WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY
P.O. BOX 381, Windsor, CO 80550
www.windsordda.com

BOARD OF DIRECTORS MEETING
April 20, 2016 – 7:30 a.m.
301 Walnut Street, First Floor Conference Room, Windsor, CO 80550

Agenda

(Please note that due to a special presentation from the Colorado Main Street program, we will be trying to keep the business portion of the meeting brief.)

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 March 16, 2016 Board of Directors Meeting – M. Ashby

F. Election of Officers 2016 – M. Ashby

G. Report of Bills, Financial Report – P. Garcia, M. Ashby

H. Executive Director's Report – M. Ashby

I. Strategic Plan Update – M. Ashby

J. Façade Improvement Application Update – 500 Main Street – M. Ashby

K. KEY INTIATIVES:

1. Mill Project Coordination Update – M. Ashby
2. Library Feasibility Update – M. Ashby
   i. Parking Committee Summary 3/6/16
3. Backlot Boardwalk Update – M. Ashby
4. Growth & Sustainability – M. Ashby

L. COMMITTEE REPORTS:

1. Marketing Committee 3/23/16
2. Beautification Committee – No Update
3. Parking Committee - No Update

M. Communications

1. Board Member Appreciation
2. Downtown Colorado Inc. Conference, Sept. 20-23, Pueblo. http://www.downtowncoloradoinc.org/?page=2016Conf
3. Spring Cleanup Day

N. The News on the Street is . . .

O. Main Street 101 – Colorado Department of Local Affairs – Shay Coburn

P. Adjourn

Note: Underlined items include attachments.

WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY
P.O. BOX 381, Windsor, CO 80550
www.windsordda.com

BOARD OF DIRECTORS MEETING
March 16, 2016 – 7:30 a.m.
301 Walnut Street, First Floor Conference Room, Windsor, CO 80550

DRAFT MINUTES

Attendees: Dan Stauss, Kristie Melendez, Craig Petersen, Dean Koehler. Absent: **Sean Pike, Jason Shaeffer. Excused: Bob Winter. Staff: Patti Garcia, Terry Walker, Matt Ashby. Guests: Ken Bennett**

A. Call to Order

B. Roll Call

C. Public Invited to be Heard
No discussion.

D. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration by the Board.
Moved as presented: Melendez, Petersen. Approved.

E. Approval of Minutes from the February 17, 2016 Board of Directors Meeting – M. Ashby
Moved as Presented: Petersen, Koehler. Approved.

F. Report of Bills, Financial Report – P. Garcia, M. Ashby
P. Garcia noted that the first invoice from Humphries-Poli is included. The DDA is paying 2/3, with an invoice sent to the Library District to repay 1/3 of the DDAs cost. The Town is paying the other 1/3. This is due to the partnership between the three entities. The total contract amount is approximately $50,000 of which the current invoice is approximately $10,000.

Moved to approve the bills for the month: Petersen, Koelher. Approved

G. Executive Director's Report – M. Ashby
Ashby directed to schedule MS update for April 20th.

H. Parking & Street Sweeping Update – T. Walker, J. Michaels
TW provided an overview – previously had "no overnight parking" signs. These were removed this year and had some snow events when there were a few cars parked that were plowed around. There are some changes that will need to be changed in City Code. From Public Works standpoint, we're good either way. The problem for the PD is that there are people who live above businesses and don't have an alternative location to park. If we decide we don't want parking on Main, we need to have a towing company on board. Typically, vehicles are moved by 9:00 and its not an inconvenience. We try to sweep 2x per months. If we have to go around vehicles, it is only somewhat of a problem during the fall with leaves. When the signs were up, we didn't seem to have much of a problem with violators. CP: Is there a snow event for heavy snow? T: There is a 2" snow. Ft. Collins has a snow route signage that advises people in a Snow Event to discourage parking on College. Recommend that we continue with the flexible approach to continue without restricting parking. If issues arise, we would review those issues in conjunction with Public Works and Police as they arise.

I. Intergovernmental Agreement Update – M. Ashby, J. Liley
1. Report from Town Board Discussion 3/14/16

KM reported on the discussion at the Town Board. The item did pass, but not unanimously. There was concern that there was not enough activity taken over the past 5 years to justify the contract. Discussion included concerns that if the funding went away, the DDA would not be able to continue the programs. There was an apparent consensus that the current board and sentiment was that they wanted to see more activity happening. Discussion of the roll over of Capital funding that can only be used for approved capital projects, also including the fiscal responsibility of the DDA. Received 5 of 6 votes. Rose described that he heard from business owners concerns that the DDA hasn't been visible enough. DS: Business visits would be helpful to introduce and find out more about the business and introduce the DDA. KM: I think what's happening is that folks aren't aware of what the DDA is doing. Matt should be prepared to answer questions about what we're doing and about the property tax, along with what that helps pay for. Looking at the revenue map, it shows there is a contribution to the bottom line. We also feel that the façade improvements assisted in increasing the bottom line. KM indicated to the Town Board that there would be some more apparent improvements around the District. Mr. Rose will also be a downtown member as a business owner in the District. CP: I think getting more people involved in the Committees is a positive step to help in getting the word out. Also, progress on the Mill would be very visible. DS: I think these are valid concerns that we generally agree with as well. We want to see more visible changes in the District too.

Motion to approve the IGA as presented: Craig Petersen, Dean Koehler. Approved.

J. Strategic Plan Update – M. Ashby
MA hopes to have the narrative draft of the strategic plan to the Board by the next meeting, now that the IGA has been approved.

K. Mill Project Coordination Update – M. Ashby
MA will be meeting with Kelly Arnold to discuss options and approaches.

L. Library Feasibility Update – M. Ashby
The Steering Committee met on March 10 and was presented with feasibility option on the two highlighted sites. Discussion from the architect identified that both could accommodate the current library needs and expansion options. General board consensus to pursue discussions with K. Arnold to identify public/private partnerships. Also, Matt directed to include a "Library" time category in the invoicing.

M. Report from Sub-Committees
1. Marketing Committee 2/24/16 Summary
Newspaper wrap was reviewed. The graphic elements have also been pushed to social media. We have also asked for additional businesses who might be interested in the Business Spotlight. Working on updating the rack card, and looking to run a DDA Appreciation BBQ. Possibility to host a Quarterly event as an opportunity for people in the District to gather and chat with the Board. Host in different locations each Quarter.
2. Beautification Committee – *No Update*
3. Parking Committee - *No Update*

N. Communications
1. Outgoing Board Member Appreciation
2. DDA Board Appointments – *Sean Pike and Cristin Perrat were appointed to the board for 4-year terms.*
3. Spring Cleanup Day – *Friday, May 13th, DDA should consider providing coffee and donuts to staff (approximately 25 members). We should notify the businesses that there will be noise*

overnight. Advertise in the newsletter. Backup date is Sunday, May 15th. DDA Lot will see some potholes filled. Staff will walk the area. Matt identified that a 'bucket brigade' or cleanup effort to encourage the businesses to join in sprucing up their storefronts. Recommend discussing at the upcoming marketing committee.

O. The News on the Street is . . .

Forgotten Roots has opened. They have a significant social media presence. We should look to create a "welcome to the DDA" packet to introduce them to our organization.

P. Adjourn 8:42AM.

Moved: Petersen, Koehler.

Accounts Payable

Transactions by Account

User: sswanson
Printed: 04/15/2016 - 2:47PM
Batch: 00000.00.0000

TOWN OF WINDSOR
301 WALNUT STREET
WINDSOR, CO 80550
WWW.WINDSORGOV.COM

(970) 674-2400
MON-FRI 8AM TO 5PM

Account Number	Vendor	Description	GL Date	Check No	Amount	PO No
19-486-6210-000	COREN PRINTING, INC.	BUSINESS CARDS- MATT ASHBY	03/11/2016	76293	56.00	
19-486-6210-000	COREN PRINTING, INC.	NOTECARD & ENVELOPES- DDA	03/11/2016	76293	65.00	
		Vendor Subtotal for Department:486			121.00	
19-486-6213-000	CARD SERVICES	DDA-EMAIL SVC	04/15/2016	76533	20.00	
		Vendor Subtotal for Department:486			20.00	
19-486-6214-000	THOMAS R ECKRICH	APPRECIATION PLAQUE FOR MEI	03/24/2016	76250	40.00	
		Vendor Subtotal for Department:486			40.00	
19-486-6217-000	CARD SERVICES	DDA-SPECIAL DIST ASSOC DUES	03/17/2016	76200	478.34	
		Vendor Subtotal for Department:486			478.34	
19-486-6252-000	LILEY LAW OFFICES, LLC	DDA LEGAL SERVICES	03/11/2016	76135	2,186.00	
		Vendor Subtotal for Department:486			2,186.00	
19-486-6253-000	AYRES ASSOCIATES, INC.	PROFESSIONAL SERVICES THROI	03/11/2016	76137	6,467.40	
19-486-6253-000	AYRES ASSOCIATES, INC.	PROFESSIONAL SERVICES THROI	03/11/2016	76137	4,328.78	
19-486-6253-000	AYRES ASSOCIATES, INC.	PROFESSIONAL SERVICES THROI	04/14/2016	76557	4,346.34	

Account Number	Vendor	Description	GL Date	Check No	Amount	PO No
		Vendor Subtotal for Department:486			15,142.52	
19-486-6256-000	THE GREELEY TRIBUNE	ADVERTISING -DDA WEBSKIN	04/14/2016	76521	85.00	
19-486-6256-000	THE GREELEY TRIBUNE	ADVERTISING -DDA BUS SPOTLI(	04/14/2016	76521	325.00	
		Vendor Subtotal for Department:486			410.00	
19-486-6267-000	HUMPHRIES POLI ARCHITECTS,	LIBRARY FEASIBILITY STUDY	03/17/2016	76225	10,212.60	
19-486-6267-000	HUMPHRIES POLI ARCHITECTS,	LIBRARY FEASIBILITY STUDY	04/14/2016	76559	5,622.80	
		Vendor Subtotal for Department:486			15,835.40	
		Subtotal for Fund: 19			34,233.26	
		Report Total:			34,233.26	

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	100194
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER:19186	Notes:
VENDOR: Coren Printing	
DBA: Coren Printing	
(IF OTHER THAN VENDOR)	
Address: 631 Birch Street, Suite A	
Windsor, CO 80550	
Phone:	DDA EXPENSE
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
02.23.16	Krystal Eucker		PS

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
~~01~~ 19	486	6210	000	Business Cards	56.00
				Matt Ashby	
				POSTED	
				TOTAL	56.00

Return to Stacey in Finance

CORENprinting, inc.
Making Great Impressions Since 1978

631 Birch Street, Suite A
Windsor, Colorado, 80550
ph 970.686.9631
fx 970.686.9614
info@corenprintinginc.com
www.corenprintinginc.com

INVOICE NO. 19168
DATE 23. Feb. 16
PURCHASE ORDER NO.

INVOICE

Windsor DDA

QTY	DESCRIPTION	UNIT PRICE		AMOUNT	
250	3½x2. 4/1. 14pt Matte			51	—
	-BC: Mat Ashbaj				

- ☐ Digital Black & White Copies
- ☐ Digital Color Copies
- ☒ Full Color Printing
- ☐ Large Format
- ☐ Other_____

SUBTOTAL		
LESS DISCOUNT____%		
INCOMING SHIPPING		
SUB-TOTAL		
TAX	NIP	
TYPE/DESIGN	5	—
OUTGOING SHIPPING		
DEPOSIT		
TOTAL	56	—

RECEIVED BY_____

DATE_____

Thank You For Your Patronage.
We Greatly Appreciate It!

We Accept: MasterCard VISA

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	100194
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER:19200	Notes:
VENDOR: Coren Printing	
DBA: Coren Printing	
(IF OTHER THAN VENDOR)	
Address: 631 Birch Street, Suite A	
Windsor, CO 80550	
Phone:	
Fax:	DDA EXPENSE

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
02.23.16	Krystal Eucker		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
~~01~~ 19	486	6210	000	Notecards and Envelopes- DDA	65.00
				POSTED	
				TOTAL	65.00

Return to Stacey in Finance

CORENprinting, inc.
Making Great Impressions Since 1978

631 Birch Street, Suite A
Windsor, Colorado, 80550
ph 970.686.9631
fx 970.686.9614
info@corenprintinginc.com
www.corenprintinginc.com

INVOICE NO 19200
DATE 23. Feb. 16
PURCHASE ORDER NO.

INVOICE

Windsor DDA

QTY	DESCRIPTION	UNIT PRICE	AMOUNT
100	8½x5½, 4/0, 80# Cougar Cover		35 =
	- AZ Note Cards		
	Score in Half		
100	AZ Sub 70# Cougar Envelopes		20 =
	- Printed Back Flap Black Ink		

- [x] Digital Black & White Copies
- [x] Digital Color Copies
- [ ] Full Color Printing
- [ ] Large Format
- [ ] Other_____

RECEIVED BY_____

DATE_____

Thank You For Your Patronage.
We Greatly Appreciate It!

SUBTOTAL	
LESS DISCOUNT____%	
INCOMING SHIPPING	
SUB-TOTAL	55 =
TAX	N/P
TYPE/DESIGN	10 =
OUTGOING SHIPPING	
DEPOSIT	
TOTAL	65 =

We Accept: MasterCard VISA

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	106373
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 0054MAR2016	Notes: Patti
VENDOR: CARD SERVICES	

INVOICE DATE	PROCESSED BY	CARDHOLDER SIGNATURE	DEPT. HEAD APPROVAL
03/24/15	Patti Garcia		DM

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
01	450	6282		Safeway – Tree Board dinner	16.81
09	486	6213		Constant Contact – DDA	20.00
01	411	6213		Gibs Bagels – Coffee w the Mayor	54.04
01	410	5137		CML registration – P Garcia	259.00
01	418	5137		CML registration Ian $220/Kim $270	490.00
01	411	6213		King Soopers – Advisory Board dinner	50.99
01	411	6214		CML registration – I Adams	408.00
01	413	6217		Greeley Tribune – web access	7.80
				Totals from page 2	796.09
				GRAND TOTAL	2102.73

POST

Patti Garcia

Subject: FW: Constant Contact Payment Receipt for Kelly Unger

From: Constant Contact Billing [mailto:billing@constantcontact.com]
Sent: Thursday, February 25, 2016 1:39 AM
To: Kelly Unger
Subject: Constant Contact Payment Receipt for Kelly Unger

Thank you for your recent payment. Your payment receipt is found below.

Constant Contact

Payment Receipt
for February 25, 2016

Windsor Downtown Development Authority
Attn.: Kelly Unger
301 walnut street
Windsor, CO 80550
US
9706742416

Today's Date: February 25, 2016
Payment Date: February 25, 2016
Payment Method: Visa (last 4 digits: 0054)

User Name: kunger@windsorgov.com

Thank you for your payment!

Description	Amount Paid
Payment - Credit Card - 0054	$20.00

Amounts shown may reflect sales tax which is applicable in certain areas.

Note you can continue to view payment receipts online. Log into your Constant Contact account, click the My Account link in the upper right hand corner of the Home page, and choose the View Payment Receipts option.

You may also use the Opt In/Out of Payment Receipt E-Mails link on the My Account page to opt out of receiving payment receipt emails in the future.

We appreciate your business.

Best Regards,
Constant Contact Billing
1601 Trapelo Road, Suite 329 - Waltham, MA 02451

Questions? Please give us a call!
US / Canada Toll Free: (855) 229-5506
UK Toll Free: 0808-234-0942
Outside US / Canada: 0808-234-0945

Need to cancel your account? Just give us a call!

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

Finance Department	
Vendor #	103455
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 594237	Notes:
VENDOR: TOM ECKRICH	
DBA:	
(IF OTHER THAN VENDOR)	
Address: 5518 JANNA DRIVE, LOVELAND, CO 80538	
Phone: 970-669-9731	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
03/16/2016	JUDY MORRIS		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6214	000	APPRECIATION PLAQUE FOR MEMBER ON DDA	40.00
				TOTAL	40.00

POSTED

594237

103455

CUSTOMER'S ORDER NO.	DATE 3-16-16

NAME: Tom Eckrich

ADDRESS: 5518 Janna Dr

CITY, STATE, ZIP: Loveland, Co. 80538

SOLD BY	CASH	C.O.D.	CHARGE	ON ACCT.	MDSE RETD.	PAID OUT

	QUAN.	DESCRIPTION	AMOUNT
1	1	PLAQUE FOR	
2		WINDSOR TOWN	
3		SERVICE	
4			
5		$40.00 ea	$40.00
6			
7			
8		PLEASE MAKE CK.	
9		To Tom Eckrich	
10			
11			
12			

RECEIVED BY

KEEP THIS SLIP FOR REFERENCE

3705

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	106373
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 0054FEB2016	Notes: Patti
VENDOR: CARD SERVICES	

INVOICE DATE	PROCESSED BY	CARDHOLDER SIGNATURE	DEPT. HEAD APPROVAL
02/24/15	Patti Garcia		DM

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
01	411	6214		King Soopers – Town Board snacks	18.95
01	413	6217		Coloradoan web access	12.00
01	413	6217		Greeley Tribune web access	6.06
01	411	6214		Dunkin Donuts – TB Dinner	42.99
01	410	5137		IIMC Conference registration – P Garcia	550.00
19	486	6217		Special District Assn – DDA dues	478.34
01	410	5137		Hyatt – CS week conference – M Walter	56.01
06	471	5137		Hyatt – CS week conference – M Walter	56.01
				Totals from page 2	131.99
				GRAND TOTAL	~~$4516.37~~

1352.35

POSTED

Renew/Create SDA Membership

Step 6 of 6: Print Receipt or Invoice

THANK YOU FOR RENEWING YOUR SDA MEMBERSHIP

Payment must be received by July 1 in order for the 25% discount (Districts Only) for renewing by March 1 to remain valid. If payment is not received by July 1, the 25% discount is no longer valid and the district will need to pay 100% of the dues calculation.

Would you like to update your Transparency Notice as well? If so, click on button below

Print Receipt

Update Your Transparency Notice

Profile

District	Windsor Downtown Development Authority
Street Address	301 Walnut Street
City	Windsor
State	Colorado
Postal Code	80550
Phone	9706742400
Email	pgarcia@windsorgov.com
Population	
Estimated Population Served	0
# of Full Time Employees	0
# of Part Time Employees	0
Board Meeting	
Budget	
Counties	Weld
District Type	Other

Membership Dues

Budgeted Expenditures	$ 255,230.00
Exclusions	
Debt Service	$ 5,000.00
Lease Purchase Agreements	$ 0.00
Capital Outlay	$ 10,000.00
Dues Calculation	
Net Appropriated Expenditure	$ 240,230.00
Dues for 2016	$ 478.34
Discount	25%
District is a Pool Member	Yes
CEBT Health Insurance Member	No
Inactive according to Colorado Law	No

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	107453
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 13022	Notes:
VENDOR: Liley Law Office	
DBA: Liley Law Office	
(IF OTHER THAN VENDOR)	
Address: 419 Canyon Avenue, Suite 220	
Fort Collins, CO 80521	
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
3/3/16	Krystal Eucker		PS

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6252	000	DDA Legal Services	2,186.00
				DDA EXPENSE	
				POSTED	
				TOTAL	2,186.00

Return to Stacey in Finance

107453

Liley Law Offices, LLC
419 Canyon Avenue, Suite 220
Fort Collins, CO 80521
Fed ID #47-4400948

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

March 03, 2016

In Reference To: DDA
Invoice #13022

Professional Services

			Hrs/Rate	Amount
2/4/2016	JCL	Email from Patti regarding packet for February 8 work session; brief review of packet	0.10 $180.00/hr	$18.00
2/9/2016	JCL	Email from Ian McCargar regarding Town Board work session, preparation of DDA/Town Intergovernmental Agreement regarding funding	0.10 $180.00/hr	$18.00
2/10/2016	JCL	Voice message from Bob Winter; call with Bob regarding outcome of work session, desired time frame for Town/DDA Intergovernmental Agreement	0.20 $180.00/hr	$36.00
2/12/2016	LAL	Telephone conference with Bob Winter regarding restatement of Intergovernmental Agreement between the DDA and the Town; review current Intergovernmental Agreement and note potential revisions and items from further discussion with DDA Board; conference with Josh Liley regarding the same	0.90 $200.00/hr	$180.00
	JCL	Email to Ian McCargar responding to his February 9 email; voice message and email to Matt Ashby regarding adding Intergovernmental Agreement discussion as agenda item for February 17 Board meeting	0.30 $180.00/hr	$54.00
2/15/2016	JCL	Email from Matt Ashby regarding packet for February 17 Board meeting; review packet	0.20 $180.00/hr	$36.00
2/16/2016	JCL	Telephone conference with Ian McCargar regarding preparation of Intergovernmental Agreement, time frame from review and approval	0.20 $180.00/hr	$36.00
2/17/2016	JCL	Attend Board meeting	2.50 $180.00/hr	$450.00

			Hrs/Rate	Amount
2/19/2016	JCL	Begin drafting DDA/Town Intergovernmental Agreement regarding DDA funding	1.60 $180.00/hr	$288.00
2/22/2016	JCL	Complete draft of Town/DDA Intergovernmental Agreement; email to Matt Ashby regarding status of Intergovernmental Agreement draft	0.50 $180.00/hr	$90.00
2/24/2016	LAL	Review draft Restated Intergovernmental Agreement and telephone conference with Josh Liley regarding the same	0.40 $200.00/hr	$80.00
	JCL	Telephone conference with Patti Garcia regarding date of DDA Plan of Development and other information for Town/DDA Intergovernmental Agreement; discussion with Lucia Liley regarding comments on draft; revise Intergovernmental Agreement to incorporate Lucia Liley's comments; email to and from Matt regarding review of draft, comments on draft; email from Matt regarding review committee's on IGA	0.60 $180.00/hr	$108.00
2/25/2016	JCL	Email to Ian McCargar regarding review of Town/DDA Intergovernmental Agreement	0.10 $180.00/hr	$18.00
	For professional services rendered			$1,412.00
	Previous balance			$774.00
	Balance due			$2,186.00

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	107484
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 162632	Notes:
VENDOR: Ayres Associates	
DBA:	
(IF OTHER THAN VENDOR)	
Address: 214 W. Lincolnway, Suite 22	
Cheyenne, WY 82001	
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
3/3/2016	Krystal Eucker		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6253	000	Professional services through Feb 27, 2016-DDA	$6,467.40
				POSTED	
				TOTAL	$6,467.40

Return to Stacey in Finance

107484

19-486-6253-000

Invoice

AYRES ASSOCIATES
Ayres Associates Inc
214 W Lincolnway, Suite 22, Cheyenne, WY 82001, 307.634.9888, FAX 307.634.2353

Mr. Bob Winter
Windsor Downtown Development Authority
PO Box 381
Windsor, CO 80550

March 3, 2016
Project No: 19-0624.00
Invoice No: 162632

Project Contact:
Project Manager: Matthew Ashby

Project 19-0624.00 Windsor CO Community Development Service
Windsor Community Development Services
Professional Services through February 27, 2016

Task ADMIN PR/Administration
Professional Personnel

	Hours	Rate	Amount	
Administrative Assistant				
Makowski, Sharon	.50	71.31	35.66	
Totals	.50		35.66	
Total Labor				**35.66**
		Subtotal this Task		**$35.66**

Task DEVEL Outreach & Product Development
Professional Personnel

	Hours	Rate	Amount	
Planner				
Ashby, Matthew	4.00	139.00	556.00	
Ashby, Matthew	1.00	139.00	139.00	
IGA Presentation				
Ashby, Matthew	1.00	139.00	139.00	
Newsletter				
Ashby, Matthew	4.00	139.00	556.00	
Strategic Doc, MS Press Release				
Totals	10.00		1,390.00	
Total Labor				**1,390.00**
		Subtotal this Task		**$1,390.00**

Task MTNGS Board and Committee Meetings
Professional Personnel

	Hours	Rate	Amount
Planner			
Ashby, Matthew	3.00	139.00	417.00
Board Meeting			
Ashby, Matthew	2.00	139.00	278.00

All invoices are payable upon receipt.
There will be a monthly finance charge of 1.5% (18% per year) on the unpaid balance. When you provide a check as payment, you authorize us either to use information from your check to make a one-time electronic fund transfer from your account or to process the payment as a check transaction.

Board Meeting Prep				
Ashby, Matthew	2.00	139.00	278.00	
Board Packet Prep				
Ashby, Matthew	5.00	139.00	695.00	
Business After Hours Event, Meeting w/ Ivan Adams				
Ashby, Matthew	4.00	139.00	556.00	
Library Site Tour, Farmers Market Mtg				
Ashby, Matthew	1.00	139.00	139.00	
Marketing Agenda/Prep				
Ashby, Matthew	5.50	139.00	764.50	
Marketing Comm, Library,				
Ashby, Matthew	1.00	139.00	139.00	
Marketing Committee Prep				
Ashby, Matthew	8.00	139.00	1,112.00	
Marketing Committee, Library Committee, Library Open House				
Ashby, Matthew	3.00	139.00	417.00	
Work Session w. Town Board (IGA)				
Totals	34.50		4,795.50	
Total Labor				**4,795.50**
Reimbursable Expenses				
Mileage			246.24	
Total Reimbursables			**246.24**	**246.24**
		Subtotal this Task		**$5,041.74**

Billing Limits	**Current**	**Prior**	**To-Date**
Total Billings	6,467.40	8,292.09	14,759.49
Limit			45,798.00
Remaining			31,038.51

TOTAL THIS INVOICE **$6,467.40**

Outstanding Invoices

Number	**Date**	**Balance**
162249	2/4/2016	4,328.78
Total		**4,328.78**

Total Now Due **$10,796.18**

All invoices are payable upon receipt.

There will be a monthly finance charge of 1.5% (18% per year) on the unpaid balance. When you provide a check as payment, you authorize us either to use information from your check to make a one-time electronic fund transfer from your account or to process the payment as a check transaction.

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	107484
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 162249	Notes:
VENDOR: Ayres Associates	
DBA:	
(IF OTHER THAN VENDOR)	
Address: 214 W. Lincolnway, Suite 22	
Cheyenne, WY 82001	
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
3/3/2016	Krystal Eucker		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6253	000	Professional services through Jan 23, 2016-DDA	$4,328.78
				TOTAL	$4,328.78

POSTED

Return to Stacey in Finance

Invoice

AYRES ASSOCIATES
Ayres Associates Inc
214 W. Lincolnway, Suite 22, Cheyenne, WY 82001, 307.634.9888, FAX 307.634.2353

Mr. Bob Winter
Windsor Downtown Development Authority
PO Box 381
Windsor, CO 80550

February 4, 2016
Project No: 19-0624.00
Invoice No: 162249

Project Contact:
Project Manager: Matthew Ashby

Project 19-0624.00 Windsor CO Community Development Service
Windsor Community Development Services
Professional Services through January 23, 2016

Task ADMIN PR/Administration
Professional Personnel

	Hours	Rate	Amount	
Planner				
Ashby, Matthew	1.00	139.00	139.00	
Marketing Contract/Update				
Administrative Assistant				
Makowski, Sharon	.50	71.31	35.66	
Totals	1.50		174.66	
Total Labor				**174.66**
		Subtotal this Task		**$174.66**

Task DEVEL Outreach & Product Development
Professional Personnel

	Hours	Rate	Amount	
Planner				
Ashby, Matthew	1.00	139.00	139.00	
Ashby, Matthew	6.00	139.00	834.00	
Agenda Packet				
Ashby, Matthew	1.00	139.00	139.00	
Board Chair Update				
Ashby, Matthew	1.00	139.00	139.00	
Main Street App Submittal				
Totals	9.00		1,251.00	
Total Labor				**1,251.00**
		Subtotal this Task		**$1,251.00**

Task MTNGS Board and Committee Meetings
Professional Personnel

	Hours	Rate	Amount
Planner			
Ashby, Matthew	1.00	139.00	139.00

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Board Mtg Prep				
Ashby, Matthew	5.00	139.00	695.00	
Board Mtg, Strategicc Plan				
Ashby, Matthew	4.00	139.00	556.00	
Board Packet, Reporting, Follow-up				
Ashby, Matthew	10.00	139.00	1,390.00	
Marketing Comm, Library, Alley, Snow Route				
Totals	20.00		2,780.00	
Total Labor				**2,780.00**
Reimbursable Expenses				
Mileage			123.12	
Total Reimbursables			**123.12**	**123.12**
		Subtotal this Task		**$2,903.12**

Billing Limits	**Current**	**Prior**	**To-Date**
Total Billings	4,328.78	3,963.31	8,292.09
Limit			45,798.00
Remaining			37,505.91

TOTAL THIS INVOICE **$4,328.78**

All invoices are payable upon receipt.
There will be a monthly finance charge of 1.5% (18% per year) on the unpaid balance. When you provide a check as payment, you authorize us either to use information from your check to make a one-time electronic fund transfer from your account or to process the payment as a check transaction.

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	107484
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 162990	Notes:
VENDOR: Ayres Associates	
DBA:	
(IF OTHER THAN VENDOR)	
Address: 214 W. Lincolnway, Suite 22	
Cheyenne, WY 82001	
Phone:	
Fax:	DDA EXPENSE

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
4/6/16	Krystal Eucker		PS

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6253	000	Professional services through April 2, 2016- DDA	$4,346.34
				POSTED	
				TOTAL	$4,346.34

Return to Stacey in Finance

Invoice

AYRES ASSOCIATES
Ayres Associates Inc
214 W. Lincolnway, Suite 22, Cheyenne, WY 82001, 307.634.9888, FAX 307.634.2353

Mr. Bob Winter
Windsor Downtown Development Authority
PO Box 381
Windsor, CO 80550

April 6, 2016
Project No: 19-0624.00
Invoice No: 162990

Project Contact:
Project Manager: Matthew Ashby

Project 19-0624.00 Windsor CO Community Development Service
Windsor Community Development Services
Patti Garcia pgarcia@windsorgov.com; cc Bob Winter winterfarm @aol.com

Professional Services through April 2, 2016

Task ADMIN PR/Administration

Professional Personnel

	Hours	Rate	Amount	
Manager 2				
Wilson, Scott	1.50	195.00	292.50	
QA/QC - Report Review				
Planner				
Ashby, Matthew	1.00	139.00	139.00	
Towing Coordination				
Totals	2.50		431.50	
Total Labor				**431.50**
		Subtotal this Task		**$431.50**

Task DEVEL Outreach & Product Development

Professional Personnel

	Hours	Rate	Amount
Planner			
Ashby, Matthew	1.00	139.00	139.00
Board Packet			
Ashby, Matthew	3.00	139.00	417.00
Board Packet, Sertoma Letter			
Ashby, Matthew	2.00	139.00	278.00
Minutes/Sertoma/Abandoned Vehicle Follow Up/Strategic Plan			
Ashby, Matthew	1.50	139.00	208.50
Newsletter, Meeting Prep, Car Towing Issue			
Ashby, Matthew	2.00	139.00	278.00
Outlook Calendar Entries/Communications Newletter			
Ashby, Matthew	1.00	139.00	139.00
Sertoma Letter, Marketing			
Ashby, Matthew	2.00	139.00	278.00
Strategic Plan			

All invoices are payable upon receipt.
There will be a monthly finance charge of 1.5% (18% per year) on the unpaid balance. When you provide a check as payment, you authorize us either to use information from your check to make a one-time electronic fund transfer from your account or to process the payment as a check transaction.

Ashby, Matthew	4.00	139.00	556.00	
Strategicc Plan Drafting				
Totals	16.50		2,293.50	
Total Labor				**2,293.50**
		Subtotal this Task		**$2,293.50**

Task MILL0 Mill Development Initiative

Professional Personnel

	Hours	Rate	Amount	
Planner				
Ashby, Matthew	2.00	139.00	278.00	
Mill Report Review, Options Outline				
Totals	2.00		278.00	
Total Labor				**278.00**
		Subtotal this Task		**$278.00**

Task MTNGS Board and Committee Meetings

Professional Personnel

	Hours	Rate	Amount	
Planner				
Ashby, Matthew	4.00	139.00	556.00	
Board Meeting, Coord w Staff, Minutes				
Ashby, Matthew	2.00	139.00	278.00	
Library Feasibility Committee (call)				
Ashby, Matthew	3.00	139.00	417.00	
Library Steering Committee Mtg				
Totals	9.00		1,251.00	
Total Labor				**1,251.00**
Reimbursable Expenses				
Mileage			92.34	
Total Reimbursables			**92.34**	**92.34**
		Subtotal this Task		**$1,343.34**

Billing Limits	**Current**	**Prior**	**To-Date**
Total Billings	4,346.34	14,759.49	19,105.83
Limit			45,798.00
Remaining			26,692.17

TOTAL THIS INVOICE **$4,346.34**

All invoices are payable upon receipt.

There will be a monthly finance charge of 1.5% (18% per year) on the unpaid balance. When you provide a check as payment, you authorize us either to use information from your check to make a one-time electronic fund transfer from your account or to process the payment as a check transaction.

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	105741
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 11938985	Notes:
VENDOR: Greeley Tribune, The	
DBA: Greeley Tribune	
(IF OTHER THAN VENDOR)	
Address: P.O. Box 1690	
Greeley, CO 80632	
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
03/31/2016	Krystal Eucker		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6256	000	DDA Webskin	85.00
				DDA EXPENSE	
				POSTED	
				POST	
				TOTAL	85.00

Return to Krystal

The Tribune
www.greeleytribune.com
Windsor Now!
www.mywindsornow.com

PO Box 1888
Carson City, NV 89702

Advertising Invoice

Account Number:	1083665
Invoice Date:	3/31/16
Invoice Number:	1083665033116
Due Date:	Due Upon Receipt
Amount Due:	$85.00
Amount Enclosed:	$

We gladly accept checks made payable to Greeley Tribune
For credit card options , please complete reverse side

Stacey Swanson
Windsor, Town of HR
301 Walnut Street
Windsor, CO 80550

Greeley Tribune - Customer Payment Center
PO Box 1888
Carson City, NV 89702

Please detach and return above portion with your payment

The Tribune
www.greeleytribune.com
Windsor Now!
www.mywindsornow.com

For information or questions regarding your bill, please call our Customer Service Department at (800) 275-0321 ext 11122 or email us at blittle@greeleytrib.com

PO Box 1888
Carson City, NV 89702

Account Manager:

Account Name	Account Number	Invoice Date	Invoice Number	Amount Due
Stacey Swanson	1083665	3/31/16	1083665033116	$85.00

Date	Publication	AD#	Description / PO#	Units	Runs	Amount
3/8/16		11938985	Webskin DDA			85.00

TOWN OF WINDSOR
COLORADO

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

Finance Department	
Vendor #	105741
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: ~~11986529~~ 11959 622	Notes:
VENDOR: Greeley Tribune, The	
DBA: Greeley Tribune (IF OTHER THAN VENDOR)	
Address: P.O. Box 1690 Greeley, CO 80632	
	DDA EXPENSE
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
03/31/2016	Krystal Eucker		

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6256	000	DDA Business Spotlight	325.00
				POSTED	
				POSTED	
				TOTAL	325.00

Return to Krystal

The Tribune
www.greeleytribune.com
WindsorNow!
www.mywindsornow.com

PO Box 1888
Carson City, NV 89702

Advertising Invoice

Account Number:	1083665
Invoice Date:	3/31/16
Invoice Number:	1083665033116
Due Date:	Due Upon Receipt
Amount Due:	$325.00
Amount Enclosed:	$

We gladly accept checks made payable to Greeley Tribune
For credit card options , please complete reverse side

Stacey Swanson
Windsor, Town of HR
301 Walnut Street
Windsor, CO 80550

Greeley Tribune - Customer Payment Center
PO Box 1888
Carson City, NV 89702

Please detach and return above portion with your payment

The Tribune
www.greeleytribune.com
WindsorNow!
www.mywindsornow.com

For information or questions regarding your bill, please call our Customer Service Department at (800) 275-0321 ext 11122 or email us at blittle@greeleytrib.com

PO Box 1888
Carson City, NV 89702

Account Manager:

Account Name	Account Number	Invoice Date	Invoice Number	Amount Due
Stacey Swanson	1083665	3/31/16	1083665033116	$325.00

Date	Publication	AD#	Description / PO#	Units	Runs	Amount
3/6/16		11959622	DDA wrap business spotlight	3x10	1	325.00

TOWN OF WINDSOR COLORADO
301 Walnut Street
Windsor, CO 80550
Office 970-674-2400
Fax 970-674-2456

Finance Department	
Vendor #	107508
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 35048.00-2	
VENDOR: Humphries Poli	
DBA:	
(IF OTHER THAN VENDOR)	
ADDRESS:	
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
02/29/16	Patti Garcia		P Garcia

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6267		Library Feasibility Study	10,212.60
				Project billing #2 DDA & Library $5,106.30 each	
01	411	6267		Library Feasibility Study	5,106.30
				Project billing #2	
				POSTED	
				TOTAL	$15,318.90

Invoice

HUMPHRIES | POLI
ARCHITECTS

Windsor Downtown Development Authority
PO Box 381
301 Walnut St
Windsor, CO 80550

February 29, 2016
Invoice No: 35048.00 - 2

Project 35048.00 Windsor Library

Professional Services from January 26, 2016 to February 25, 2016

Fee

Billing Phase	Fee	Percent Complete	Earned	Previous Fee Billing	Current Fee Billing
Project Initiation	500.00	100.00	500.00	500.00	0.00
Create Library Scope	8,500.00	75.00	6,375.00	4,250.00	2,125.00
Feasibility of Identified Sites	17,500.00	100.00	17,500.00	4,375.00	13,125.00
Identify Other Community Uses	2,500.00	0.00	0.00	0.00	0.00
Recommendation of Sites	5,000.00	0.00	0.00	0.00	0.00
Statement of Probable Cost	3,500.00	0.00	0.00	0.00	0.00
Final Presentation	500.00	0.00	0.00	0.00	0.00
Prelim Geotech Evaluation	5,000.00	0.00	0.00	0.00	0.00
Total Fee	43,000.00		24,375.00	9,125.00	15,250.00
	Total Fee				**15,250.00**

Reimbursable Expenses

Mileage				
2/10/2016	Keil, Amy	Windsor Meeting #3	62.64	
	Total Reimbursables	**1.1 times**	**62.64**	**68.90**

Unit Billing

2/25/2016	In-house printing		591.48	
Mileage				
2/25/2016			64.80	
2/25/2016			1.62	
2/25/2016			64.80	
	Total Units	**1.1 times**	**722.70**	**794.97**

Billing Limits	**Current**	**Prior**	**To-Date**	
Expenses	794.97	500.00	1,294.97	
Limit			500.00	
Adjustment				**-794.97**

Total this Invoice **$15,318.90**

Signed

TOWN OF WINDSOR COLORADO
301 Walnut Street
Windsor, CO 80550
Office 970-674-2400
Fax 970-674-2456

Finance Department	
Vendor #	107508
Obligation #	

PAYMENT REQUEST

INVOICE NUMBER: 35048.00-3	
VENDOR: Humphries Poli	
DBA:	
(IF OTHER THAN VENDOR)	
ADDRESS:	
Phone:	
Fax:	

INVOICE DATE	PROCESSED BY	SUPERVISOR APPROVAL	DEPT. HEAD APPROVAL
03/31/16	Patti Garcia		P Garcia

BUDGET LINE ITEM					
FUND	DEPT.	FUNCTION	PROJECT	DESCRIPTION	TOTAL
19	486	6267		Library Feasibility Study	5622.80
				Project billing #2 DDA & Library $2811.40 each	
01	411	6267		Library Feasibility Study	2811.39
				Project billing #2	
				POSTED	
				TOTAL	$8,434.19

Invoice

HUMPHRIES | POLI
ARCHITECTS

Windsor Downtown Development Authority
PO Box 381
301 Walnut St
Windsor, CO 80550

March 31, 2016
Invoice No: 35048.00 - 3

Project 35048.00 Windsor Library

Professional Services from February 26, 2016 to March 25, 2016

Fee

Billing Phase	Fee	Percent Complete	Earned	Previous Fee Billing	Current Fee Billing
Project Initiation	500.00	100.00	500.00	500.00	0.00
Create Library Scope	8,500.00	100.00	8,500.00	6,375.00	2,125.00
Feasibility of Identified Sites	17,500.00	100.00	17,500.00	17,500.00	0.00
Identify Other Community Uses	2,500.00	50.00	1,250.00	0.00	1,250.00
Recommendation of Sites	5,000.00	75.00	3,750.00	0.00	3,750.00
Statement of Probable Cost	3,500.00	0.00	0.00	0.00	0.00
Final Presentation	500.00	0.00	0.00	0.00	0.00
Prelim Geotech Evaluation	5,000.00	25.00	1,250.00	0.00	1,250.00
Total Fee	43,000.00		32,750.00	24,375.00	8,375.00
	Total Fee				**8,375.00**

Reimbursable Expenses

Office Supplies					
3/24/2016	American Express	supplies		53.81	
	Total Reimbursables		**1.1 times**	**53.81**	**59.19**

Unit Billing

3/29/2016	In-house printing			190.91	
Mileage					
3/9/2016	Windsor for client mtg			64.80	
	Total Units		**1.1 times**	**255.71**	**281.28**

Billing Limits	**Current**	**Prior**	**To-Date**	
Expenses	281.28	500.00	781.28	
Limit			500.00	
Adjustment				**-281.28**

Total this invoice **$8,434.19**

Signed _____

Volume 4, Issue 2 February 2016

Windsor Downtown Development Authority

Windsor DDA Revenue

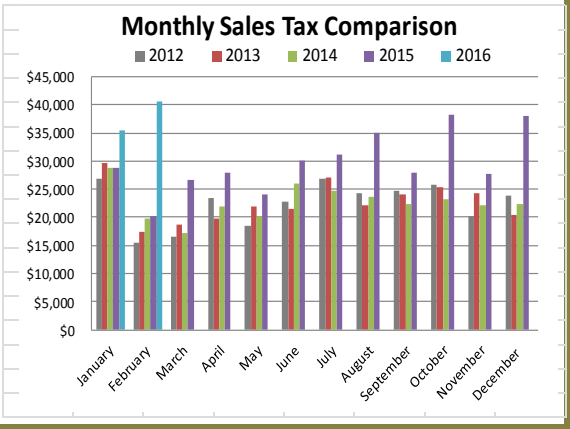
Windsor DDA Revenue Summary February 29, 2016	Collections	Budget	% of Budget
Property Tax Mill Levy	$362	$15,959	2.27%
Auto Registration Tax	$75	$850	8.82%
Incremental Property Tax	$260	$13,080	1.99%
Interest	$0	$5	0.00%
Town of Windsor Funding	$45,000	$270,000	16.67%
Total	$45,697	$299,894	15.24%

Windsor DDA Expenditures

Windsor DDA Expenditures Summary February 29, 2016	Expenditures	Budget	% of Budget
Operations			
Office Supplies	$0	$500	0.00%
Public Relations/Advertising	$468	$25,000	1.87%
Board Development	$0	$4,000	0.00%
Dues/Fees/Subscriptions	$9	$2,000	0.45%
Small Equipment	$0	$2,500	0.00%
Special Equipment	$0	$10,000	0.00%
Street Repair/Maintenance	$0	$1,500	0.00%
Travel/Mileage	$0	$500	0.00%
Liability Insurance	$0	$2,500	0.00%
Legal Services	$0	$10,000	0.00%
Contract Services	$0	$50,380	0.00%
Publishing/Recording	$0	$500	0.00%
Postage	$62	$350	17.71%
Printing/Binding	$0	$500	0.00%
Study Review/Consultant	$6,417	$30,000	21.39%
Façade Program	$0	$100,000	0.00%
Administrative Transfer	$833	$5,000	16.66%
Operations Total	$7,789	$245,230	3.18%
Capital			
Site Improvements	$0	$5,000	0.00%
Machinery/Equipment	$0	$5,000	0.00%
Capital Total	$0	$10,000	0.00%
Grand Total	$7,789	$255,230	3.05%

Special points of interest:

- February 2016 sales tax collections were $20,486 above February 2015 sales tax collections. Several vendors paid January and February returns in February, accounting for the large increase.
- Revenue is a bit behind budgeted at the end of February 2016 at 15.24%, as we should see 16% of the revenue through the second month of the year.
- 2016 expenditures are under the budget benchmark with only 3.05% of the budget expended.



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	Term: April 2017
Dan Stauss, Vice Chairman — Dan@windsordda.com	Term: April 2018
Craig Petersen, Secretary/Treasurer — Craig@windsordda.com	Term: April 2018
Dean Koehler — Dean@windsordda.com	Term: April 2017
Jason Shaeffer — Jason@windsordda.com	Term: April 2016
Sean Pike – Sean@windsordda.com	Term: April 2016
Kristie Melendez, TOW Board Liaison — Kristie@windsordda.com	Term: April 2016

Executive Director Report

Date: April 20, 2016
To: Downtown Development Authority Board of Directors
From: Matt Ashby, DDA Executive Director
Re: April Report

Action Summary:

March into April has been busy, with activities including:

- Visits and introduction to several businesses, including Lil' Flower Shop and Nana Bea's.
- Welcomed the SERTOMA Club as they visited businesses. So far 11 businesses have joined the program.
- Visited with a representative of Neenan Construction to discuss upcoming opportunities in the DDA.
- Accompanied Town Staff to visit with Jacque Wedding-Scott, DDA Director in Loveland, to hear about their catalyst project and how they have proceeded with negotiating a master development agreement.
- Resolved a nuisance violation with the Town regarding an abandoned vehicle parked in the DDA Backlot area.
- Met with a Senior Housing developer and discussed options in the DDA.
- Completed electronic calendaring and updates to Board communications lists, including automatic meeting notifications.
- Following the adoption of the IGA, time was spent rounding out the Strategic Plan with specific strategies and action steps. The draft Strategic Plan will be distributed in April with formal action at the May meeting.
- Arbor Day Pop Up Art Installation
- Processed the Pike Façade Improvement Application

Total Fees to Date: $19,105.00 of $45,798.00 = 42%
Total Months Billed = Dec, Jan, Feb, March = 4/12 = 33%
Total Percentage Ahead of Contract = 9%

Anticipated Workload April-May:

- Completing application materials for CO Main Street Candidate Status.
- Finalizing Strategic Plan
- Continued efforts regarding the Key Initiatives Projects in the Strategic Plan.
- Participation in Clean Sweep Day
- Development of "Welcome Packet"

Should you have any questions, don't hesitate to contact me at 970.797.3595.

WINDSOR, COLORADO
DOWNTOWN
DEVELOPMENT AUTHORITY

2016-2018 STRATEGIC PLAN

VISIONARY & BOUNDLESS

ADVOCATES FOR DOWNTOWN

DRAFT (2/4/16)

Courtesy: Agricultural & Natural Resources Archive, CSU

Hearth Restaurant & Pub:

Built in 1902

Jobs Created: 34

Restoration: $1.5M

Increase in Sale Tax: 558%
(Q3'14 to Q3'15)

DDA Investment: $60K
(Façade Improvement Program)

DDA Highlights 2011-2016

The first five years of the DDA have been focused on building a solid foundation for the organization to succeed. Key wins include:

- Partnership with the Town of Windsor
- Established Board + 3 Active Committees
- Completed Mill Feasibility Study
- Purchased Northside Property from 5th St. to 6th St., including the Alley
- Partnered to Host Successful Events
- Launched Façade Improvement Program
- Hired Executive Director
- Became an Affiliate of CO Main Street Program

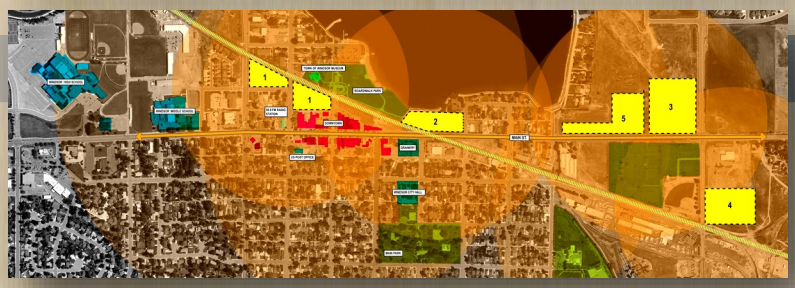
102%

{Average Sales Tax Increase Per Block}

KEY INITIATIVES

Mill Revitalization:

The DDA Board is ready to enthusiastically support partnering with the Town to motivate action in redeveloping this landmark into an iconic gateway to downtown.

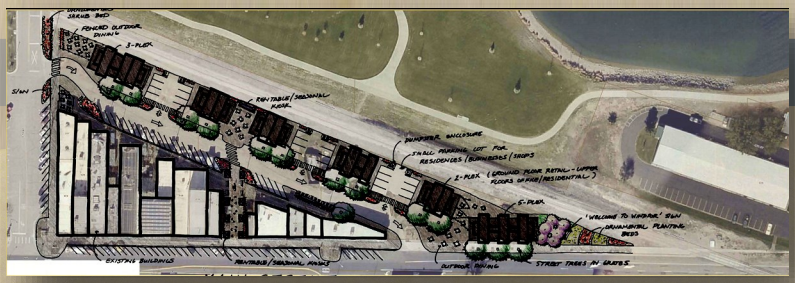


Clearview Library Development:

Locating and constructing a new Library downtown anchors the DDA & keeps the community's focal point centered at the heart of Windsor. We will partner with the Clearview Library District and the Town of Windsor to see this attraction brought into our walkable district.

DDA Growth & Sustainability:

The DDA Board views growth as key to the overall health of the DDA and a key objective of the Town. We support renovation of existing buildings, construction of new facilities, and expansion of the District as key strategies to achieving this objective.



Boardwalk BackLot Development:

Advancing development proposals for this vacant parcel will provide new development opportunities in downtown while expanding the DDA's tax base.

Courtesy: Agricultural & Natural Resources Archive, CSU

FIND YOUR TEAM

Windsor DDA is taking a deliberate approach to Downtown Revitalization, but we can't do it alone! Join one of our teams to find your passion Downtown.

FOR MORE INFORMATION, CALL, CLICK OR EMAIL:

Matt Ashby- Executive Director
970.797.3595
www.windsordda.com
director@windsordda.com

DESIGN

focus: PLACE job: MAKE DOWNTOWN IRRESISTIBLE!

This committee handles the physical aspects of downtown from parking to beautification, including façade improvements and streetscape. Anything that impacts the quality of the physical experience in downtown falls to this committee.

ORGANIZATION

focus: PEOPLE job: RALLY THE TROOPS!

This committee serves as the human resources expert on the team, building relationships with community partners, rallying volunteers, communicating needs, and acting as ambassadors for the organization. They focus on building trust within our network of partners.

ECONOMIC VITALITY

focus: PROJECTS job: PROPEL INVESTMENT!

This committee focuses on the actions that will result in increased public and private investment in the Downtown. This includes serving as a facilitator for development projects, while also helping to identify and promote new business opportunities in downtown.

MARKETING

focus: PROMOTION job: CHAMPION LIVELINESS!

This committee promotes the greatness of downtown to people far and wide. Highlighting businesses and events, marketing efforts seek to bring more people to downtown while also spotlighting the good work being done by the DDA.

STRATEGIC PLAN

WINDSOR DOWNTOWN

The Windsor Downtown Development Authority (DDA) has undertaken a number of critical steps over the past 5-years to establish the organization and set a solid foundation on which to build a productive future. This plan seeks to highlight those accomplishments, acknowledge and evaluate prior strategies yet to be tackled, and prioritize key action items moving forward. The desired timeline for this strategic plan will be primarily in the 2-5 year time horizon.

In tackling the ambitious goals defined by the DDA, the Board acknowledges that in order to successfully advance the "development" goals of the organization, it may be required focus its efforts more narrowly. The Board acknowledges this trade-off and is willing to weigh every commitment of time and resources against the Key Initiatives highlighted in this Strategic Plan.

PRIOR PLAN/ACTION SUMMARY

1999 - Downtown Corridor Plan:

Described the proposed new construction of Main Street.

2007 – Downtown Survey Report (Historic):

Architectural and historic survey of buildings.

2010 - Downtown Windsor Design Guidelines & Financing Plan:

Provides urban design and financing recommendations.

2011 – DDA Plan of Development

Pre-requisite by Statute for establishing a DDA? Outlines the district boundaries, previous plans, and general purposes of the District/Board.

2011 – Town Ordinance 1401 – Establishment of DDA

2011 – Bylaws:

The Bylaws describe the general ground rules for the Board and how it operates on a day-to-day basis. Are there any issues to address regarding the Bylaws?

2011 – DOLA Strategic Plan:

Provided a framework review of Downtown via an "Environmental Scan" or walking audit, sample mission statements, and the 2012 Workplan. A section highlighting 2025 Vision provides a list of possible goals for the next 5-10 years.

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2012-2015 Work Plans:

Highlight the goals and accomplishments of the Board/District over 1-year periods.

2015 – Picturing the Future:

Documents a facilitated Board Retreat with objectives and opportunities.

2016 – Intergovernmental Agreement:

The Town of Windsor and the DDA restated and amended the IGA defining roles, responsibilities and support of the parties. Key among provisions is the continued financial support of the Town to continue funding the DDA with all sales and property taxes (including the TIF base.)

CURRENT FUNDING MECHANISMS

Property Tax Increments:
All of that portion of property taxes in excess of such taxes which are produced by the levy at the rate fixed each year by or for any public body upon the valuation for assessment of taxable property within the boundaries of the district last certified prior to the effective date of approval by the Town of Windsor Town Board of this Plan of Development or, as to an area later added to the boundaries of the district, the effective date of the modification of this plan.

Municipal Sales Tax Increment:
All or any portion of municipal sales tax in excess of such taxes collected in the district for the twelve month period ending on the last day of the month prior to the approval of the DDA. The terms of the TIF are contained within the IGA adopted November 28, 2011 and amended and restated March 14, 2016 and expiring March 14, 2021 between the Town and the DDA. The IGA sets forth the details of such municipal sales tax financing to be utilized in connection with DDA projects.

Sustainability of the organization is one key objective of the DDA. Shifting from a situation where the DDA is dependent on the Town for nearly all operating costs places a much greater burden on the organization to provide tangible services. However, many functions of a DDA are typically "behind-the-scenes" and can be difficult to quantify direct impacts. Thus it is critical to provide basic services funded by the property tax increment, while relying on the Town to assist with more significant "capital" investments.

As a proactive measure, it may be advisable to develop a funding scenario for the DDA that outlines potential revenues that would result from development of the Backlot or redevelopment of the Mill to help illustrate how close those projects would bring the organization to financial self-sufficiency over the next 5-years. This information could provide the DDA with the information needed to fine tune our strategic approach to development project so that we ensure we are meeting the sufficiency goal.

The DDA will also look to incorporate strategies to increase property valuations and expanded building utilization to boost the tax increment.

DRAFT

THE STRATEGIC PLANNING PROCESS

The DDA's goals, as stated in the 2011 Plan of Development, provide a solid framework and direction for the organization to move forward. At times, these goals can be a bit unwieldy with an extensive list of 20 items and an extensive definition. To help drill down to the essence of what this Strategic Plan needs to accomplish – focus on attainable action steps in the coming 24-months – we look to simplify each of these goals.

In order to streamline and focus the organization's efforts, the extensive list of goals was consolidated through a Board Work Session. Utilizing the Goals as the starting point and consulting the extensive body of documentation produced since the creation of the DDA, the Board worked through a facilitated discussion regarding its identity, purpose, mission and goals. The following strategic "mapping" served as the guide for the planning process.

The work session opened with a discussion about the state of the organization today. The board was asked three key questions:

1) <u>What's working?</u> Answers included:

- "Can Do" positive attitude
- Ready for action (See Library support)
- Poised for growth
- Marketing is attracting people
- Partnerships (Library, Chamber, Town)
- Tax revenues are up
- Appearance of district is good
- Acquisition of the alley property positive step
- Façade Improvement Program
- Mill feasibility study

2) <u>What's frustrating?</u> Answers included:

- Would like broader stakeholder engagement
- Outreach could be better

- Complications = Long processes for action

3) <u>Which way is the wind blowing?</u>
Answers included:

- Town support is critical
- Optimism for growth & success
- Minimal vacancy = growth opportunity
- Communication of DDA initiatives, successes

The group discussed the basic functions of the DDA and what they would like the organization to be known for. Downtown is unique compared with neighboring communities and provides a one-of-a-kind experience. Much of this charm was attributed to original experiences that create a destination for area residents. Characteristics that contribute to this feeling include the personal touch that many businesses provide in authentic ways that lead to customer loyalty. Key functions of the DDA include a responsibility to:

- **promote** the downtown
- **protect** the character and resources of downtown
- **support** business and development,
- **enhance** the experience of patrons enjoying downtown.

Overall, the big picture for downtown is that the Board supports downtown as A Vibrant Destination with quality, flourishing businesses. We support responsible growth while adding attractions to downtown. Providing residential opportunities adds vibrancy to our dramatic setting, while creating a built-in market.

The DDA wants to serve a role as the advocates for downtown. "Facilitators of the dream" was one statement made about increasing development downtown, as was "jumpstarting development". The DDA Board seeks to be visionary and boundless in their advocacy for downtown Windsor.

The Board discussed the Core Values of the organization, as well as other key stakeholders, to better understand the motivations and desires of interested parties. The group feels they are unified for positive change downtown. This is largely based on the fact that Windsor has strong roots, with advocates who are willing to share their love for Windsor. One board member even talked about how he vacuums the sidewalk so things stay clean – these are the lengths that people go to care for this community. We have a small town work ethic and pride of ownership. We have strong bonds with the Town and trust that staff and elected officials are together with us in this mission to improve downtown.

The DDA Board also discussed what they observed as Core Values of the Town Board as it relates to the downtown. The DDA felt that good communication between the groups was a core value, along with the emphasis in understanding that a vibrant core is key to continued community success. The Town Board action underscore their understanding of downtown's role in broader economic development in Windsor, while communicating the benefits that investing in Downtown provides to the entire community. The DDA Board feels it is clear that the Town Board values development, and that the DDA needs to pursue development in order to set the stage for a fiscally independent DDA.

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4 COMMITTEES + 4 INITIATIVES

After culling through the 20 Goals established in the original "Development Plan," the DDA has realized that several key themes are recurring and rise to the surface. These points happen to align with Main Street America's 4-Point Approach to revitalization. This management strategy helps to organize incremental, volunteer-driven revitalization in communities across the country. Windsor DDA has applied to join the Colorado Main Street program and was accepted as an "affiliate" in January of 2016. The DDA Board has also indicated a desire to apply for "candidate" status in July of 2016.

The key goals originally established by the DDA when it was created in 2011 revolved around impacting four "Ps" – PLACE, PEOPLE, PROJECTS, and PROMOTION. Taking cues from the Main Street Approach, these efforts can be conveniently organized into committees with specific job descriptions that align well with several of the existing committees. By clearly dividing the duties associated with downtown development, we are able to effectively mobilize groups of volunteers to expand our reach as a community. The four committees that will help implement revitalization are:

DESIGN – Focuses on Place | Job: Make Downtown Irresistible!

This committee handles the physical aspects of downtown from parking to beautification, including façade improvements and streetscape. Anything that impacts the quality of the physical experience in downtown falls to this committee.

DESIGN | Key 2016-2017 Actions:

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Improve building appearance	Expand Use of Façade Improvement Program	# of businesses &/or buildings using the program increases	Historic Society, Windsor Chamber of Commerce	Ongoing
Improved streetscape appearance	Repaired or new curb, gutter & sidewalk	Improvements completed	Town of Windsor	Summer/Fall 2016
Improved wayfinding signage for events	Signs fabricated and placed for Summer 2016 events	Signs completed and in use	Town of Windsor	Summer 2016

ORGANIZATION – Focuses on People | Job: Rally the Troops!

This committee serves as the human resources expert on the team, building relationships with community partners, rallying volunteers, communicating needs, and acting as ambassadors for the organization. They focus on building trust within our network of partners.

ORGANIZATION | Key 2016-2017 Actions:

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Improve communications with building owners & businesses	Launch Block Captain Program	100% Participation of a Block Captain for each block	--	Launch Fall 2016, Ongoing
Expand Volunteer Base	Recruit new participants to join committees	Add 2+ new members to each of the four committees	Town of Windsor, Chamber of Commerce	Spring/Summer 2016
Join CO Main Street Program (Candidate)	Complete & submit application	Approval of candidate status by Colorado Main Street		July 2016

DRAFT

VITALITY – Focuses on Projects | Job: Propel Investment!

This committee focuses on the key actions that will result in increased public and private investment in the Downtown. Often this will include serving as a facilitator for development projects, while also helping to identify and promote new business opportunities in downtown.

Key 2016-2017 Actions:

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Improve DDA Properties	Spruce up DDA Lot on Main Street	?		Fall 2016
Facilitate Key Initiatives	One committee member from Vitality serves as the Chairperson for each of the four Key Initiatives	Spread the work between board members to divide and conquer		Establish Chairperson assignments Spring 2016

MARKETING – Focus on Promotion | Job: Champion Liveliness!

This committee promotes the greatness of downtown to people far and wide. Highlighting businesses and events, marketing efforts seek to bring more people to downtown while also spotlighting the good work being done by the DDA.

Key 2016-2017 Actions:

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Elevate community interest in Downtown via events	Solidify approach to Farmer's Market	*Develop & Issue Market Manager RFP *2-3 "Pilot Market Dates" Successfully executed (2016) *Summer-long Market (2017)	Town of Windsor	*Spring 2016 *Summer 2016 *Summer 2017
	Create policy to guide funding decisions	Clear policy approach developed to help eliminate concerns associated with event sponsorship requests	Town of Windsor	Spring/Summer 2016

DRAFT

KEY INITIATIVES - OVERVIEW

Although ongoing incremental activities will always be a function of the DDA, we look to shift our focus to the larger (and somewhat monumental) initiatives that need to gain traction in order for the DDA to establish a self-sustaining model. Such initiatives are comprised of many smaller projects that will required a sustained and coordinated team effort move forward. The DDA Board feels that the following INITIATIVES are critical to downtown's success over the next 2-5 years:

THE LIBRARY:

Location and construction of a new Library in the downtown would serve as a public anchor to the DDA while keeping the community's focal point centered at the heart of Windsor. The DDA seeks to partner with the Clearview Library District and the Town of Windsor to see this facility brought into our walkable district.

THE MILL:

The DDA Board is ready to enthusiastically support partnering with the Town to motivate action in redeveloping this landmark into an iconic gateway to downtown.

THE BOARDWALK BACKLOT:

Advancing development proposals for this parcel of property will provide new development opportunities in downtown while expanding the DDA's tax base.

SUSTAINABILITY & GROWTH:

The DDA Board understands that growth is key to the overall health of the DDA and a key objective of the Town. We see renovation of existing buildings, construction of new facilities, and expansion of the District as key strategies to achieving this objective.

Following the DDA Board's strategic planning work session and identification of the four Key Initiatives, focus shifted to working with the Windsor Town Board to secure continuing support for the organization in an amended and restated Intergovernmental Agreement. Through discussions with the Town Board, members of both boards identified the desire to focus on tangible development activities. Both boards have expressed a desire to see development take place in the "backlot/alley" area, support for exploring the feasibility of siting the Windsor/Severance Library downtown, as well as pursuing a definitive redevelopment strategy for the Mill. On March 14, 2016, the Town Board approved a 5-year IGA that included continued financial support for the DDA, with a strong preference indicated for development. The DDA Board executed the IGA on March 16, 2016.

With the confirmation of the Town Board, the DDA will be moving forward with the Key Initiatives and action agendas based upon the following outline.

DRAFT

ACTION AGENDA – KEY INITIATIVES:

The Library:

A feasibility committee is currently meeting to facilitate discussions identifying the optimal placement of the new library facility. Members of the DDA along with the Executive Director are participating in these discussions to help identify opportunities for collaboration and support the DDA can provide should a downtown location be selected. Although the timeline for construction of the facility is not immediate, the DDA should be prepared to support this project. Specifically, key constraints to locating the library in the District relate to the footprint for expansion of both the building and parking in the future. The DDA may be able to assist in addressing this issue by tackling the parking issue, which in the long-term will be key to enabling new development to thrive within the District. By committing to take on the issue of parking, the DDA can be a valuable partner to the Clearview Library District and secure this critical community facility as an anchor to the Downtown.

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Secure location in the DDA for Library	Address Parking Concern for long term site viability	Identification of land for parking solution	Clearview Library Town of Windsor	Summer/Fall 2016
	Establish expectations of a partnership between Library and DDA relative to parking	Joint agreement to establish financial arrangements to support parking solution	Town of Windsor, Chamber of Commerce	2017
	Establish Fee-in-Lieu of parking program	Program established prior to major development occurs	Town of Windsor	2017
Support Library Capital Funding	Develop information that clearly identifies the benefits of locating a new Library Downtown	Successful funding drive for the Library	Town of Windsor Clearview Library	2017-2018

The Mill:

Establishing communications with the building owner is a key initial step. Confirming the future vision, whether that is based upon the Mill Feasibility Study, or another alternative will be key to working together to advance change. Simultaneously, the Town and DDA should consider development scenarios related to working with the current owner and current funding mechanisms, while also considering other alternatives. Options include working with the current owner, facilitating discussions to attract additional investors to the project, and the Town taking a more engaged role in activating redevelopment.

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Identify current owner's strategy for redevelopment	Meet with owner	Completed owner meeting with assessment of current strategy	Ron Lauer Town of Windsor	Spring 2016
Develop alternative redevelopment scenarios	Explore redevelopment strategies that could help advance the redevelopment on a faster timeline	2-3 Scenarios identified using different funding or partnership models for evaluation	Town of Windsor	Summer 2016
Identify TIF Funding Model	Create a revenue pro-forma describing the potential TIF income on a restored property based upon assumptions in the Mill Feasibility Study	Identification of the specific financial impact of the project and increases in the TIF that could be used as incentives	Town of Windsor	Summer 2016

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The Backlot/Boardwalk:

This property has significant opportunity for development due to its proximity to the lake and Downtown. Although the property has been used for overflow parking and functions largely as a loading zone for the buildings facing Main Street, the marketability of the property would indicate that it has a higher purpose. Over the past 5 years, action regarding this property has been stymied by the lack of a clear understanding of how it fits in with other Downtown assets and opportunities. The property is a lynchpin that could spur investment if development is coordinated properly. The 2014 Preliminary Design Report for the property indicated stakeholder support for development of the property, several questions have stalled progress. Essentially, the inter-related nature of this parcel to other adjacent blocks would indicate that a more holistic approach may be appropriate to ensure the highest and best use of this property prevails. In reviewing possible scenarios for the library's Downtown location, several opportunities for either a public-private partnership have become evident. Town and DDA owned properties could play a role in providing land for the library (parking and/or building), as well as complimentary development. Taking a broader view of the area and exploring opportunities for a "master developer" to coordinate the entire series of projects could be beneficial to both the Library and Boardwalk Backlot development.

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Explore "Master Developer" scenario	Meet with area communities to learn more about this approach	Completion of meetings, summary report of findings	Town of Windsor	Spring 2016
	Develop Request for Proposal to identify a Master Developer	RFP Issued, Responses Received & Evaluated	Town of Windsor	Summer 2016
Clear Alley Property Title Issues	Establish summary sheet describing the issue	Information summarized that can be provided to property owners	Town of Windsor	Summer 2016
	Communicate with property owners to secure support for action	Property owners support action to clear title issues	Town of Windsor	Fall 2016

Sustainability and Growth:

The DDA should evaluate and review possible expansions to the District. Researching development opportunities adjacent to the existing boundaries, while also looking at other undeveloped sites along Main Street will help to determine the extent of growth that is appropriate for the organization to support. Additional efforts should be placed on converting underutilized or marginal spaces into higher value uses that generate additional revenue.

OBJECTIVE	ACTION	SUCCESS =	PARTNERS	TIMELINE
Achieve Financial Self Sustainability	Analyze fiscal impacts of possible development and expansion options on the TIF and Mill Levy	Understanding what specific actions will lead the DDA to a sustainable financial model		Spring 2016
Identify key properties to approach for inclusion in DDA	Develop a key benefits list that describes the value of joining the District	Completion of benefits summary		Summer 2016
	Assess potential properties	Prioritized list of properties		Summer 2016
	Approach specific property owners	Secure approval of District expansion		Fall 2016
Develop a list of underutilized or vacant space in DDA	Communicate with property owners to identify spaces that could be better utilized	Publication of opportunities for investors, conversion of spaces to more valuable uses		2017

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WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY
P.O. BOX 381, Windsor, CO 80550
www.windsordda.com

PARKING COMMITTEE MEETING
Wednesday, April 6, 2016, 7:30AM
301 Walnut Street, First Floor Conference Room
Windsor, CO 80550

ATTENDANCE: Cristin Peratt, Kristie Melendez.

1. Library Feasibility Study Update

   i. Discussion of Options to Partner with Clearview Library District

Identify when an answer is needed. (Request a few months to work on the Downtown site.) Possibly work to demonstrate the ability to leverage the Library funds. Develop responsibilities of the Town/DDA.

Discuss the process for identifying the needs of the library, holistic issue. It was suggested that we bring Carlos Hernandez in to discuss how users move around in circumstances where both short term and long term parking is provided. A specific topic is to identify employee parking to leave short term shopper spaces available.

The DDA will likely need the option to include additional spaces to accommodate more spaces to help facilitate additional development in the Downtown.

General discussion identified that a one story building didn't take full advantage of the site opportunities. Suggestion to examine both phases for the Downtown site as two story project.

COLORADO MAIN STREET

PROGRAM MANUAL

JANUARY 2016

COLORADO DEPARTMENT OF LOCAL AFFAIRS
DIVISION OF LOCAL GOVERNMENT
COMMUNITY DEVELOPMENT OFFICE

COLORADO
Department of Local Affairs

COLORADO MAIN STREET ADVISORY BOARD

Roxanne Eflin, Executive Director, Colorado Preservation, Inc.
Preservation Representative

Tom Gougeon, President, Gates Foundation
Foundation Representative

Margaret Hunt, Director, Colorado Creative Industries
OEDIT

Tara Marshall, Director of Development Services, City of Trinidad; Downtown Colorado, Inc. Board Member
Downtown Representative

Alan Matlosz, Senior Vice President, Public Finance Division, George K. Baum & Co.
Public Finance Representative

Mark Radke, Legislative and Policy Advocate, Colorado Municipal League
Municipal Representative

Mark Rodman, Preservation Technical Services Manager
History Colorado

Vacant
Main Street Manager

Vacant
CDOT

Vacant
Developer Representative

Vacant
Member-At-Large

HISTORY Colorado STATE HISTORICAL FUND

The Colorado Main Street program is paid for in part by a History Colorado State Historical Fund grant.

National Main Street Center
a subsidiary of the National Trust *for* Historic Preservation

Thanks to all of our statewide program partners!

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MAIN STREET PROGRAM OVERVIEW

The Colorado Main Street® program is designed to assist with the revitalization of traditional downtowns and historic commercial districts, promote economic development and historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their assets, unique architecture, personal service, local ownership and entrepreneurship, and a sense of community.

The Colorado Main Street program provides technical assistance in the Main Street Four-Point Approach® (Organization, Promotion, Economic Vitality, and Design) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria.

The Department of Local Affairs (DOLA) manages the Colorado Main Street program, which is partially funded by a grant from History Colorado, the State Historical Fund. The mission of the Colorado Main Street program is to coordinate resources and technical assistance for communities seeking to revitalize their historic downtown commercial districts based on their unique needs. The Department of Local Affairs requires all potential candidates to submit an application. The Main Street Advisory Board reviews the applications and the Executive Director of the Department of Local Affairs considers feedback from the Advisory Board and Colorado Main Street staff to select new Candidate Main Street communities.

NATIONAL MAIN STREET HISTORY

Concerned about continuing threats to Main Streets' commercial architecture and aware of the need to stimulate economic activity in small-city downtowns, the National Trust for Historic Preservation launched a community demonstration project (1977-1980) that resulted in the creation of the Main Street Four-Point Approach® and establishment of the National Main Street Center in Washington, D.C.

Main Street is a national program that has spanned three decades and taken root in more than 2,000 communities - a movement that has spurred $49 billion in reinvestment in traditional commercial districts, generated an average of $27 locally for each public dollar invested, led to a net gain of 94,176 new businesses, 417,919 new jobs, and 214,263 building rehabilitations, galvanized thousands of volunteers, and changed the way governments, planners, and developers view preservation.

COLORADO MAIN STREET HISTORY

Colorado was selected by the National Main Street Center for a state pilot Main Street project in 1982 – 1985. Delta, Durango, Grand Junction, Manitou Springs and Sterling were Colorado's Main Street communities in the initial program. The Colorado Department of Local Affairs administered this three year pilot program. Although the Main Street approach to downtown revitalization proved very successful in Colorado, the state discontinued the program after completing the three-year pilot project. Several communities continued to implement Main Street and downtown revitalization programs without the benefit of a statewide coordinating program, while other local programs were discontinued. Between 2000 and 2010, Downtown Colorado

Inc. administered the Colorado Main Street program with a grant from the State Historical Fund of The Colorado Historical Society.

Because of the emphasis on historic preservation and the impact the program has had in revitalizing Colorado's historic downtowns, the State Historical Fund continues to generously support the Colorado Main Street Program. In 2011, DOLA once again became the administrator of the program with a generous grant from the History Colorado State Historical Fund.

MAIN STREET APPROACH®

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and volunteers or specific project committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners and visitors, an effective promotional strategy forges a positive image through advertising, media relations, retail promotional activity, special events and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area by identifying and appealing to the district's market niches.

Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, well-managed parking areas, building improvements, street furniture, signs, sidewalks, lights and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices, as well as enhancing the physical appearance of the district and creating new productive commercial or residential space by rehabilitating historic buildings, encouraging appropriate new construction, developing sensible design management systems, and long-term planning.

Economic Vitality strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners, helps to foster entrepreneurial start-ups and expansions, and recruits compatible new businesses and new economic uses to build a commercial district to create jobs and to respond to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability and sales tax revenue of the district.

Eight Principles

- **Comprehensive:** A single project cannot revitalize a downtown. An ongoing series of initiatives is vital to build community support and create lasting progress.
- **Incremental:** Small projects make a big difference. They demonstrate that "things are happening" and hone the skills and confidence the program will need to tackle more complex problems.
- **Self-Help:** Only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Public/Private Partnerships:** The support and expertise of both the public and private sector is necessary for an effective partnership.
- **Capitalizing on Existing Assets:** A key goal is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful program.
- **Quality:** From storefront design to promotional campaigns to special events, quality must always be the main goal.
- **Change:** Changing community attitudes and habits is essential for success. A carefully planned Main Street program will shift public perceptions and practices to support and sustain the revitalization process.
- **Action-Oriented:** Frequent, visible changes in the look and activities of the downtown will reinforce the perception of positive change. Small but dramatic improvements show that the revitalization effort in underway.

Benefits of the Main Street Program

- **Local Jobs:** Frequently, downtown as a whole is the second or third largest employment center in the community.
- **Protection of Natural Resources and Energy Conservation:** 30% of solid waste in landfills is from demolition of old buildings, while new construction requires many resources. It is often said that the greenest building is the one that doesn't have to be built. Rehabilitating and re-using old buildings is an environmentally sound strategy. Additionally, more resources are required to develop in greenfield sites on the edge of town than to develop in infill spaces, where existing utilities may be used.
- **Efficient Use of Public Infrastructure:** Large investments have been made over time in downtown infrastructure, so it is often more efficient to keep downtown vibrant than extend infrastructure to new development. Local government can support strategic development and capitalize on the value and potential investment that commercial districts can attract.

- **Property and Sales Taxes:** The healthier the downtown businesses are, the higher the rents building owners can collect, resulting in higher property values and a higher tax base for the community. Because of its compact nature, a healthy downtown generally pays more in property taxes per acre than anywhere else in your jurisdiction.[1] A vibrant downtown attracts not just locals, but regional shoppers and tourists – and sales tax revenue – to your jurisdiction.

- **Public Health Safety:** A vacant and deteriorated downtown breeds crime. Keeping your downtown and commercial districts active and alive helps citizens to feel safe and want to take part in the community.

- **Strategic Decision-Making:** The city's decisions on zoning, land use and commercial sprawl impacts the health of downtown. In addition, local government is the keeper of public lands, buildings, streetscape, and infrastructure, so community consensus is important.

- **Downtown Development & Industrial Development are Linked:** Industrial development prospects expect to tour downtown and assess for themselves your community's values with respect to maintaining and supporting a healthy central business district. If downtown is vacant and deteriorated, potential industry tenants may question the community's respect for the industrial park in a few years.

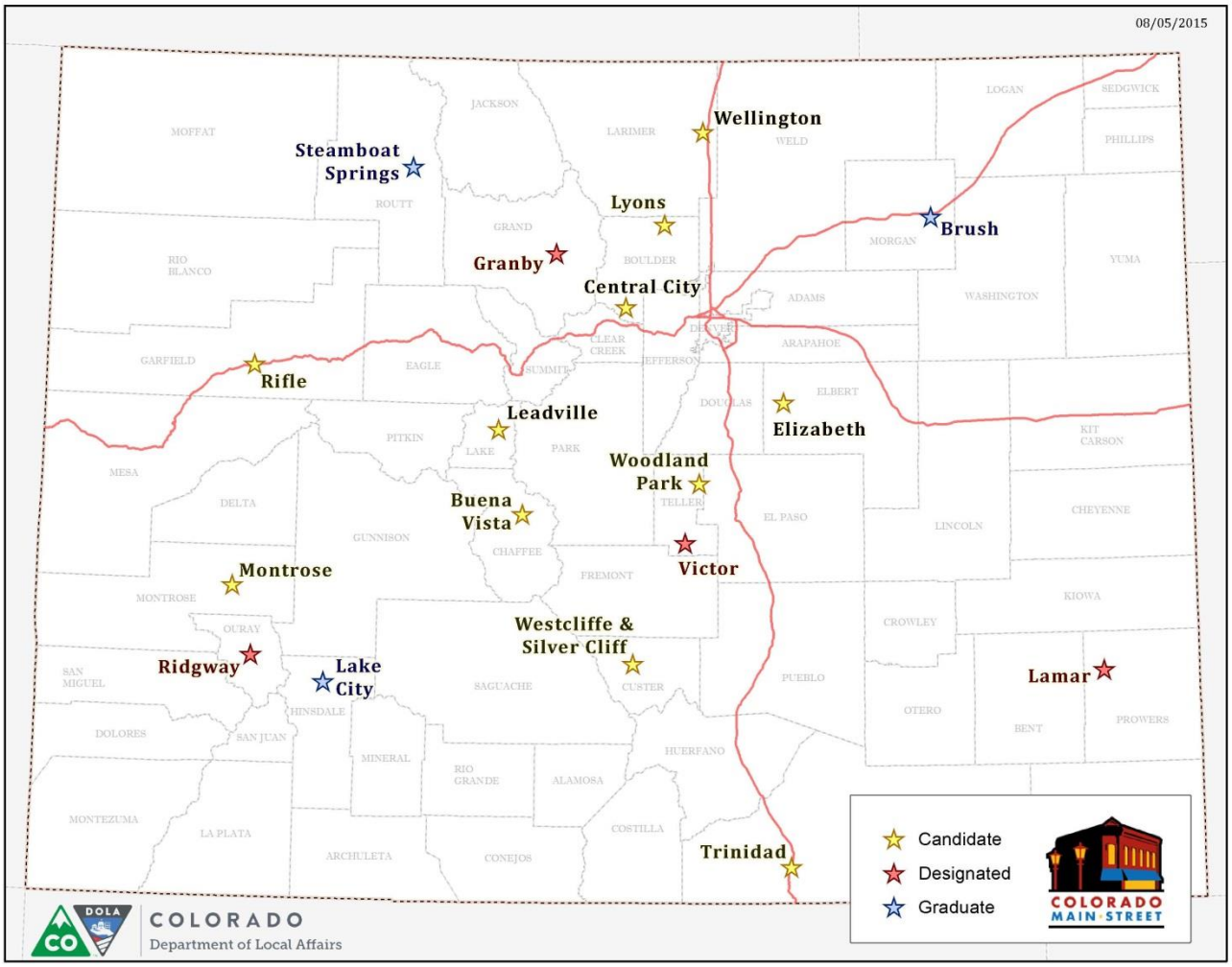
- **Quality of Life for Your Community:** Downtown was historically the cultural, educational, commercial, recreational and governmental center of your community. Residents expect these amenities to exist in your community to enhance their quality of life. Downtown will continue to be this quality of life center, if given the opportunity.

- **Pride in a Healthy & Vibrant Community:** Big towns, small towns, all towns started around a commercial district or downtown. It is the heart and soul of your community and should reflect the pride of local leadership and community. It is the face you project to visitors, investors and to yourselves. The reputation of your community is based on the condition of your downtown.

[1] See research completed by Joe Minicozzi, Urban3 LLC, for the Sonoran Institute.

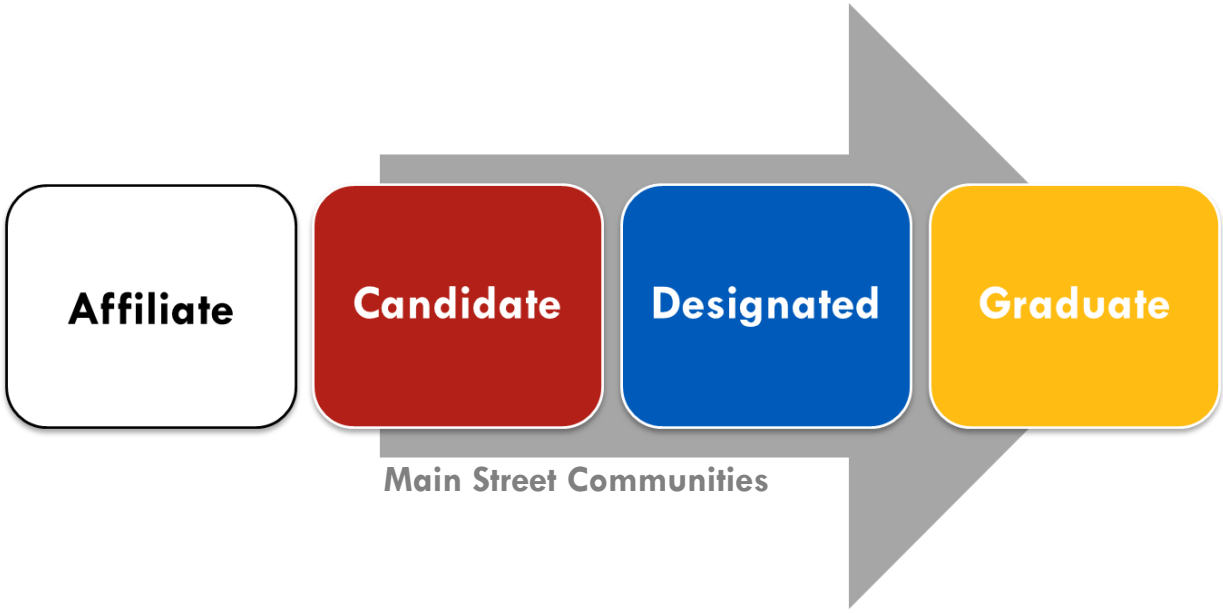
Colorado Main Street Communities Map

Main Street Communities



Program Prerequisites and Requirements

The Colorado Main Street tiered program – Candidate, Designated and Graduate – is designed to help communities build capacity as communities work toward downtown revitalization. The Affiliate option is open to all Colorado communities and does not have many prerequisites and requirements. Colorado Main Street staff provides technical assistance, training and small financial grants to help communities work toward these prerequisites and requirements. In addition to the following prerequisites and requirements, each local program sets a vision for their community and consistently works toward achieving that vision. The Affiliate program and each tier are described in detail below with instructions on how to apply, requirements and prerequisites.



Affiliate

Affiliate communities are either on their way toward becoming a Candidate Main Street community or they would simply like to be connected to the Main Street network and are not interested in advancing through the program. Communities may remain an Affiliate as long as they desire but are not considered an official Main Street community until they are accepted as a Candidate community.

How to Apply

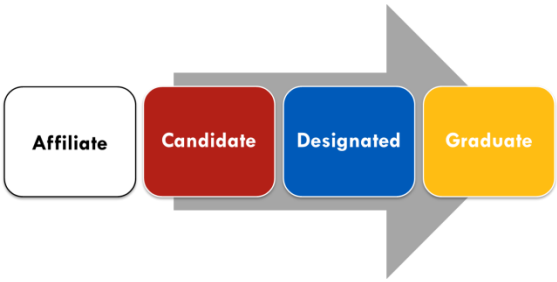
Applications to become an Affiliate community are accepted on a rolling basis. Colorado Main Street staff can discuss the benefits of becoming an Affiliate community and help you complete the application if needed. A link to the application can be found on the Colorado Main Street website.

Next Steps

After the application is submitted, Colorado Main Street staff will review your application notify the contact(s) listed within four weeks.

CANDIDATE

While in this tier the Candidate community should focus mostly on the point of Organization including establishing and building the organization's structure, leadership, finances, partnerships and resources. This phase should be used to establish a lasting local Main Street program. Communities may be in this tier for about four years.



Prerequisites

To become a Candidate community, the community must first meet all of the following prerequisites and then submit an application.
Encourage staff, steering committee and other volunteers to attend Main Street trainings, read information and watch introductory webinars provided on the Colorado Main Street website.
Establish a steering committee or Board of Directors. This is an informal group of community members including local professionals, business owners, city/town staff, and other volunteers who are dedicated to downtown revitalization and the local Main Street program. This will be the group of individuals that gain further community support and help set up the overall structure of your local program.
Have a multi-year strategic plan that addresses the community's vision and incorporates the Four Points (this could be a community assessment, downtown plan, or similar as approved by staff) that is no more than 5 years old.
Have a dedicated champion and point of contact for communications.
Demonstrate community awareness of the Colorado and local Main Street program as well as support from the public and private sectors with a local government resolution declaring support of your local efforts and three letters of support from other community organizations. Ideas for demonstrating community awareness include forming partnerships, hosting public meetings, developing a brochure or handout, create a newsletter or website, and utilizing social media.

HOW TO APPLY

Communities are encouraged to become an Affiliate community prior to applying to become a Candidate. Please contact Colorado Main Street staff if you think you might apply so staff can work with your community to be sure this program is a good fit. Colorado Main Street staff is also available to work with you on your application - answering questions and giving feedback. Applications to become a Candidate Main Street community are accepted once a year on July 1. The application can be found on the Colorado Main Street website.

NEXT STEPS

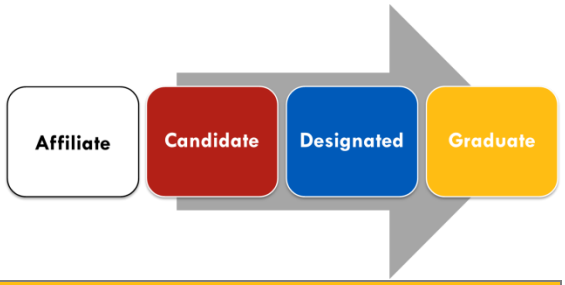
Applications are competitive and will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification.

Requirements

The following requirements must be completed as a Candidate community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.	
Establish support and participation of the local government	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Spring training	Required for all Candidate communities the first year. Potential attendees include new staff, board members, and volunteers.
Host an annual visit including work planning	Required. For first year Candidate communities, this will be an activation visit.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.

DESIGNATED

At this stage, the local program has a solid foundation in place to run an effective Main Street program. Communities typically remain in this tier for about 10 years.



Prerequisites

To become a Designated Main Street community, the community must first meet all of the following prerequisites as a Candidate community and then submit an application.
Formalize your local program structure.
Have an active board of directors. The Board of Directors is a diverse and representative group (including a local government official) who are selected for their skills, connections and knowledge. They should have enough time to commit and be passionate about Main Street and its mission. The board of directors will be the main advocates for the program, help with strategic visioning, maintain public relations, and sustain revenue.
Establish bylaws, articles of incorporation, internal procedures, board position descriptions, and other applicable governing documents for your organization.
Have multi-year strategic plan that addresses the community's vision and incorporates the Four Points (including downtown assessment, downtown plan, or similar as approved by staff - updated every 5 years).
Establish a vision and mission statement. A mission should be created by the board of directors. It should explain who the local Main Street program is and what they do. It should be clear, concise and distinct from other organizations. A vision should be created with the entire community and should be reviewed every two to three years. A vision describes what your community will be in five to 10 years.
Have a paid professional manager dedicated to the local Main Street program.
Have a funding plan and adequate operating budget.
Main Street district boundary and map - your historic, commercial, walkable downtown.
Be a member of the National Main Street Center meeting the National Accreditation Standards of Performance.
Conduct a program of ongoing training for staff and volunteers as described in Appendix A.
Establish a formal system for annually evaluating the performance of the paid professional manager.
Have a volunteer base and begin to develop a system for managing volunteers– recruiting, retaining and thanking.
Develop a website or webpage for your program.
Work on developing historic building inventories and identifying historic assets.
Attend or host a Certified Local Government training to learn about the program and better understand how this tool may help your community.
Develop a basic business inventory of your Main Street district – including business types, contact information, number of employees and more.
Develop a basic building/property inventory of your Main Street district – including ownership patterns, building conditions, vacancies, building square footage, use, average rents, and more.

How to Apply

Applications to become a Designated Main Street community are based upon community desire, completion of prerequisites and recommendation from Colorado Main Street staff. Applications are accepted from Candidate communities on a rolling basis. Please contact staff for the application.

Next Steps

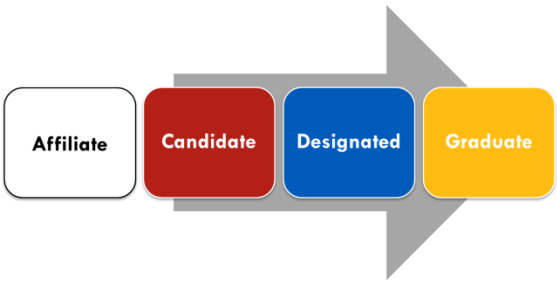
Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification.

Requirements

The following requirements must be completed as a Designated community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.	
Established support and participation of the local government	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Host an annual visit including work planning	Required.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.
Host an annual board retreat, potentially for strategic planning	Required.

GRADUATE

Once a community's program has matured and is well-established, it may move to the final tier. Graduate Main Street Communities serve as an example for local programs state-wide. Communities may remain in this tier indefinitely.



Prerequisites

To become a Graduate Main Street community, the community must first meet all of the following prerequisites as a Designated community and then submit an application.
Have multi-year strategic plan that addresses the community's vision and incorporates the Four Points (including downtown assessment, downtown plan, or similar as approved by staff – updated every 5 years).
Solidify your program budget with diversified funding sources and adequate operating funds.
Solidify your volunteer management program and develop a volunteer recognition/award program.
Have a succession/transition plan for your staff, board and other volunteers as applicable.
Complete a market analysis including market radius, leakage, demographics, etc.
Update your business inventory of your Main Street district – including business types, contact information, number of employees and more.
Update your building/property inventory of your Main Street district – including ownerships patterns, building conditions, vacancies, building square footage, use, average rents, and more.

HOW TO APPLY

Applications to become a Graduate Main Street community are based upon community desire, completion of prerequisites and recommendation from Colorado Main Street staff. Applications are accepted from Designated communities on a rolling basis. Please contact staff for the application.

NEXT STEPS

Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification.

Requirements

The following requirements must be completed as a Graduate community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.	
Established support and participation of the local government	Required.
Have a paid professional manager	Required.
Have an active Board of Directors	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Host an annual visit including work planning	Required.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.
Host an annual board retreat, potentially for strategic planning	Required.
Have a vision and mission statement which are reviewed annually	Required.
Provide mentorship to Candidate and Designated Main Street communities	Required.

MAIN STREET COMMUNITY TRANSFORMATION STRATEGIES

DESCRIPTION

Each local Main Street program, in close partnership with community organizations and municipalities, will help develop a set of "Community Transformation Strategies" connected to long term change.

For example, a community may decide that it wants to become a regional hub for arts and culture, and may develop a series of strategies that will help them achieve that vision. They may identify as key strategies working with local artists to develop a co-op gallery, supporting the rehabilitation of buildings on Main Street to become home to arts-related uses, and implementing a series of lighter, quicker, more affordable arts-related events to draw out and engage the community.

With a set of strategies in place, the organization will then assess what kinds of activities, resources, people-power across the Four Points (Design, Economic Vitality, Promotion and Organization) will be necessary to bring the strategy to life. Progress will be measured by economic metrics and quality outcomes, which will allow more flexibility in the organizational model of the local Main Street program and the efforts of community revitalization.

PROCESS

COMMUNITY VISIONING

Visioning should be a community driven process that brings stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process. This can provide a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities.

COMMUNITY TRANSFORMATION STRATEGY

Typically, communities will find two or three Community Transformation Strategies are needed to help reach a community vision. A short term strategy could be to develop a public program like murals or engage local students for public projects. A long term strategy could be to develop new zoning codes which promote types of buildings such as tiny homes without requiring special permits. The work within any strategy would integrate the Four Points (Organization, Economic Vitality, Promotion, Design).

IMPLEMENTATION AND MEASURE

To succeed, a Main Street program must show visible result that can only come from completing projects. Short term and long term activities should add up to meaningful change. A Main Street program should be able to demonstrate wise use of resources, which translate to real change on the ground: new jobs added, new businesses open and buildings being rehabilitated as an example of metrics of success. Any strategy should be thought of as a way to support the community's vision with meaningful, measurable outcomes and not outputs.

Colorado Main Street Program Services

The following is a list of services provide by Colorado Main Street staff. This list is not comprehensive, but should provide a general understanding of the basic services provided. Services are available to communities upon request and availability of the Colorado Main Street staff and other resources.

Training

Main Street 101

Available to any Colorado community

Colorado Main Street program can visit your community and provide a brief overview of the Colorado Main Street program and the overall approach to downtown revitalization. Ideally various community organizations and community members would attend the meeting and come to the meeting having viewed the information available on the Colorado Main Street website.

Quarterly Main Street Trainings

Available to all tiers and Affiliates

Colorado Main Street offers four quarterly Main Street trainings to all of our Main Street communities. Each of the trainings covers one of the four points and all staff, board members and volunteers are welcome to attend based on the space available.

Main Street Summit

Available to all tiers

The Main Street Summit is a gathering of Colorado Main Street community key players. This summit provides an opportunity to learn from peers, discuss available resources, and get updated on current best practices. The Summit is one of the four quarterly trainings and will likely be coordinated with other partner conferences or training events.

Spring Training

Available to all tiers and Affiliates

Spring Training is a one to two day learning event that teaches the basics of the Colorado Main Street Program to all new Main Street Candidate communities. Attendance is encouraged for interested communities as well as new board members, staff and other interested volunteers of existing Main Street communities.

Board and/or New Manager Orientation

Available to all tiers

Orientation to the Colorado Main Street program is important for new board members and new Main Street Managers to be sure they fully understand the mission and requirements of the program. When a new community enters the program, or an existing Main Street community has significant turnover in their board, Colorado Main Street staff can provide an orientation for the

board. Orientation is also offered to new Main Street Managers to be sure they understand the program requirements, services and overall mission.

Annual Visits

Available to all tiers

Each year Colorado Main Street staff visits all local programs, including new communities. The purpose of this visit is to ensure the local program continues to build capacity by progressing through the tiers of the Colorado Main Street Program. Also, to create a robust, yet realistic, work plan with measurable outcomes for the coming year based off of the community's vision and agreed upon transformational strategies. This process will help determine projects where volunteers and contractors could be utilized as well as the potential use for next year's mini-grant. Colorado Main Street Program staff will review the Memorandum of understanding (MOU), quarterly reporting requirements, and also review the local program as required by the National Main Street Center (NMSC) to determine how they meet the NMSC's 10 Standards of Performance to earn designation from the NMSC. See Appendix A.

Underperforming Community Assessments

Available to all tiers

When a local Main Street program is identified as stagnant or underperforming it will be reviewed by a review team. The review team will be a combination of Colorado Main Street staff, Advisory Board members, local Main Street Managers, DOLA staff, and or consultants based on the needs of the community. This review will help to identify why the local program is not moving forward and how to fix those issues. An action plan will be the result of this review and it will specify recommendations for the community and an appropriate timeframe. The action plan will also include outcomes for not achieving the recommendations set forth in the plan such as a reduction in services (mini-grants, scholarships, consulting services) or moving down a tier from their present position in the program.

Resource Team Visit

Available to all tiers

Resource Team Visits are used for communities needing a new multi-year strategic plan and are also useful to help communities continue to progress through the program tiers. Colorado Main Street staff provides this service and will work with the local program to determine the appropriate timing and scope of the visit. These visits are typically about two to three days. A Resource Team typically includes DOLA's Colorado Main Street staff and specialists chosen specifically to meet the community's needs and to make recommendations that incorporate each of the four points.

The Resource Team visit is an opportunity to glean insight and expertise from Main Street specialists and for the community to see itself through outside eyes. This visit results in a Resource Team Report which is meant to serve as a three- to five-year guiding document for the Main Street program. The local program may consider this report to be a multi-year strategic plan or may choose to adopt the report's recommendations into local planning efforts.

Conference Scholarships

Available to all tiers

Based on available funding, the Colorado Main Street program offers scholarships annually to conferences such as the National Main Streets Conference, the Downtown Colorado, Inc. annual conference, the Colorado Preservation, Inc. annual conference and potentially others relevant to Main Street. The scholarship may be partial or full and can be used by new staff, board members or dedicated volunteers. This is a great opportunity to learn all about the Main Street approach, national best practices and to network with other Main Street staff, board members and volunteers. Preference is given to new local Main Street program staff, board members and dedicated volunteers who have not yet attended a conference.

Noncompetitive Mini-Grants

Available to all tiers

Colorado Main Street offers non-competitive mini-grants to our Candidate, Designated, and Graduate communities annually. These mini-grants are based on available funding each state fiscal year and require a 25% match. The funds may only be used for planning, training, and physical improvements – not for operational costs. The item must also be listed on the community's submitted annual work plan. To apply for a mini-grant, you must fill out an application (found on our website).

Communications

Access to Newsletter and Social Media

Available to all tiers and Affiliates

Colorado Main Street publishes a quarterly newsletter full of best practices, events, community highlights, and tips and ideas for downtown revitalization. This publication is available on the Colorado Main Street website as well as through an email list open to the general public. Contact Colorado Main Street staff to be added to the list. In addition, Colorado Main Street hosts a Facebook page to publicize events, trainings, interesting articles and more. Anyone can follow the Colorado Main Street program on Facebook. These two resources help publicize communities within the Colorado Main Street network.

Awards

All tiers are eligible

Colorado Main Street recognizes various achievements throughout the year such as the Main Street of the Year. Some awards are competitive while some are chosen by Colorado Main Street staff and the Advisory Board.

Main Street Manager's Think Tanks

Available to all tiers

Think Tanks are conference calls jointly hosted by Colorado Main Street staff and a Main Street manager. The purpose of these calls is for the network of Main Street managers to be able to discuss issues, best practices, and upcoming events.

MANAGERS' LISTSERV

Available to all tiers

This listserv is for local Main Street Managers and appropriate staff. This tool can be utilized to quickly communicate questions, issues, best practices and other items of discussion.

TECHNICAL ASSISTANCE AS RELATED TO MAIN STREET WORK PLANS

Available to all tiers

The Colorado Main Street Program can provide training and technical assistance to Candidate, Designated and Graduate communities. These services are discussed during annual visits and are incorporated into local program's work plans.

One service that is vital for all Main Street communities is community visioning and strategic planning. The strategic plan should address the community's vision and incorporates the Four Points. The general process of identifying community transformational strategies is described in the above section in the document titled *Description of Community Transformation Strategies*.

PRESERVATION ARCHITECTURAL SERVICES

Available to all tiers

The State Historical Fund provides a grant to fund the Colorado Main Street Architect. The architect can help the local government and private property owners upon request through the local Main Street program with historic building. See the Architectural Assistance Request form on the Colorado Main Street website for more information.

CDOT SIGNS

Available to Designated and Graduate

Highway signs with the Colorado Main Street logo are available to Designated and Graduate communities. The local program suggests locations along the entryways to the Main Street district and CDOT installs the signs. These signs help identify your community as part of the Main Street network and a great place to visit.

Important Dates for Main Street Communities

Date	Action	Notes
Important Dates		
January		
15	Quarter 4 reports due (previous calendar year)	
31	Signed Memorandum of Understanding (MOU) due	
31	Local Main Street work plan due	
February		
Varies	Spring Training	
Varies	Quarter 1 training	Webinar
Varies	Colorado Preservation Inc. Saving Places Conference	In Denver
March		
1	Colorado Main Street Mini-Grant application due	
Varies	Advisory Board Meeting	
April		
1	History Colorado – State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 1 reports due	
May		
All month	Historic Preservation month	
June		
1	Scholarship application due for DCI Annual Conference	
Varies	Quarter 2 training	Webinar
July		
1	Candidate applications to Colorado Main Street Program due	
15	Quarter 2 reports due	
Varies	Advisory Board Meeting	Review Candidate Applications
August		
1	Main Street of the Year application due	
September		
Varies	Quarter 3 training	Webinar

Date	Action	Notes
October		
1	History Colorado – State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 3 reports due	
Varies	Downtown Colorado Inc. Annual Conference	Location changes each year
Varies	Main Street Summit	
November		
1	Scholarship application due for CPI Annual Conference	
December		
1	Scholarship application due for National Main Street Conference	
Varies	Quarter 4 training	Webinar
Varies	Advisory Board Meeting	
Regular Meetings, Conferences and Trainings		
Varies	Annual Visits to all Main Street Communities	Scheduled between MS Staff, DOLA Regional Managers and Local Program
Varies	Regional Training	Locations vary
Monthly, as needed	Think Tank conference call	Last Wednesday of each month
Varies	National Main Street Annual Conference	Location changes each year

Organizing Your Main Street Program

Organizational Types

The exact type of organization chosen for each Main Street program varies from community to community and may change after a few years. Some typical organizing structures include:

An Independent Non-Profit Entity

The local Main Street program may be a 501(c)(3), 501(c)(4) or 501(c)(6) organization depending on its exact mission and the findings of the IRS. Each designation varies somewhat in what activities the organization is permitted to undertake. A 501(c)(3) offers tax benefits for some (but not all) donors. Colorado Main Street has posted a recorded webinar on its website on choosing, attaining and maintaining non-profit status. All non-profits are governed by a board of directors, must adopt bylaws, and must comply with financial reporting requirements.

Main Street Program Embedded in Another Organization

A Main Street program may be embedded in another organization, such as an economic development corporation, a local government, or a Downtown Development Authority (DDA). In this case, the Main Street program should have its own advisory board that oversees Main Street activities, and should have its own budget and sources of revenue. In some cases the board may serve as the Main Street board, and working groups can be developed under the board.

A Chamber-Main Street Organization

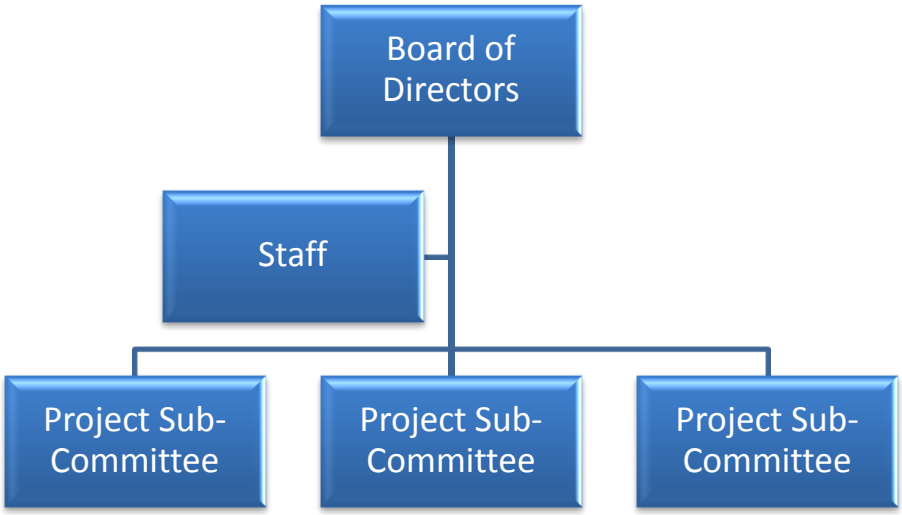
In smaller towns, or in towns with strong downtown business districts, it may make sense to combine a Chamber of Commerce and a Main Street program. This can be done by either unifying both programs under one board, or by having a Main Street governing board and program housed within the larger organization. Keep in mind that there may be conflicts between the two organizations' missions and philosophies.

A Coalition of Two Organizations

In some cases, a Main Street program may be a coalition of more than one organization. One example of this is an existing merchants' group serving as the Promotion point for a Downtown Development Authority Main Street organization. In these cases, it is important to clearly define responsibilities, clarify funding and fundraising, and keep strong communication between the entities and staff.

Program Structure

Regardless of the organizing structure chosen above, there is one recommended organizational model. This includes having a board who serves as main stakeholder group and individual project-based sub-committees, task forces and/or existing organizations. This structure can be developed further to reflect community needs. A Main Street Manager/staff is only required as a Designated and Graduate community and may be a full- or part-time position depending on the size of the community.



Board of Directors Overview

The board is the governing body of the local Main Street program, providing strategic direction, making decisions on budget and staff, and serving as ambassadors for the program. If the program is an independent non-profit organization, Board Members will have fiduciary responsibilities. Main Street boards are generally considered working boards, and members' commitments of time (generally 5-10 hours monthly beyond attending meetings) should be outlined in a position description (see Appendix B for a sample).

Board procedures, including electing of the president and vice-president, should be outlined in the adopted by-laws (sample by-laws can be provided by Colorado Main Street). It is also helpful to have a system for succession so someone is knowledgeable and ready to step in if the Chair/President leaves the organization.

The board chair or president (not staff) runs meetings, often using Robert's Rules of Order (or a loose interpretation thereof). It is important that the board make clear decisions and give clear direction to staff, although it is generally the president/chair who works most closely with staff. Likewise, it is helpful for staff to deliver a written report prior to each meeting. The board treasurer will track finances and deliver a financial report at each meeting, and the board secretary may take minutes.

Some boards select an executive committee (generally the officers - president, vice-president, secretary and treasurer) to make certain decision, such as regarding staffing, but this is not necessary for many smaller organizations.

It is also desirable to strive for diversity (i.e. depending on the make-up of your district, you may strive to include a retailer, employer, property owner, restaurateur, and community resident). The board may contain ex-officio members representing certain organizations (such as the local government, Chamber of Commerce, etc.) and these may be voting or non-voting members. It is generally recommended that boards are kept to a manageable size (no more than 9 or 11 members, and smaller is fine) so not every partner need be represented on the board. All in all, remember that this is a working board and should include those who want to roll up their sleeves – not necessarily those who are prominent in town and have many other responsibilities.

Board members, not staff, should take the lead in fundraising as they are the ambassadors of the organization.

Main Street Boards should represent these five important groups:

- ***Workers*** who will be willing to roll up their sleeves and actively participate in the implementation of the program;
- ***Wisdom*** which will be used to further the mission of the local program;
- At least one ***worrier*** who will act as the reality check for the rest of the Board;
- Every Main Street Board needs to have ***wealth*** and needs to know where to get it; and
- Every Main Street Board should be ***representative*** and inclusive of the community.

The Main Street Board, as a group, is responsible for:

- ***Raising funds*** needed to operate the local program. This is not a responsibility of staff;
- Being walking, talking ***advocates*** for the program;
- Being ***accountable*** to the community for success of the local program and for using its human and financial resources wisely;
- Setting ***strategic direction*** – both long- and short-term including approving annual work plans;
- Establishing ***policies*** for the program; and
- Making ***personnel*** decisions – hiring, evaluation, and dismissal of staff.

Individual Board Members' roles are:

- To ***participate*** with knowledge, labor and money;
- To ***attend*** monthly board meetings and complete assigned tasks;
- To ***understand*** the mission of the local program and actively promote its goals;
- To ***support*** the decisions of the Board; and
- To devote time necessary to attend ***educational*** opportunities relating to the program and downtown development.

HOW THE FOUR POINTS RELTATE TO BOARD AND VOLUNTEER ACTIVITITES

The point of **Organization** plays a key role in keeping the board, staff, volunteers, and program-of-work in good shape by attracting people and money to the organization. The point of Organization focuses on:

- Fundraising – from projects and administration, from donations, sponsorships and grants;

- Managing staff and volunteers – by maintaining a volunteer list, recruiting people, supervising them, and rewarding good work;
- Promoting and communicating about the program – to downtown interests and the public;
- Creating partnership – with other community organizations; and
- Managing finances – by developing good accounting principles.

The point of **Promotion** is geared toward promoting the downtown as the center of commerce, culture, and community life for residents and visitors alike. The point of Promotion focused on:

- Understanding the changing market – both potential shoppers and your competition;
- Building on downtown assets – including people, buildings, location, heritage and institutions;
- Defining Main Street's market niche – its unique position in the regional marketplace;
- Creating NEW image campaigns, retail promotions, and special events – to lure people back to downtown; and
- Marketing the downtown through branding, print materials and online.

The point of **Design** plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, visitors and residents. This is done by focusing on:

- Providing good design education and advice, through professional resources where available, to encourage quality improvements to private buildings and public spaces;
- Planning Main Street's development – guiding future growth and shaping regulations through engagement with stakeholders and local government;
- Motivating business and property owners to make changes – linking business and building owners to available incentives, creating new incentives, and targeting key projects;
- Being a steward of public spaces within the district;
- Facilitating the rehabilitation of existing private buildings and the creation of new buildings compatible with the district; and
- Enhancing the walkability and ambience of the district – beautification, building facades, streetscape, parking, and signage.

The point of **Economic Vitality** is to understand the market, identify new market opportunities for the district, link business owners with available business assistance, find new uses for historic commercial or residential buildings, and stimulate investment in private property. This point focuses on:

- Learning about the district's current economic condition and identifying opportunities for market growth;
- Strengthening existing businesses and attracting new ones;
- Finding new economically viable uses for traditional Main Street buildings;
- Developing financial incentives and capital for business development and possibly for building rehabilitations; and
- Monitoring the economic performance of the district.