



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

P.O. BOX 381, Windsor, CO 80550

www.windsordda.com

BOARD OF DIRECTORS MEETING

SEPTEMBER 28, 2016 – 7:30 a.m.

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

Agenda

- A. Call to Order
- B. Roll Call
- C. Public Invited to be Heard
- D. Review of Agenda by the Board and Addition of Items of New Business to the Agenda for Consideration by the Board
- E. Executive Session
Executive session for the following purposes, in accordance with C.R.S. 24-6-402(4)(b) and (e):
 - a. Receiving legal advice on specific legal questions; and
 - b. Determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators.
- F. **KEY INITIATIVES:**
 - 1. Mill Project Coordination Update – M. Ashby
 - 2. Backlot Boardwalk Update – M. Ashby
 - i. Review Draft Presentation
 - ii. Public Meeting October 12th
 - 3. District Expansion – B. Winter
- G. Approval of Minutes from the August 17, 2016 Board of Directors Meeting – M. Ashby
- H. Report of Bills, Financial Report – P. Garcia, M. Ashby
- I. Executive Director's Report – M. Ashby
 - 1. FY 2016 YTD/Anticipated, 2017 Draft Budget
 - 2. Attorney Update – Meeting to be scheduled.
- J. **COMMITTEE REPORTS:**
 - 1. Marketing Committee (September 21st)
 - Appreciation Event tonight
 - Halloween Trick or Treat
 - Local Magazine Insert
 - Shop Local (Small Business Saturday)
 - 2. Beautification Committee – No Update
 - 3. Parking Committee - No Update
 - 4. Executive/Organization Committee – Staff Evaluation, Main Street Kickoff & Reporting
- K. **COMMUNICATIONS:**
 - 1. Budget Work Session w/ Town Council – October 10th 5:30PM (1st Floor Conference Room)
 - 2. Main Street Program – Kick off Meeting Wednesday, November 16th
 - 3. Town of Windsor Strategic Plan 2018 - K. Melendez
 - 4. Regular Meeting Change to October 12th 7:30AM.
- L. The News on the Street is . . .
- M. Adjourn

Note: Double Underlined items indicate attachments.



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BOARD OF DIRECTORS MEETING

AUGUST 17, 2016 – 7:30 a.m.

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

Attendance: Bob Winter, Craig Petersen, Dean Koehler, Sean Pike, Cristin Peratt. Excused: Dan Stauss. Staff: Matt Ashby, Barbara Kloth, Josh Liley. Guests: Debbie Martin.

Draft Minutes

- 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.
 - Updated to include Attorney Update as item 4 in Communications.
 - **Motion: CP, DK. Approved Unanimously.**
- E. **KEY INITIATIVES:**
 1. Mill Project Coordination Update – M. Ashby
Discussion: The pro forma from the developer is under review by a third party to confirm the results of the study.
 2. Library Update – M. Ashby
 - i. Update Meeting
Discussion: Contract on the Greenspire property. RFPs to engineering firms would be the next step. The site is a part of the metro district. Next meeting October 19 at 10:30AM. Stakeholder meetings would be forthcoming, as well, to help determine the future steps for the project. The Library Foundation Board will handle the fundraising beyond the bond issue for additional programming or special features for the facility.
 3. Backlot Boardwalk Update – M. Ashby
 - i. Summary Draft – (J. Liley)
Discussion: JL provided summary of draft. The DDA's property connection from the lot given to the town to the DDA would be broken by the 'ghost alley', thus interrupting a possible connection. However, this issue does not impact the properties purchased by the DDA.
 - ii. Action Options – (I. McCargar)
Discussion: This memo outlined one possible solution to clearing up the title of the alley area. KM: Would there be costs to the landowners to clear up the issue? JL: Not really. More than likely, the costs would need to be by the town/DDA regarding survey work. A full survey is really needed to help understand who owns which properties and would be necessary to move forward with any legal action. This issue goes back to the original plat of the town. The railroad may have some interest, but the fragments of property would likely have little impact on their operations. Essentially, the goal would be to create a clean plat. Remaining property that's not folded into any of the properties to the south could be folded into the DDA redevelopment.

KM: Would there be an impact on the business owners? JL: If a building extends over the property line, they would likely own that property via a concept called 'adverse possession'. Beyond the building encroachments, informal use of the property for parking or dumpster storage would need to be evaluated. This could impact the redevelopment plan. KM: If we think there will be a comfort level among the property owners before we pursue the survey. Outreach could take place sooner

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rather than later. BW: We could host a general meeting so that all the property owners can hear the same information at the same time. KM: Recommend we conduct that meeting sooner rather than later so that rumors don't get started. Also, provide a secondary option for in-person meetings to schedule a time to meet. CP: Were there pins located when the DDA's property was surveyed? JL: Yes. King completed the survey.

Recommend checking with the Town to see if they have a preferred surveyor. It may be advisable to develop a worksheet to find out what uses people are currently utilizing the area for. KM: We would need the majority of the property owners comfortable in moving forward before spending money on the survey. The attorney, exec director, and board would need to be present at the meeting. CP: Board should confirm that our intent would be to cover the costs, so they wouldn't impact the property owner.

Action:

- 1) Prepare a presentation that the Town/DDA can review before the meeting. Outline the benefits to the property owners. Pro/con analysis. (Good will and public input before we move forward.)
- 2) Follow-up with Ian/Town
- 3) Schedule public meeting + individual meetings so everyone can have a chance to meet and ask questions. (Fact finding.)
- 4) Research property owners and contact information.
- 5) Schedule a work session for September 7th, 7:30AM to review materials. Tentative schedule of the public meeting for the week of September 12 – 16.
- 6) Identify redevelopment plan to address the future development of the area.
- 7) Matt to get a quote regarding a formal survey.

Presentation: Follow up with building owner discussions regarding use of the 'alley' area. Meeting could include stringing the back line of the DDA lot, and the endpoints of the 'alley' to show the encroachment visually.

4. Growth & Sustainability – B. Winter

Discussion: BW will meet with Chris Ruff on August 22nd. Dean to join.

- F. Approval of Minutes from the July 27, 2016 Board of Directors Meeting – M. Ashby
Motion: DK. SP. Approved Unanimously.

- G. Report of Bills, Financial Report – P. Garcia, M. Ashby
Motion: CP. DK. Approved Unanimously.

- H. Executive Director's Report – M. Ashby
1. Contract Amendment

Discussion: Matt provided an overview of the contract changes proposed.

DK. Approve as presented. CP. Approved Unanimously.

I. COMMITTEE REPORTS:

1. Marketing Committee (No July Meeting)
 - Sponsor Policy (2 Docs, Clean and Strikethrough Versions) – (J. Liley)

Discussion: JL provided an overview of the new draft which focuses primarily on event sponsorship rather than startups or broader initiatives. New focus is on the location of the event (in substantial part within the boundaries of the district. Also estimated attendance. DK: What about the dual sponsor repayment concept? JL: This is an item that was modeled off the Town's practices. It is really based upon the honor system. KM: Confirmed that funds cannot be used for operations. JL:

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Correct. The DDA would be able to place conditions on funds. KM: Does the application identify that the DDA won't provide ongoing sustaining funds. JL: Yes, each year the sponsor requests would need to be made annually along with prior year results to justify funding. KM: Do you feel that it is an issue to support events that occur within Boardwalk Park (ie – Farmer's Market)? JL: The DDA should focus their efforts within the District and further the mission of social, economic, and cultural growth. There isn't a hard and fast law that says you can't support an event not located in the District. KM: I'm not sure how we would handle this issue. If the event can be supported by the Town, that supports our mission of not having an event focus, rather a development focus. Potentially the Farmer's Market could occur on Thursday evenings. JL: If there is a long term economic benefit to the District, it could have support. As long as there is some presence of the event within the District, it's an easier way to define events we would support. KM: Eric Lucas from Parks will be ready to present the concept in the future.

Motion: Approve sponsor package as presented. KM. DK. Approved Unanimously.

- **Footsteps to Hope Walk – (D. Martin)**

Discussion: Footsteps to hope is changing focus (and the name) from breast cancer and the new name opens participation to people who have any kind of cancer. The event is focused in Boardwalk Park. Courageous Chemo kits provide people with a bag with things to help women as they go through the treatment process. DM provided preliminary information on the walk to be scheduled September 17, 2016. Registration \$25 – early, \$30 – Day of. Connection to downtown is to encourage participants to shop downtown. KM: Have we received any documentation regarding how previous sponsorship funding was spent. SP: Was that info requested? KM: Yes. DM: I will provide the information prior to your decision. KM: I'm not certain this meets our event criteria. Last year there were other activities happening in the area. Will Kaiser or UC Health be approached to provide support? DM: Those organizations have several requirements regarding support groups and conditions that don't necessarily match up with the approach Footsteps to Hope follows. The focus is taking care of the women. KM: I support the initiative, but I think the request fits the Town Board funding protocol more closely. This appears to be a community-at-large benefit. There are funds still available. SP: I would certainly support the event should funds not be allocated by the Town Board. KM: We have to be financially responsible in reviewing the financial statements from the prior year of the event before considering. JL: Do you want to apply the policy that was adopted today to this event? We cannot provide funding to non-profits that do not advance the mission of the organization. The policy helps in sponsoring events that have a specific gap to fund an event that is being held within the district, and that the funding is necessary to host the event. General funding would be outside the ability of the DDA to support. Paying police, advertising or tent rental would be eligible expenses, however, purchasing blankets, bags and meals would not be an eligible expense. DM: Approximately 400 people attended. JL: Justification on prior events was based upon the spinoff to local shops. KM: When we allocated funds last year, we requested that a report be provided. DK: In the future, we need at least 2 meeting cycles for reviewing the request. One to ask questions, with the second to then make a decision. KM: Last year's request was late as well. CP: We will need additional information to consider. KM: I don't feel this meets the criteria for this board to sponsor and would recommend this request go to the Town Board.

- **Local Magazine Ads**

- Windsor Now
- N2 Publishing

Discussion: Will be reviewed in the marketing committee meeting, but will entertain the presentation at the marketing meeting.

Action: Matt to notify the magazine representatives to present info at August 24th meeting.

Note: Double Underlined items indicate attachments.



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-
- Halloween Event – Cross promote the trick-or-treat event via newsletters and social media. The DDA could also provide a table in front of the Chamber. There is no cost to the DDA. Saturday before Halloween.
 - Appreciation Event – Looking to send a postcard. September 28th 5:30-7:30PM.
2. Beautification Committee – No Update
 3. Parking Committee - No Update

J. COMMUNICATIONS:

1. Name Tags
2. Main Street Program – Accepted. Article.
3. Railroad Quiet Zone. Article.
4. Schutt Attorney Update. (Added)

Discussion: Bob and Dan met with Kimberly Schutt and have some experience with DDAs via their Ft. Collins office. We would look to consult them for routine items. **Matt to email the information summary provided.** Recommendation would be to explore opportunity to divide out labor between this firm and Liley Law to determine what the division of labor would be. KM: If we would obtain services from a secondary firm, how would it impact the existing firm's contract? **Matt to keep item on the agenda, next step would be to identify how the duties would be divided out.** JL: Recommended experience in Land Use, Development, and Board law. From my experience, the cleanest division is between general counsel and special specific projects.

Other: September Meeting will be rescheduled to September 28th due to conflict with Downtown Colorado Inc Conference.

Action: Matt to send notice of meeting changes.

K. The News on the Street is . . .

L. Adjourn

Motion. CP. DK. Approved Unanimously.

Note: Double Underlined items indicate attachments.



Volume 4, Issue 7 July 2016

Windsor Downtown
Development
Authority

Windsor DDA Revenue

Windsor DDA Revenue Summary July 31, 2016	Collections	Budget	% of Budget
Property Tax Mill Levy	\$14,537	\$15,959	91.09%
Auto Registration Tax	\$459	\$850	54.00%
Incremental Property Tax	\$10,262	\$13,080	78.46%
Interest	\$2	\$5	40.00%
Town of Windsor Funding	\$157,500	\$270,000	58.33%
Total	\$182,760	\$299,894	60.94%

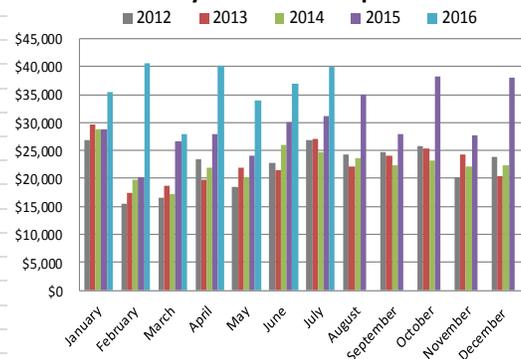
Special points of interest:

- July 2016 sales tax collections were \$8,645 above July 2015 sales tax collections.
- Revenue is ahead of the pace at the end of July 2016 at 60.94%, as we should see 58% of the revenue through the 7th month of the year.
- 2016 expenditures are under the budget benchmark with only 31.90% of the budget expended.

Windsor DDA Expenditures

Windsor DDA Expenditures Summary July 31, 2016	Expenditures	Budget	% of Budget
Operations			
Office Supplies	\$121	\$500	24.20%
Public Relations/Advertising	\$2,260	\$25,000	9.04%
Board Development	\$40	\$4,000	1.00%
Dues/Fees/Subscriptions	\$1,074	\$2,000	53.70%
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	\$5,494	\$10,000	54.94%
Contract Services	\$28,359	\$50,380	56.29%
Publishing/Recording	\$1,910	\$500	382.00%
Postage	\$124	\$350	35.43%
Printing/Binding	\$0	\$500	0.00%
Study Review/Consultant	\$19,546	\$30,000	65.15%
Façade Program	\$19,567	\$100,000	19.57%
Administrative Transfer	\$2,917	\$5,000	58.34%
Operations Total	\$81,412	\$245,230	33.20%
Capital			
Site Improvements	\$0	\$5,000	0.00%
Machinery/Equipment	\$0	\$5,000	0.00%
Capital Total	\$0	\$10,000	0.00%
Grand Total	\$81,412	\$255,230	31.90%

Monthly Sales Tax Comparison



Windsor Downtown Development Authority

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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
Cristin Peratt — Cperatt@windsordda.com	Term: April 2020
Sean Pike — Sean@windsordda.com	Term: April 2020
Kristie Melendez, TOW Board Liaison — Kristie@windsordda.com	Term: April 2020



Volume 4, Issue 8 August 2016

Windsor Downtown
Development
Authority

Windsor DDA Revenue

Windsor DDA Revenue Summary August 31, 2016	Collections	Budget	% of Budget
Property Tax Mill Levy	\$15,240	\$15,959	95.49%
Auto Registration Tax	\$537	\$850	63.18%
Incremental Property Tax	\$10,768	\$13,080	82.32%
Interest	\$24	\$5	480.00%
Town of Windsor Funding	\$180,000	\$270,000	66.67%
Total	\$206,569	\$299,894	68.88%

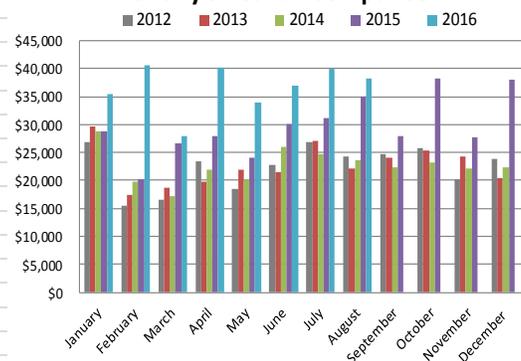
Special points of interest:

- August 2016 sales tax collections were \$3,424 above August 2015 sales tax collections.
- Revenue is ahead of the pace at the end of August 2016 at 68.88%, as we should see 67% of the revenue through the 8th month of the year.
- 2016 expenditures are under the budget benchmark with only 33.93% of the budget expended.

Windsor DDA Expenditures

Windsor DDA Expenditures Summary July 31, 2016	Expenditures	Budget	% of Budget
Operations			
Office Supplies	\$0	\$500	0.00%
Public Relations/Advertising	\$4,261	\$25,000	17.04%
Board Development	\$40	\$4,000	1.00%
Dues/Fees/Subscriptions	\$1,299	\$2,000	64.95%
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	\$7,031	\$10,000	70.31%
Contract Services	\$31,225	\$50,380	61.98%
Publishing/Recording	\$0	\$500	0.00%
Postage	\$141	\$350	40.29%
Printing/Binding	\$160	\$500	32.00%
Study Review/Consultant	\$19,546	\$30,000	65.15%
Facade Program	\$19,567	\$100,000	19.57%
Administrative Transfer	\$3,333	\$5,000	66.66%
Operations Total	\$86,603	\$245,230	35.32%
Capital			
Site Improvements	\$0	\$5,000	0.00%
Machinery/Equipment	\$0	\$5,000	0.00%
Capital Total	\$0	\$10,000	0.00%
Grand Total	\$86,603	\$255,230	33.93%

Monthly Sales Tax Comparison



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- B. Public facilities and improvements as necessary to complement private developments.
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- E. A beautification program.
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WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

Executive Director Report

Date: September 23, 2016
To: Downtown Development Authority Board of Directors
From: Matt Ashby, DDA Executive Director
Re: September Report

Meeting Summary:

August 15 to September 23 highlights include:

- Board Meeting (8/15)
- Mill Financial Update (8/18)
- Mill Update Via Conference Call (8/22)
- Marketing Committee (Barbara Via Conference Call) (8/24)
- Main Street Introduction Conference Call (8/26)
- Mill Financial Update Via Conference Call (9/2)
- Mill Financial Update #2 Via Conference Call (9/2)
- Status Update Meeting w/ Bob Winter (9/14)
- Mill Financial Update (9/14)
- Main Street Activation Conference Call (9/16)
- Marketing Committee (Barbara) (9/21)
- Mill Financial Update Meeting (9/22)
- American Legion Meeting (9/22)

Total Fees to Date (Thru 9/23/16): \$41,179 of \$50,798 = 81%

Total Months Billed = 9/12 = 75%

Total Percentage Ahead of Contract = 6%

Mill Project – Total Costs To Date: \$4,800

Anticipated Workload August-September:

- Finalize Mill Incentive Agreement
- Backlot Outreach Efforts
- 2017 Budget and TOW Work Session
- Review of Façade Improvement Program

Budget Review + 2017 Budget Process:

With the uptick in activity related to the Mill and the Backlots, staff have spent considerable time in advancing these initiatives at the direction of the board. We will be adding a project line item to the billing statement to break out time for the Backlot Project, and consolidating the remaining line items for simplicity sake.

In order to consolidate meetings, we are requesting shifting of the regular October meeting from the 19th to the 12th. This aligns the board meeting date with the proposed date for the Backlot Neighbor discussion. (Note: Matt is scheduled to be out of town Oct 19th.)



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

Staff were notified by Colorado Main Street that we have received a \$3,000 training grant to offset costs to send the Executive Director to a Manager's Summit in November and to offset the cost of a board member to attend the national conference in 2017. We also received a \$2,500 mini grant available to allocate toward a local project. (We may need to amend the contract to account for reimbursable expenses associated with travel/training as this was not contemplated under the original contract.)

Liley Law has indicated that we should anticipate increased hours under their contract to complete the documents and agreements associated with the Mill Project. Lucia's estimate was somewhere between \$15,000-\$30,000 to bring the agreements to completion.

Upcoming meetings for adoption of the budget include:

- October 10, 2016 – DDA / Town Work Session
 - Presentation of DDA Budget to Town Board
- October 12, 2016 – DDA Regular Board Meeting (Moved from 10/19)
 - Review of final draft DDA Budget
- November 16, 2016 – DDA Regular Meeting
 - Adopt 2017 DDA Budget
- November 28, 2016 – Town Board Meeting
 - Public Hearing & Consideration of TOW 2017 Budget (Includes DDA)

AUGUST ACTION ITEMS (Updated 9/23/16)

The following is a status report of items discussed during the August Board and committee meetings. We will be using this framework to track tasks and follow up action in the future.

1. Backlot Boardwalk:

- a. Prepare a presentation that the Town/DDA can review before the meeting. Outline the benefits to the property owners. Pro/con analysis. (Matt) *Presentation should be complete this week. Will look to schedule a time to review with Bob the week of Sept 12.*
- b. Review presentation with Ian/Josh and Town of Windsor (Matt) Proposed for October 12.
- c. Research property owners and contact information. (Matt, Barbara) Complete.
- d. Schedule a work session for September 7th, 7:30AM to review materials. Tentative schedule of the public meeting for the week of September 12 – 16. Include one general session and follow up with individual meetings so everyone can have an opportunity to discuss. (Matt) *Not completed. See new schedule based upon completed materials.*
- e. Develop a worksheet to record property owner uses, concerns, and comments regarding the alley and future uses. (Matt) Drafted.
- f. Schedule public meeting + individual meetings so everyone can have a chance to meet and ask questions. Proposed for October 12.
- g. Identify redevelopment plan to address the future development of the area. (Matt) *Initially, in discussions with one of the development groups that is interested in the backlot area, there appears to be a need to move forward with a more formal illustration of what the ultimate development of the Alley would look like. Our initial discussions with property owners will first address the question of 'why?' The next question will be about the future state of the alley and how the design will impact their property. Recommendation: Develop a scope of services for a design consultant to coordinate a more specific alley concept design utilizing information gathered from the property owner interviews. Utilize Main Street Mini Grant.*
- h. Get a quote regarding a formal survey. (Matt) *Quote from King Engineering = \$6,500.*



WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

2. Shutt Attorney Update:
 - a. Email the information summary provided to Board. (Matt) *Emailed out 9/8.*
 - b. Keep on the agenda, discussion on identifying duties and division of labor. (Matt) *Added to September Agenda. Schedule meeting with Bob/Lucia.*
3. Other Items:
 - a. Next Board meeting to be Sept. 28th; send notice of change. (Matt) *Completed.*

Marketing Committee:

1. Windsor Now!
 - a. Ad information to be submitted (Christin)
 - b. Place on October marketing meeting agenda for review (Matt)
2. Appreciation Event:
 - a. Put in September Newsletter (Matt) *Completed.*
 - b. Send out Postcards, including "Like us on Facebook" (Kristie) *Completed.*
 - c. Tables and Chairs (Dean)
 - d. Burgers, Buns, & Grill (Bob)
 - e. Side Dish to share (Board members)
 - f. Determine # of Rack Cards & Order more if needed (Barbara, Matt) *Completed.*
3. Website & Social Media:
 - a. Update Business directory with correct information and links (Kaylee, Barbara) *Discussed at Marketing Committee.*
4. Farmer's Market & Event Space at the park:
 - a. Put on Board meeting agenda to consider district expansion (Matt) *Completed.*
5. Other Items:
 - a. Switch next meeting date with Board & Notify. Next Marketing meeting Sept. 21st (Matt) *Completed.*

WINDSOR DDA

2017 BUDGET NARRATIVE – DRAFT 9/23/16

The Windsor DDA has seen positive growth over the 2016 fiscal year. With the adoption of our strategic plan in early 2016, we have seen considerable development interest spring-boarding off 2015's opening of Hearth. This new eatery, along with the success of our other downtown businesses has resulted in positive revenue gains projected for 2017. These include an increase of \$4,000 in Mill Levy receipts, which has stepped to the full anticipated rate of 5 Mills. Additionally, the property tax increment is projected to increase from \$13,080 in 2016 to \$25,736 in 2017 thanks to new development and broader utilization of space in the DDA. Additionally, the sales tax base + increment has increased from \$270,000 for 2016 to a projected \$332,000 in 2017. These positive gains are an indicator that the Authority is making progress, and that our resources to leverage additional positive change are gaining ground.

Key differences to note in the 2017 budget include:

- 6213: Public Relations/Advertising – Anticipated to remain static with the possibility of website updates. \$25,000 → \$25,000
- 6214: Board Development – Overall increase as the Colorado Main Street Program provides a mini-grant to help defray the costs of board training and participation in MS events. (Net increase in funds from \$4,000 to \$5,000 total; includes \$3,000 grant + \$2,000 DDA)
- 6252: Legal Services – Increase from \$10,000 to \$15,000. Based upon anticipated work associated with Tax Increment Financing deals associated with development projects. (Note that funds spent during the remainder of 2016 will be higher as the Mill agreements are drafted.)
- 6253: Contract Services – Increase from \$56,298 (anticipated 2016 actual) to \$63,738. Ending balance of Executive Director contract plus additional \$6,000 estimated for Main Street reporting (20 hours); MOU, Workplan, Mini-Grant Administration (10 hours); Monthly Update Calls (12 Hours); and required training sessions. Note: Special projects, including new development projects, could impact this amount.
- 6267: Study/Review/Analysis/Consulting – Increased from \$30,000 to \$40,000. Based upon anticipated need to complete surveys and design studies for the Backlot Area and parking studies.
- 6270: Façade Program – Increases to \$120,000 to encourage smaller projects to advance and demonstrating support for local property owner investments.

Other Key Factors:

- The DDA anticipates some measure of participation in supporting the Mill project in 2017 that will impact the net Available Resources.
- The Backlot Development will likely become a focus for the board as the Mill project moves into the construction phase.

Downtown Development Authority Fund Detail Budget

ACCT NO	ACCOUNT NAME	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	ACTUAL - PROJECTED		2016 PROJ.	2017 BUDGET	NOTES
						Thru JUL 2016	AUG-DEC 2016			
DOWNTOWN DEVELOPMENT AUTHORITY (DDA) REVENUE - 19										
DOWNTOWN DEVELOPMENT AUTHORITY (DDA)										
4001	<i>Beginning Fund Balance</i>	50,322	148,954	360,955	521,839			545,534	704,033	
4311	Property Tax From Mill Levy	4,175	8,042	11,932	15,959	14,537	1,422	15,959	19,939	5 mills
4312	Auto Tax	306	678	798	850	459	328	787	850	
4324	Incremental Property Tax	16,496	15,750	12,360	13,080	10,262	2,818	13,080	25,736	
4334	Grants	0	20,000	0	0	0	0	0	5,500	Main Street \$2,500 (Mini Grant), \$3,000 (Trainina)
4364	Interest Income	32	46	82	5	2		2	5	
4367	Donations	2,000	4,125	0	0	0	0	0	0	
4376	Transfer from TOW General Fund	250,000	264,793	270,000	270,000	157,500	112,500	270,000	332,000	TOW Gen Fund transfer \$250,000 base + \$82,000 increment
DOWNTOWN DEVELOPMENT AUTHORITY REVENUES TOTAL		273,008	313,433	295,172	299,894	182,760	117,068	299,829	384,030	
AVAILABLE RESOURCES		323,330	462,387	656,127	821,734			845,363	1,088,063	
DOWNTOWN DEVELOPMENT AUTHORITY (DDA) EXPENDITURES - 19										
DOWNTOWN DEVELOPMENT AUTHORITY - 486										
5112	Wages/Part Time	0	475	0	0	0	0	0	0	
5130	FICAMED	0	7	0	0	0	0	0	0	
5131	FICA	0	29	0	0	0	0	0	0	
5134	Unemployment Insurance	0	1	0	0	0	0	0	0	
<i>Personal Services Total</i>		<i>0</i>	<i>513</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
6210	Office Supplies	45	0	156	500	121	0	121	200	
6213	Public Relations/Advertising	19,788	17,809	25,046	25,000	2,260	1,000	3,260	25,000	Broker event \$500, Website?
6214	Board Development	0	200	2,410	4,000	40	1,650	1,690	5,000	DCI, National MS Conf., MS Summit
6217	Dues/Fees/Subscriptions	2,388	793	1,080	2,000	702	0	702	980	Chamber \$125, DCI \$305, Special Districts Assn \$550
6218	Small Equipment	2,848	207	0	2,500	0	150	150	0	2015 Audio recorder
6219	Special Equipment	0	860	780	10,000	0	0	0	10,000	bike racks, planters, beautification items
6242	Street Repair/Maintenance	0	2,254	2,501	1,500	0	0	0	1,500	DDA lot maintenance
6245	Travel/Mileage	0	0	0	500	0	0	0	500	Meeting & conference travel
6246	Liability Insurance	0	3,963	0	2,500	0	2,201	2,500	2,500	DDA Liability \$2008.11, workers comp \$194
6252	Legal Services	4,447	7,216	5,852	10,000	5,494	4,500	30,000	15,000	Lilev Law (2016 Projection Anticipates \$20K for Mill Agreements)
6253	Contract Service	7,829	38,825	4,044	50,380	28,359	22,021	56,298	63,738	\$240
6256	Publishing/Recording	13	0	0	500	1,910	0	1,910	250	legal notices, etc.
6263	Postage	302	315	190	350	124	89	213	350	
6264	Printing/Binding	73	0	0	500	0	0	0	500	
6267	Study/Review/Analysis/Consulting	0	7,422	4,103	30,000	19,546	0	19,546	40,000	Parking study, backlot development, backlot survey & title work, alley design, drainage plan
6268	County Treasurer Fees	310	358	363	0	372	0	372	0	
6269	Miscellaneous	0	698	0	0	0	0	0	0	
6270	Facade Program	0	0	59,069	100,000	19,567	0	19,567	120,000	Increased facade support for small projects
6290	Elections	0	0	0	0	0	0	0	0	
<i>Operating & Maintenance Total</i>		<i>38,042</i>	<i>80,919</i>	<i>105,593</i>	<i>240,230</i>	<i>78,495</i>	<i>31,611</i>	<i>136,329</i>	<i>285,518</i>	
7302	Admin Support Charge by Town of Windsor	20,000	20,000	5,000	5,000	2,917	2,083	5,000	5,000	monthlv financial reports, consultation w/TOW
<i>Debt Service Total</i>		<i>20,000</i>	<i>20,000</i>	<i>5,000</i>	<i>5,000</i>	<i>2,917</i>	<i>2,083</i>	<i>5,000</i>	<i>5,000</i>	
8410	Land/Easements	116,335	0	0	0	0	0	0	0	
8412	Site Improvements	0	0	0	5,000	0	0	0	0	
8440	Machinery/Equipment	0	0	0	5,000	0	0	0	0	
<i>Capital Outlay Total</i>		<i>116,335</i>	<i>0</i>	<i>0</i>	<i>10,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
DOWNTOWN DEVELOPMENT AUTHORITY EXPENDITURES TOTAL		174,376	101,432	110,593	255,230	81,412	33,694	141,329	290,518	

Downtown Development Authority Fund Detail Budget

DOWNTOWN DEVELOPMENT AUTHORITY (DDA) FUND -19										
ACCT NO	ACCOUNT NAME	ACTUAL -				PROJECTED		2016 PROJ.	2017 BUDGET	NOTES
		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	Thru JUL 2016	AUG-DEC 2016			
	BEGINNING DDA BALANCE	50,322	148,954	360,955				545,534	704,033	
					521839.4677					
	REVENUE	273,008	313,433	295,172	299,894			299,829	384,030	
	Available Resources	323,330	462,387	656,127	821,734			845,363	1,088,063	
	EXPENDITURES	174,376	101,432	110,593	255,230			141,329	290,518	
	ENDING DDA BALANCE	148,954	360,955	545,534	566,504			704,033	797,545	



September 19, 2016

Dear Boards/Commission Members,

Every two years, the Town of Windsor embarks on a strategic planning process, which results in a living document that establishes the framework for our vision and priorities as a community.

Beginning shortly after the New Year, Town Board members, staff and the community diligently worked on the 2016-18 Strategic Plan. The culmination of these efforts was board approval and adoption of the plan last month.

In the plan, we set forth a new vision and mission for the Town of Windsor, as well as four areas of focus for our commitment to our community:

1. Thoughtful framework and supportive infrastructure
2. Prosperous local economy
3. Diverse, desirable recreation and cultural opportunities
4. Safe, well-planned community with spirit and pride

These performance commitments will drive our priorities, our budget and what projects we undertake as a community. In each area, action-oriented initiatives have been established. Staff will provide regular progress updates to the Town Board.

Learn more about the Windsor 2016-18 Strategic Plan at windsorgov.com/strategicplan.

If you have any questions or comments, please don't hesitate to contact me at kmelendez@windsorgov.com.

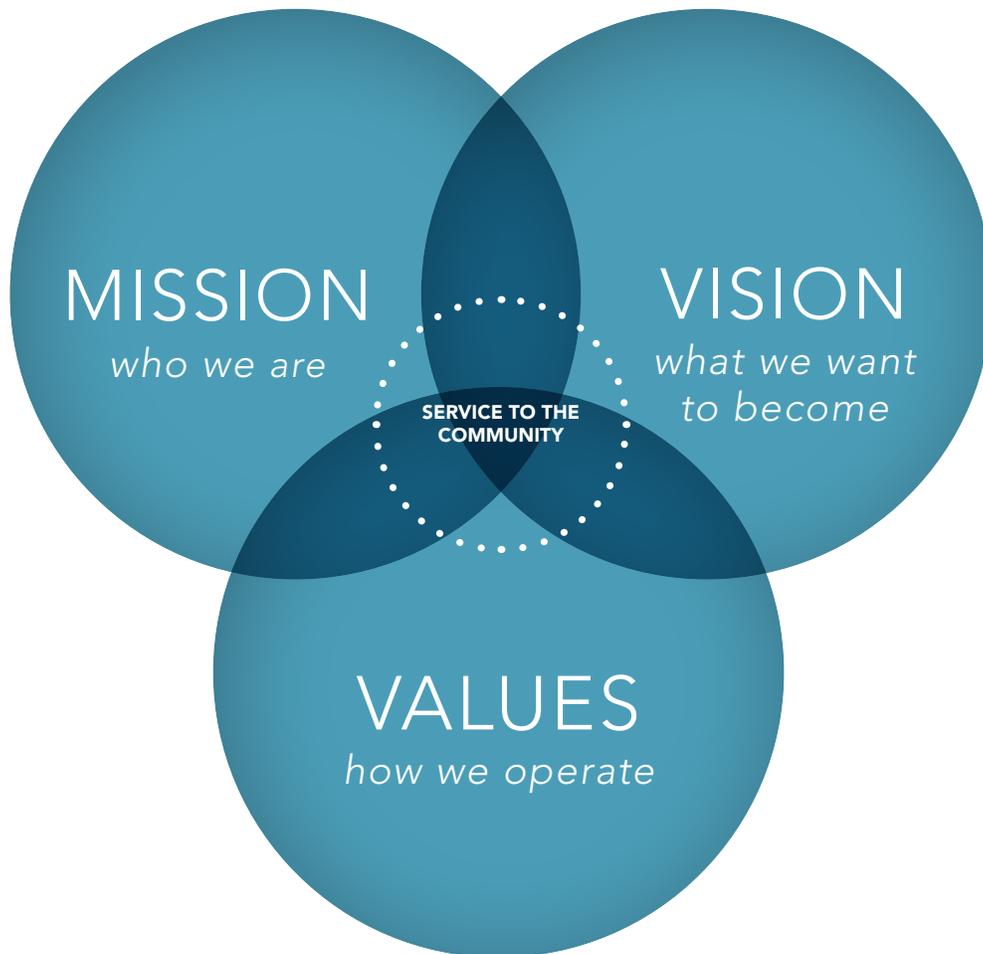
Sincerely,

A handwritten signature in cursive script that reads "Kristie Melendez". The signature is written in black ink and is positioned to the left of the printed name.

Kristie Melendez
Mayor



STRATEGIC PLANNING FRAMEWORK 2016-18



VISION

Windsor is the hub of Northern Colorado; a safe, unique and special town that offers diverse cultural and recreation opportunities. Windsor is recognized as a regional leader that demonstrates fiscal responsibility, environmental stewardship and strategic excellence. A town that thinks big and embraces its hometown pride.

MISSION

The Town of Windsor promotes community and hometown pride through sustainable, excellent and equitable delivery of services in a fiscally responsible manner.

VALUES

- Producing Results
- Responsibility
- Integrity
- Dedication
- Exceptional Service



STRATEGIC PLANNING FRAMEWORK 2016-18

1

THOUGHTFUL FRAMEWORK AND SUPPORTIVE INFRASTRUCTURE

- Establish a water plan
- Traffic and roadways
- Municipal broadband
- Prioritize the future design and development of Crossroads Boulevard
- Establish standards, criteria, etc., for crosswalk markings, signage and flashing lights

2

PROSPEROUS LOCAL ECONOMY

- Partner with developer to renovate and establish a commercially viable entity at The Mill
- Explore options for retiring existing debt
- Reevaluate and compare Windsor's incentive program with our competitors

3

DIVERSE, DESIRABLE RECREATION AND CULTURAL OPPORTUNITIES

- Establish a viable downtown Farmer's Market in Windsor

4

SAFE, WELL-PLANNED COMMUNITY WITH SPIRIT AND PRIDE

- Review current housing policies and most recent information in order to understand gaps and needs in existing housing options

VISION // MISSION // VALUES



CITIZEN INPUT