

6: IMPLEMENTATION

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implementation

6.1 Interim Strategies

The conventional project development process proceeds from plan to construction over a number of years. During this time it is critical to implement interim, small-scale changes to impact the movements and behavior of people.

From planning to implementation to construction, a lot can change in terms of political will and citizen buy-in. Small scale, interim changes alleviate some of that difficulty and can deliver results to those stakeholders more quickly.

Interim design strategies allow cities to assess the impacts of their intended project in real time and realize their benefits faster than typical processes allow. While many of these projects eventually become full-scale capital projects, some are adjusted based on their performance measures. This ultimately delivers a better final product.

To the right are some interim design strategies that could work in Winter Park. Others include widening the sidewalk using planters or bollards as protection on one side or installing temporary traffic calming devices like offset islands to help slow vehicle speeds.



Replace an on-street parking space with a bike corral. Corrals can be installed at corners to daylight an intersection since bicycle parking has no effect on the visibility of pedestrians to moving vehicle traffic. Bike corrals have been shown to have a positive impact on businesses and their revenue. Corrals can also incorporate public art or be more simple.



Parklets are public seating platforms that replace several parking spaces. They serve as a gathering place for the community and can energize local stores and shops. These work best when they are buffered from traffic and contain vertical elements.

implementation



Temporary street closures can be helpful at creating a permanent public space and can often be aligned with larger public health and economic development goals. For Winter Park this would be particularly useful to try on the proposed “pedestrian prioritized” street near the Transit Hub and proposed Gondola location (Cooper Creek Way). By closing off that street and showing the community what a pedestrian mall could be, the community buy-in will be better. Pop-up events and spaces like pedestrian malls often positively impact nearby businesses as well. These can be done in winter or summer as long as programming is chosen purposefully.



Temporary bike lanes are also easy to create and can last days or even years with the correct striping. These can be used for public education, pilot projects or even as an short-term solution while waiting for funding.



implementation

6.2 Phasing Strategies

Improving the pedestrian realm and Downtown environment will happen over time through a series of strategic phases.

In the initial phase, the first year or so of the project, the Town should focus on the Critical Next Steps identified on this page. This means focusing on restriping and setting up midblocks. Bike lanes can be painted on each side of the street within the existing curbs. Dedicated bus pullouts, wider medians, and smaller travel lanes can also be restriped and painted with lower costs.

During the next phase, pedestrian oriented improvements like benches, bus shelters, planters, and other street elements can be added. Larger infrastructure changes such as pedestrian bulb-outs or new curbs could also be considered at this time.

The third phase would consist of constructing the raised central median and the aesthetics of trees and planted areas.

This is typically how streetscape projects of this magnitude would be phased in order to leverage public energy, political buy-in and capitalize on the quick wins. However, these phasing strategies will have to be vetted through the Town Engineer and through the next stage of this process.

These phasing strategies are based off of the following **assumptions**:

- When possible, the streetscape should be completed in this phased manner intersection to intersection. When one block is completed 100% it allows the community to envision the future of the project and provides more momentum and spurs more private investment.
- By constructing the streetscape intersection to intersection, it also allows for a certain level of flexibility to use the streetscape elements. Although it is suggested to add these in the second phase of the project, elements like planters or benches could be early wins if there is public desire to see these amenities early on.
- New facilities should be developed as new developments come online. By providing these design guidelines, new developments have a roadmap and set of expectations for what they should be providing as far as pedestrian infrastructure.

Critical Next Steps

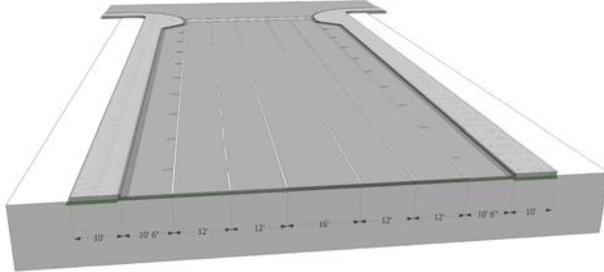
Also known as "quick wins," this list prioritizes the **top four** implementation actions that Winter Park can undertake in order to eliminate conflicts and begin to change not only the streetscape, but also behaviors, in the town. Ensuring sustainable long-term change and implementation while generating momentum for the adoption of the Downtown Master Plan.

1. Get cyclists off the streets and off the sidewalks by restriping the existing road with paint. This can be done through one of the "Interim Strategies" suggested on the previous page.
2. Begin to implement public art into the town through bike racks, crosswalks, bus shelters, and benches.
3. Showcase the Confluence District's Transit Hub pedestrian improvements with a temporary street closure during a summer festival.
4. Restripe to add midblock crossings and utilize removable bollards or other temporary buffers to create a safer pedestrian environment.

implementation

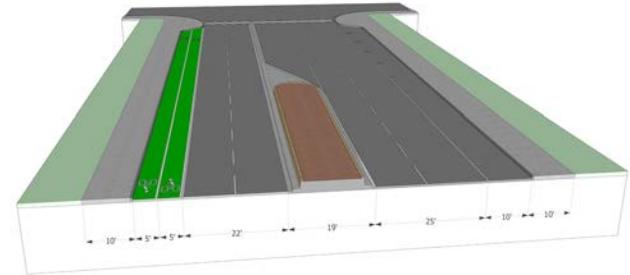
Existing Streetscape

Only 420' of Main Street currently has a median in place: 195' in the Northern Gateway, 225' in Confluence District and 165' in the Southern Gateway.



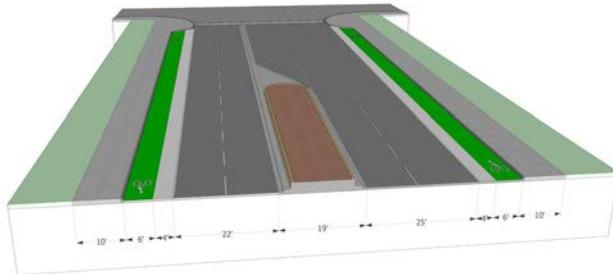
Phase 1A: Restripe With and Without Medians

Restripe dual-directional bike lane to retain parking (*interim*)



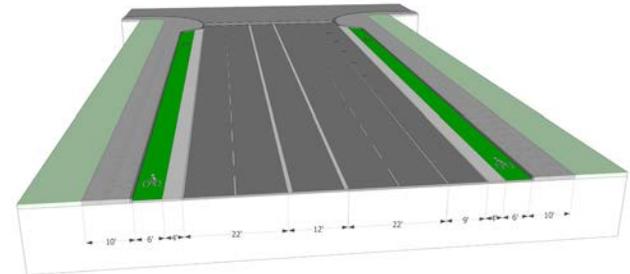
Phase 1B: Restripe With Medians

Restripe entire corridor with new street geometry to begin to create new behaviors

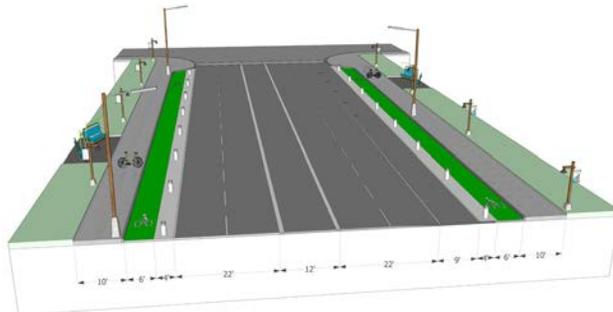


Phase 1B: Restripe Without Medians

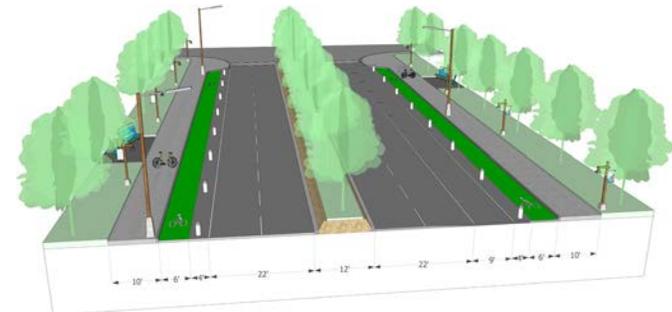
Restripe entire corridor with new street geometry to begin to create new behaviors



Phase 2: Pedestrian Amenities + Infrastructure



Phase 3: Aesthetics + New Median



implementation matrix

Recommendation	Timing	Relative Cost	Partner	Priority	Guiding Principles	Impacted District
Architectural Recommendations						
Update design guidelines to encourages distinct character by utilizing strong horizontal or vertical modulation, consistent glass to wall ratios as the existing context, varied texture and depth, and human-scale elements.	Year 1	Staff effort	Winter and Co.	High	Culture	All three
Require step-back massing at the property line.	Year 1	Staff effort	Winter and Co.	Medium	Culture	All three
Codify a required build-to percentage at the property line to ensure the massing is pulled forward to the street edge.	Year 1	Staff effort	Winter and Co.	Medium	Culture	All three
Codify a maximum facade length to ensure relief on large unarticulated singular facades.	Year 1	Staff effort	Winter and Co.	Medium	Culture	All three
Codify a percentage range required for the step-back as a method to ensure facade variation.	Year 1	Staff effort	Winter and Co.	Medium	Culture	All three
Policy Recommendations: Land Use + Zoning						
Create a Downtown Master Plan checklist to help the Town evaluate new development projects with criteria that aligns with this plan.	Year 1	Staff effort		High	Economy	All three
Consistently zone the downtown and the corridor DC to avoid spot zoning and proactively manage land use and future development.	Year 1	Staff effort		Medium	Economy	All three
Ensure that light industrial or similar land uses are allowed in the DC zoning district to allow makerspaces and innovation districts to form.	Year 3	Staff effort		Medium	Economy, Culture	All three: Start near Confluence District
Policy Recommendations: Parking + Circulation						
Update the following policies in Imagine Winter Park as part of the UDC creation and subsequent planning efforts: CO Strategy 5.1-5.6.	Year 1	Staff effort	Winter and Co.	High	Mobility	All three

implementation matrix

Recommendation	Timing	Relative Cost	Partner	Priority	Guiding Principles	Impacted District
Undertake a formal parking management study to complete a comprehensive parking management plan to identify TDM strategies.	Year 2	\$\$	Public Works	High	Mobility	All three
Add real-time parking monitor systems to enhance customer service.	Year 3	\$\$	Winter Park Resort, Fraser Winter Park Police, Public Works	Low	Mobility	All three: Start near Confluence District
Policy Recommendations: Bus						
Address charter bus parking challenge along Main Street through recommendations provided in this document.	Year 1	Staff effort		High	Mobility	All three
Continue expanding connectivity to Fraser for commuters and regional visitors with targeted bus stop enhancements.	Ongoing	\$\$	LIFT, Fraser	Medium	Mobility, Economy	All three
Use the remaining painted lift chairs as bus stops throughout downtown.	Year 2	\$	LIFT	Low	Mobility, Culture	All three
Update shelters per the recommendations in this document or in accordance with the renderings done for Arrow.	Year 4	\$\$\$		Low	Mobility, Culture	All three
Policy Recommendations: Bike and Pedestrian						
Undertake a detailed Movement Study	Year 1	Staff effort		High	Mobility, Culture	All three
Conduct a detailed Signal Study for all new signals to be added to Main Street and further look at any mobility, especially cyclist and pedestrian impacts.	Year 2	\$	CDOT	High	Mobility	All three
Incorporate public art into crosswalks and bike racks in a useful way using local artists.	Year 2	\$\$	Local artists and designers, CDOT, Public Works	High	Mobility, Culture	All three: Start in Confluence District
Implement a bike share program.	Year 5	\$\$		Medium	Mobility, Environment	All three

implementation matrix

Recommendation	Timing	Relative Cost	Partner	Priority	Guiding Principles	District
Ensure all new bicycle parking is placed and designed parallel to pedestrian flow and securely anchored to the ground.	Year 5	\$	Public Works	Low	Mobility, Culture	All three: Start near Confluence District
Research and implement e-bike regulations according to best practices.	Year 3	Staff effort		Low	Mobility, Environment	All three
Utilize critical mass awareness rides to educate residents and visitors about new bicycle facilities.	Year 2	\$		Low	Mobility, Environment	All three
Policy Recommendations: Snow Management						
Create a Winter Park Snow Management Plan	Year 1	Staff effort	Public Works, CDOT	Medium	Mobility	All three
Review the Priority Snow Removal Areas in accordance with this plan and any subsequent changes to the streetscapes within Downtown, and adjust as needed.	Year 3	Staff effort	Public Works, CDOT	Medium	Mobility	Confluence District, Northern Gateway District
Policy Recommendations: Sustainability						
Create a Winter Park Sustainability Plan.	Year 2	\$\$		Medium	Environment	All three
Create a Winter Park Stormwater Plan.	Year 3	\$		Medium	Environment	All three
Design Guidelines						
As new development occurs, begin restricting left-hand turns and connecting parcels with more internal connections in order to better manage access.	Year 1	\$\$\$	Developers	High	Mobility	All three
Complete a parcel by parcel easement and consolidation study	Year 2	Staff effort		High	Mobility, Culture	Start in Confluence District
Utilize enhanced wayfinding to better connect to the trail network.	Year 2	\$		High	Culture, Environment	All three

implementation matrix

Recommendation	Timing	Relative Cost	Partner	Priority	Guiding Principles	District
Reduce parallel parking along Main Street.	Year 2	\$		High	Mobility, Culture	All three: Start in Confluence District
Restripe roadway with paint to create bike lane and narrower travel lanes for vehicles.	Year 2	\$\$		High	Mobility	All three
Install RRFB lighting at midblock locations	Year 2	\$\$	CDOT	High	Mobility	All three starting in the Confluence District
Install pavers instead of asphalt in front of Town Hall as to make motorists more aware of pedestrians.	Year 3	\$\$		High	Culture, Mobility	Confluence District
Select new planters to coordinate with existing planters along Main Street.	Year 4	\$		High	Culture	All three
Install lighting that is dark-sky compliant, has space for wayfinding to be affixed, and matches aesthetically with the other wayfinding and street elements in town.	Year 5	\$\$		High	Environment, Culture	All three
Construct raised central median with planting.	Year 6	\$\$\$\$	CDOT	High	Mobility, Environment	All three
Purchase a trash receptacle similar to the BearSaver CE Series Triple Enclosure.	Year 2	\$		Medium	Culture, Environment	All three
Host a temporary street closure during a summer festival or event to highlight the Transit Hub's pedestrian improvements and vision for the future.	Year 2	\$		Medium	Culture	Confluence District
Utilize the wayfinding concept to develop signage that will assist in clear communication while building off of Winter Park's existing brand.	Year 3	\$\$		Medium	Culture	All three
Increase amount and quality of street trees along Main Street.	Year 3	\$\$\$		Medium	Environment, Culture	All three
Construct the Gondola Site to connect to the Resort.	Year 7	\$\$\$\$		Medium	Economy, Mobility	Confluence District

implementation matrix

Recommendation	Timing	Relative Cost	Partner	Priority	Guiding Principles	District
Reconstruct entire intersection (one at a time).	Year 3	\$\$\$\$	CDOT	Medium	Mobility	All three
Add speed tables in key locations near Cooper Creek and the Transit Hub.	Year 4	\$\$\$	Developers	Medium	Culture, Mobility	Confluence District
Ensure any new trees are clustered in informal masses to mimic the natural environment.	Year 5	\$		Medium	Environment	Southern Gateway District
Construct bus pull-offs utilizing existing curbs.	Year 5	\$\$\$	LIFT, CDOT	Medium	Mobility	All three: Start in Confluence District
Use vinyl wayfinding to advertise seasonal events and in heavy pedestrian-traffic areas.	Year 1	\$		Low	Culture	All three: Start in Confluence District
Update Town Landscape Design Regulations and Guidelines to ensure existing planters and any new planters going forward, as well as in-ground planting, utilize bright, flowering native species that mirror the neighboring alpine environment.	Year 2	Staff effort		Low	Environment, Culture	All three
Replace an on-street parking space with a bike corral.	Year 2	\$		Low	Economy, Mobility	Confluence District
Use permeable pavers on the pedestrian-prioritized road near the Transit Hub.	Year 4	\$\$\$		Low	Environment, Culture	Confluence District
Landscape key areas near Cooper Creek and the Transit Hub to enhance the pedestrian experience.	Year 5	\$\$		Low	Culture, Environment	Confluence District

implementation

6.4 Relative Cost

The cost of the built improvements depends on many factors and cannot be determined until the next phase of the project.

However, using precedent studies and benchmarks set by AASHTO, NACTO and FHWA there are some general guidelines that can be assumed as seen in the following table. It is important to remember that cost always varies depending on design and site conditions.

Built Improvement	Cost	Source
Shared-use path (10' wide)	\$475,000-\$1,000,000 per mile	AASHTO
Bike Lane	\$5,000-\$300,000 per mile	AASHTO
Bollard, removable	\$500-\$950 each	AASHTO, NACTO
Unsignalized midblock crossings	\$9,000-\$30,000 includes markings, stop bars, and median refuge island	FHWA
Bike crossing push button/RRFB signalization	\$600-\$1,300 each	FHWA, AASHTO
Sidewalk material	\$2.89-\$7/sq ft depending on if asphalt, concrete or pavers are used	AASHTO
Curb Ramps, retrofit	\$800-\$10,000 each depending on location	AASHTO, USDOT
Median, Pedestrian refuge island	\$8,500-\$33,000 each	AASHTO
Curb extension	\$8,000-\$12,000 each	AASHTO

implementation

6.5 Universal Accessibility Upgrades

Federal requirements provide guidance for minimum required accessibility in public rights of way and public facilities for persons with disabilities.

However, Winter Park should seek to apply a broader “Universal Accessibility” perspective to ensure that public facility design, maintenance, and operations deliver an inclusive environment with equitable access for all. Safe and convenient movement on streets, sidewalks and other public spaces is difficult for a broad range of people, not just those with specific disabilities.

The 1990 Americans With Disabilities Act (ADA) is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The federal agency with primary responsibility for promulgating accessibility guidelines under ADA is the Architectural and Transportation Barriers Compliance Board (Access Board). The Board’s Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG) cover all “public land or property, usually interconnected corridors, that is acquired for or dedicated to transportation purposes.”

The types of facilities covered by PROWAG include:

- Pedestrian access routes and alternate pedestrian access routes;

- Pedestrian street crossings;
- Curb ramps and blended transitions like detectable warning surfaces;
- Accessible signals and push-buttons;
- Protruding objects in pedestrian paths;
- Signs and street furniture;
- Transit stops and shelters;
- On-street parking spaces and passenger loading zones;
- Stairways and escalators;
- Handrails; and
- Doors, doorways, and gates.

The Access Board has developed design guidelines known as the ADA Accessibility Guidelines (ADAAG) that apply to public and private personal vehicle parking. These guidelines are used by the Department of Justice and the Department of Transportation to set accessible parking standards that public entities must follow. Both agencies’ current standards are based on the Board’s 2010 ADA Accessibility Guidelines (ADAAG). Chapter 5 of the ADAAG provides requirements for the location, supply and design of vehicular parking spaces for use by vehicles with disabled passengers or drivers. These standards were written to apply to public and private development sites, and are intended for use with surface parking lots and garages. Chapter 5 can serve as a starting point for making decisions about on-street parking and PROWAG can be referenced as an additional resource.

implementation

6.6 Funding Mechanisms

FEDERAL LEVEL GRANTS

NEA Our Town Grant

Our Town is the National Endowment for the Arts' creative placemaking grants program. These grants support projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes. Successful Our Town projects ultimately lay the groundwork for systemic changes that sustain the integration of arts, culture, and design into strategies for strengthening communities. Matching grants for creative placemaking projects range from \$25,000 to \$200,000.

<https://www.artplaceamerica.org/blog/apply-nea-our-town-grant>

<https://www.arts.gov/grants/apply-grant/grants-organizations>

BUILD Grants

The Better Utilizing Investments to Leverage Development, or BUILD Transportation Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Previously known as Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grants, Congress has dedicated nearly \$7.1 billion for ten

rounds of National Infrastructure Investments to fund projects that have a significant local or regional impact.

<https://www.transportation.gov/BUILDgrants>

Community Development Block Grant Program – CDBG

This program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

https://www.hud.gov/program_offices/comm_planning/communitydevelopment/programs

Department of Housing and Urban Development (HUD) Grants

HUD awards discretionary funding through over 20 Grant programs that support HUD initiatives, including Affordable Housing Development and Preservation, Community and Economic Development, Environment and Energy, Fair Housing, Homelessness, Homeownership, Rental Assistance, and Supportive Housing and Services.

https://www.hud.gov/program_offices/spm/gmomgmt/grantsinfo/fundingopps

Wetland Program Development Grants

As part of EPA funding, these grants provide eligible applicants an opportunity to conduct projects that promote the coordination and acceleration of research, investigations, experiments, training, demonstrations, surveys and studies relating to the causes, effects, extent, prevention, reduction and elimination of water pollution.

<https://www.epa.gov/wetlands/wetland-program-development-grants-and-epa-wetlands-grant-coordinators#R8>



implementation

Land and Water Conservation Fund (LWCF)

The State Side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities.

<https://www.nps.gov/subjects/lwcf/stateside.htm>

NFWF Grants

NFWF provides funding on a competitive basis to projects that sustain, restore, and enhance the nation's fish, wildlife and plants, and their habitats.

<https://www.nfwf.org/whatwedo/grants/Pages/home.aspx>

STATE PROGRAM GRANTS

People for Bikes Grant

PeopleForBikes is a charitable foundation with connections to bike retailers & suppliers and a focus on making every bike ride safer, easier to access and more fun. One of their grants, the Bikes Belong Grant Program, strives to put more people on bicycles more often by funding important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. PeopleForBikes accepts requests for funding of up to \$10,000.

<https://peopleforbikes.org/get-local/#state-CO>

Great Outdoors Colorado (GOCO) Grants

GOCO is a state organization that supports aspects of parks, recreation, and open space programs with grant funds derived from the Colorado Lottery. GOCO includes some programs that are annual grant specific funding mechanisms and others that support the strategic plans of GOCO and provide funds for individual programs. GOCO grants are variable in size but may apply toward the detailed implementation of parks components.

<http://www.goco.org/grants>

Water Quality Improvement Fund

The Water Quality Improvement Fund provides money for water quality improvement projects. The grants are an important assistance tool for communities working to improve water quality in their area. Small and economically challenged communities are given priority for the funds.

<https://www.colorado.gov/pacific/cdphe/water-quality-improvement-fund>

Colorado Parks and Wildlife Grants

Colorado Parks and Wildlife has several programs to help fund projects. Programs are available to assist landowners with habitat conditions, to help communities build trails or improve fishing opportunities, to work with ranchers to reduce conflicts with big game, and much more. Focus areas, eligibility requirements, matching fund requirements and other aspects vary for each program.

<https://cpw.state.co.us/aboutus/Pages/GrantPrograms.aspx>

implementation

PRIVATE FOUNDATIONS/OTHER GRANTS

Surdna Foundation Grant

Surdna Foundation makes grants to nonprofit organizations in the priority areas of Inclusive Economies, Sustainable Environments, and Thriving Cultures.

<https://surdna.org/prospective-grantees/>

ArtPlace America National Grants Program

ARTPLACE AMERICA is a ten-year collaboration among a number of foundations, federal agencies, and financial institutions. They envision a future of equitable, healthy, and sustainable communities in which everyone has a voice and agency in creating contextual, adaptive, and responsive solutions. Their mission is to position arts and culture as a core sector of community planning and development.

<https://www.artplaceamerica.org/>

SOUTHWEST AIRLINES Heart of the Community Program

The Southwest Airlines Heart of the Community program was developed to support and activate public spaces in the heart of cities. Launched in April 2014, the program aims to support Placemaking – a movement that reimagines public spaces as the heart of every community. Southwest Airlines is committed to leveraging the power of placemaking to strengthen connections between people and the places they share

and to spark social, economic, and environmental benefits in communities across the country.

<https://www.pps.org/heart-of-the-community>

National Association of Realtors (NAR) Placemaking Micro-Grants

NAR's Placemaking Initiative encourages REALTOR® associations and their members to engage in placemaking in their communities. The Placemaking Micro-Grant is available to REALTOR® associations to help them plan, organize, implement and maintain "Lighter, Quicker, Cheaper Placemaking" activities in their communities. These associations are uniquely positioned to help communities build better public spaces, with their vested interest in making sure people can purchase homes in areas with a strong sense of place.

<https://realtorparty.realtor/community-outreach/placemaking>



