopment. This would potentially provide access to additional funding as well, making this an important avenue to pursue.

If the partnership with CSU does not work, there may be an opportunity to partner with another educational entity to provide similar services. Front Range Community College offers a culinary program and event coordinator program at its campus in Fort Collins. There may be interest from FRCC in a partnership that would provide facilities for their students in a real world setting as well. Contact should be made with FRCC staff to begin this discussion.

Incorporate Plan into RTA Grant Process

The recommended uses identified in this plan have been adjusted somewhat to take advantage of the potential for the Regional Tourism grant that Windsor is pursuing in partnership with Loveland. This grant would provide a long term funding source for a variety of projects in those two communities. Scoring is based on the potential to attract tourists, community impact, and an educational component. The recommendations fit within these parameters, as they would serve to attract visitors and serve CSU or another school. However, the plan is not limited on receiving this grant. The Town can still move forward with private funding and other public funding if the grant is not awarded. The plan is intended to be flexible and allow for a variety of paths to move forward. Private and public money will be required for this effort to be successful.

Explore Potential for Community-based Organization to Raise Money

Public resources are limited and there is often resistance to using public funds on projects like the Mill redevelopment. One option to address this is to create a community corporation or non-profit that can raise money and support the Mill redevelopment. There are a number of examples of projects like this across the country and are typically created to fund specific projects. Many of these organizations have been formed specifically to save rural movie theaters. The benefit to having a non-profit organization is that it opens up additional funding opportunities as well as provides some insulation from politics and taxpayer resistance. Given the nature of the proposed uses, this option should be explored as an additional resource for the project. A non-profit could raise money to help fund on-going operations for the facility once it opens and provide volunteers and other assistance as needed beyond the redevelopment phase.

Develop Local Fundraising Efforts

Because the Mill is such an iconic property, and so important to Windsor residents, it is likely that there would be significant community support to help redevelop the property. If a non-profit is created, this organization can take on leadership of fundraising efforts locally, or a Task Force could be created to manage this effort. There are a number of options available for fundraising, the first being business sponsorships. Local businesses should be contacted about providing funding in return for naming rights, or other recognition. Residents can be engaged through a ‘Buy-a-Brick’ program, where they can contribute and be recognized through bricks in the outdoor space or elsewhere. These types of programs would do more than just raise money, they would build community support and engagement in the redevelopment effort. The Mill is an asset for the entire Town, and seeing it reborn as a destination would be tremendous. Residents want to see their community be successful and will assist when asked and put their money into a project that will benefit all of Windsor.

Funding the Mill redevelopment will be a long term effort and require creativity and flexibility to be successful. This plan is intended to provide that flexibility and options needed to be successful, by providing uses that can be privately funded if investors are found, or publicly funded to serve local needs. The key is to ensure the project moves forward and the Mill becomes a unique destination and the iconic property it should be to anchor Windsor’s downtown.

Marketing Plan

In order to be successful, the Mill requires tenants and an entity to take responsibility for its redevelopment. This plan offers several ways forward; however, once a decision has been made on how the process will happen, some marketing will be required. This plan outlines potential steps to attract interest in the Mill and potential users for the space.

Continue Communication with CSU and / or FRCC for Potential Partnership

Having a partnership with CSU or FRCC would be a huge benefit to this project. This would open the door to a wide range of funding options for redevelopment and on-going expenses, as well as be a long term partner to use the property. It would also help with the scoring for the RTA grant. Securing this partnership should be a priority over the next several months as the RTA process moves forward. Initial contact has been made with CSU, and their internal process has been started. There will be a need for someone to be responsible for maintaining this relationship and ensuring communication is happening. There has not been outreach to FRCC; however, this should also happen in the near future. They may have more flexibility and options than CSU, being a smaller entity. It may be easier to bring them on board as a partner in the near term, while continuing to talk with CSU.

Develop Marketing Materials

While the partnership with CSU or FRCC should be a priority, there must be an effort made to attract private investment and tenants. This effort begins with marketing materials. These marketing materials should contain the graphics of the site, proposed uses, and what investments are being made in the Mill redevelopment. They should include any public funding (whether from the Town, grants, or a non-profit fundraising effort) that is available to help with getting the property ready for reuse.

Identify and Market to Potential Tenants

If the goal for the Mill is to focus on the incubator type uses, the marketing outreach (and funding) will be different from attracting private investment. In this case, redevelopment would likely be primarily public funding (with as much private sponsorships as can be found), and much of the on-going costs would be publicly paid. In this case, marketing would focus on entrepreneurs looking to create a business. This should be done regionally, targeting Fort Collins, Loveland, Greeley, and other communities. Windsor can become a destination for new business creation through the Mill redevelopment.

Outreach to the private sector can begin with regional and national associations for businesses desired at the Mill. These include the Colorado Brewers Guild, the Brewers Association, American Craft Distillers Association, and others. These organizations are a source of information for people looking to start or expand businesses and can help connect potential investors to Windsor. The Town should also reach out to existing businesses in the area to determine if they are ready to expand or possibly relocate. They may not be, but may have connections to others who are. The goal is to spread the word as wide as possible to attract as much notice as possible. Local entrepreneurs should not be overlooked in this effort, particularly given the goal of an 'incubator' type use in the Mill.

The Mill is an opportunity to create a unique, multi use destination in downtown Windsor that will serve the citizens as well as visitors. This plan is an effort to identify the best use for the property and the pathway to funding its redevelopment. The process will be long and challenging; however, this plan provides a path to success. Windsor residents are ready to see something happen with the Mill and are willing to support needed investment to make it happen. Windsor is thriving, and its time the Mill contributed to the continued success of the community rather than being an eyesore. There is momentum and a strong desire to see something great happen there, and this plan provides a roadmap to make that vision a reality.



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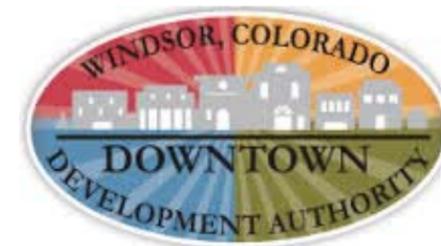
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H O L T K A M P
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Concept Presentation 09.30.2014

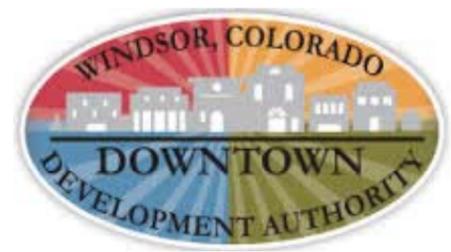
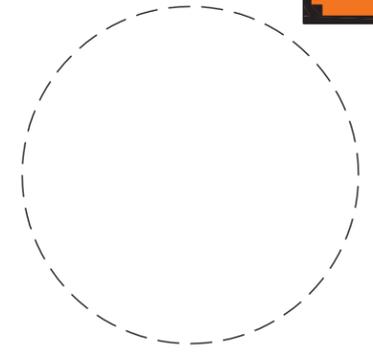
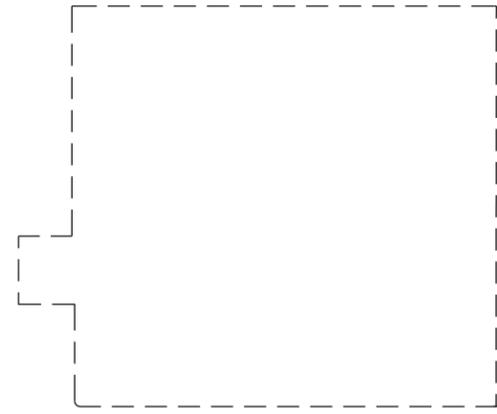
Historic Windsor Mill Feasibility Study







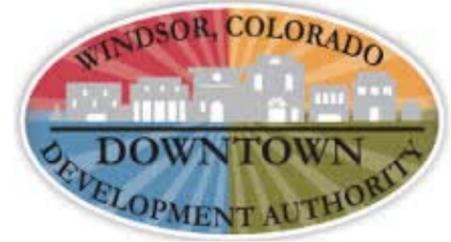
AREAS	
Brew Pub/Tasting	1621sf
Brew Studies Lab	1147sf
Bottling Area	914sf
Barrel Storage	2926sf
Classroom	450sf
Office	125sf
<hr/>	
Assignable:	7,183sf
Mechanical	485sf



AREAS

Distillery	1621sf
Art Gallery	1352sf
Kitchen Incubator	3218sf
Incubator Cafe	1089sf
Concessions	543sf
Patio Seating	3510sf

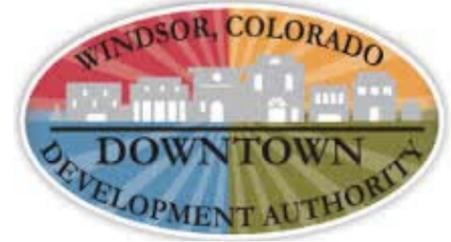
Assignable: 11,333sf



AREAS

Office Incubator	1558sf
Live/Work	1325sf

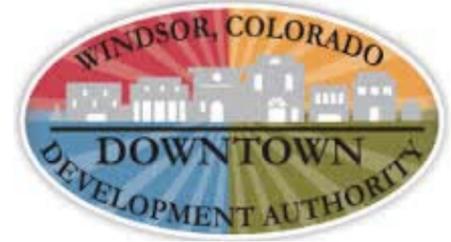
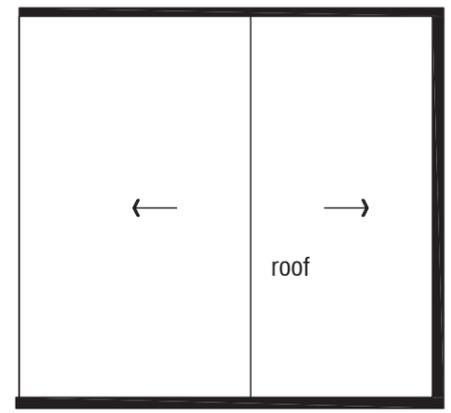
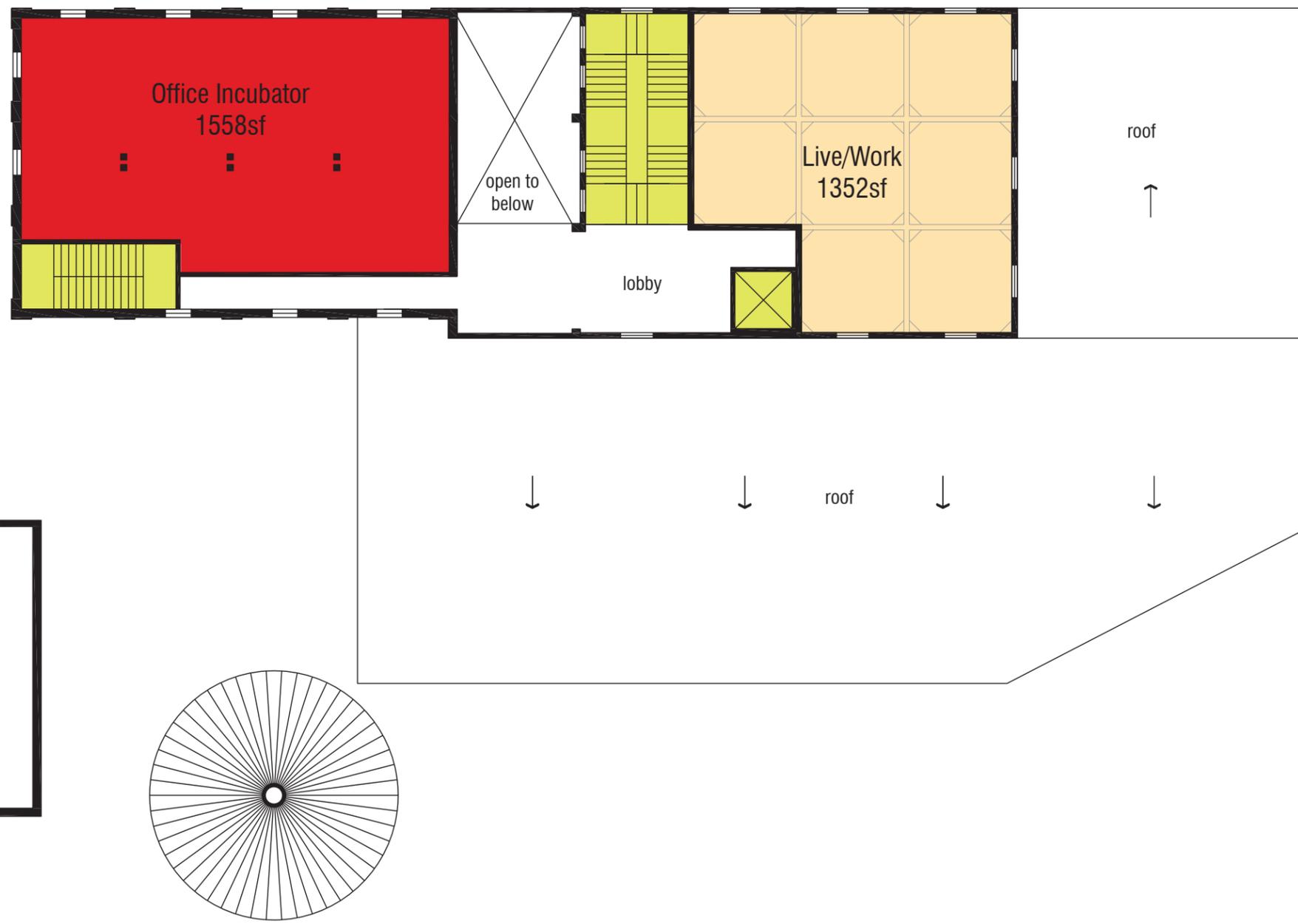
Assignable: 2883sf



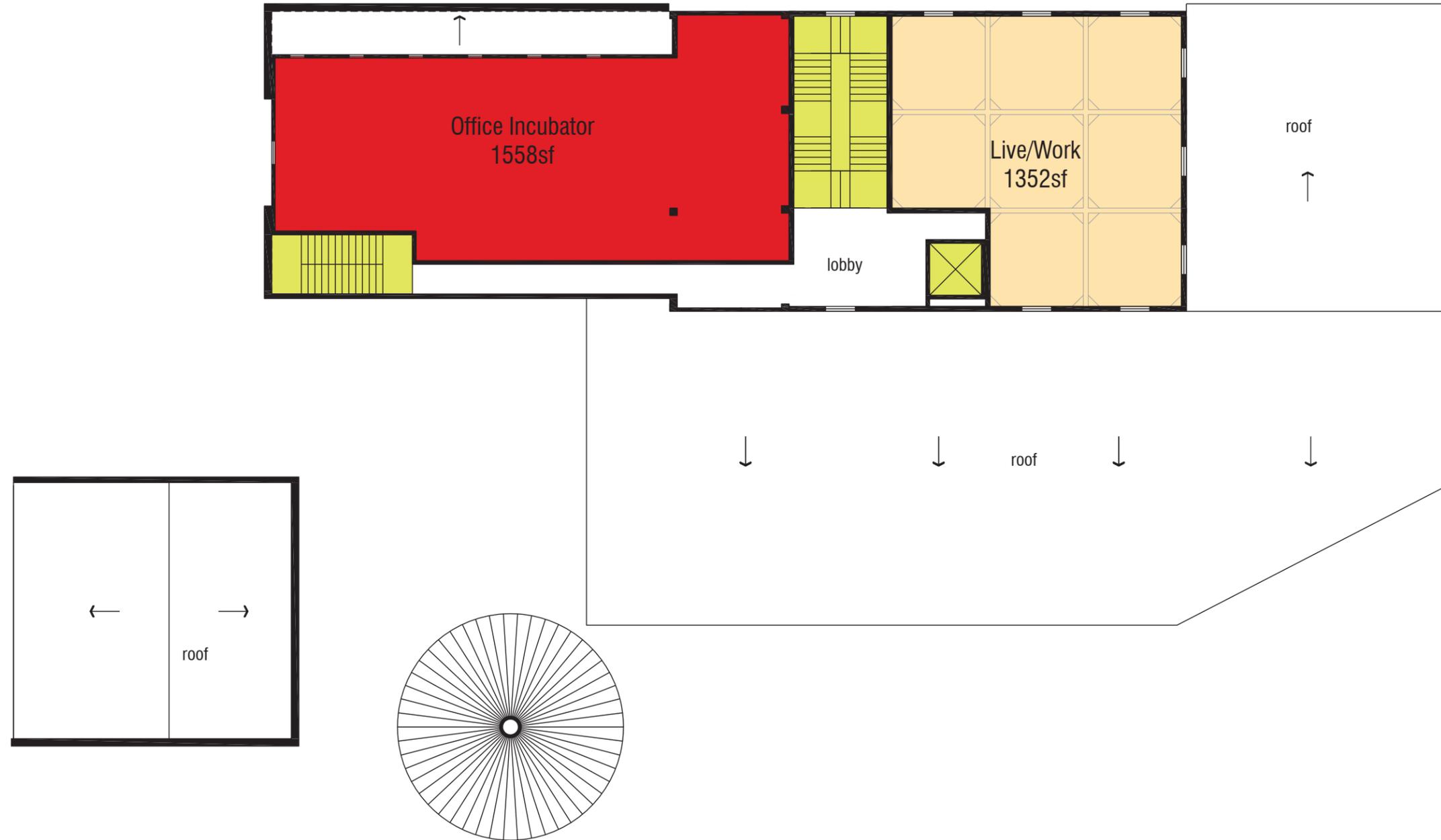
AREAS

Office Incubator 1558sf
 Live/Work 1325sf

Assignable: 2883sf



AREAS	
Office Incubator	1558sf
Live/Work	1325sf
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Assignable:	2883sf



Wattle & Daub Contractors

DATE: September 30, 2014

RE: BUDGET ESTIMATE FOR THE RESTORATION OF THE WINDSOR MILL

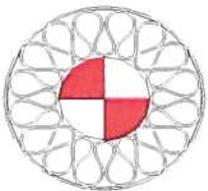
Wattle & Daub Contractors is a Fort Collins-based general contractor that specializes exclusively in the preservation and restoration of historic buildings. When a tornado struck the Town of Windsor in 2008, Wattle & Daub was retained to perform emergency stabilization on the Windsor Mill.

More recently, Wattle & Daub worked with Root Architecture to prepare a budget estimate for the full restoration of the Mill, the results of which are found in the attached document. Of course, because this estimate was based on a conceptual plan for the Mill's redevelopment rather than actual construction documents, the costs identified here are merely approximate. Based on our long experience in working with historic buildings, however, including several redevelopment projects of our own, we are confident these numbers represent a good first draft of an actual construction budget.

Please feel free to contact Wattle & Daub Contractor if you have any questions regarding our past stabilization work on the Windsor Mill, or if you would like to explore the possibility of future work to complete the Mill's stabilization and begin its redevelopment. We would welcome the opportunity to be further involved in giving second life to this iconic building.

Best regards,

Andy Carlson
Wattle & Daub Contractors
970-556-9322
a.carlson@wattleanddaub.com
www.wattleanddaub.com



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Wattle & Daub Contractors

BUDGET ESTIMATE FOR THE RESTORATION OF THE WINDSOR MILL PAGE 1

Site Work

• Clear existing site of debris and miscellaneous materials	\$ 5,000
• Grading / excavation for access to lower level	\$ 5,000
• Paving for new parking area	\$ 100,000
• Concrete sidewalks to tie in to adjacent sidewalks	\$ 50,000
• Landscaping – turf and other planting areas per site plan	\$ 250,000
• Landscaping-hardscaping, shade structures, etc.	\$ 300,000
• Streetscape improvement – street trees and lighting	\$ 100,000
• Site lighting – parking areas, etc.	<u>\$ 50,000</u>
	\$ 860,000

Utilities

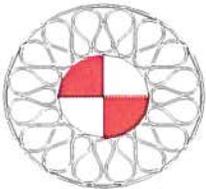
• Relocate existing transformer / electrical service	\$ 100,000
• Possible new water meter and wastewater tie-in @ street	<u>\$ 50,000</u>
	\$ 150,000

Building Remediation

• Complete excavation of lower level; stabilize with concrete retaining walls	\$ 200,000
• Pour new concrete slab in lower level	\$ 60,000
• Stabilize foundation at north wall below stacked wood silos	\$ 50,000
• Remove corrugated steel cladding at east section of building and repair/re-finish wall beneath	\$ 25,000
• Re-build masonry envelope & roof @ tornado-damaged west end	\$ 300,000
• Repair roof @ east end and level 1 as required	\$ 120,000
• Replace broken windows throughout / repair existing units if possible	\$ 100,000
• Repair broken floor system with heavy timber to match existing at west end level 2 corner	\$ 80,000
• Salvage all existing materials in good condition for re-use in renovation and finish-out	incl.
• Re-point existing masonry exteriors and minor repairs as necessary	\$ 150,000
• Partial demo of floor plates in west end for installation of new exit stair	\$ 2,000
• Re-seal existing stacked wood silos on exterior	<u>\$ 25,000</u>
	\$1,112,000

Building Renovation

• Install new electrical system throughout building	
○ Commercial rough-in level based on plan diagrams	\$ 570,000
• Install new plumbing system throughout building	
○ Commercial rough-in level based on plan diagrams	\$ 300,000
• Install new mechanical systems throughout building	
○ 2 existing boilers in lower level can provide heat/hot water rehab	\$ 50,000
○ Plan for individual a/c and heating units for each block of tenant space	\$ 425,000



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BUDGET ESTIMATE FOR THE RESTORATION OF THE WINDSOR MILL (PAGE 2)

Building Renovation (cont.)

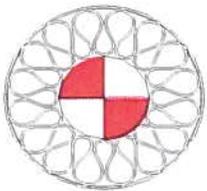
- Commercial kitchens & brewing operations will require additional \$ 275,000 exhaust and ventilation to fall into TI scope
 - Add new floor structure at levels 2, 3, & 4 inside stacked wood silos using trusses to allow distribution of mechanical ductwork and other utilities \$ 30,000
 - Cut out and header off (w/ timbers) several large openings in stacked wood silos at each level to allow for interior planning of spaces \$ 10,000
 - Insulate exterior walls where possible (all of levels 0 and 1, portions of levels 2, 3, & 4 where existing finishes are to be covered) \$ 50,000
 - Add new windows on level 1 single-story area and levels 2, 3, & 4 in the stacked wood silo area \$ 100,000
 - Add new exterior doors throughout \$ 35,000
 - Add 2 new exit stairs per plan diagrams \$ 30,000
 - Add new access to lower level via stairs and ramps to lower courtyards per plan diagrams \$ 80,000
 - Add raised wood decks around building per site plan (add on to / repair existing as required) \$ 60,000
 - Finish out secondary masonry building interior as public restrooms and concession area (office above) \$ 300,000
- \$2,315,000**

Additional Features

- Build new elevated walkway from level 2 of building across Main Street and over railroad tracks \$ 950,000
 - Cut out face of existing metal silo building and convert to performance stage area
 - Infill stage platform \$ 400,000
 - Add mezzanine above for lighting / controls \$ 350,000
 - Finish out back-of-house green room / restroom \$ 225,000
- \$1,925,000**

PROJECT TOTALS

Construction Subtotal	\$6,362,000
General conditions (15%)	\$ 954,300
Profit/overhead (15%)	\$ 954,300
Contingency(15%)	\$ 954,300
Project Total	\$9,224,900



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Prepared by Wattle & Daub Contractors, in collaboration with Root Architecture, September 2014