



**WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY**

P.O. BOX 381, Windsor, CO 80550

[www.windsordda.com](http://www.windsordda.com)

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**WORK SESSION**

**January 15, 2014 – Immediately following regular meeting  
301 Walnut Street, First Floor Conference Room, Windsor, CO 80550**

**Agenda**

- A. Review and discussion of 2014 DDA work plan



## WINDSOR DOWNTOWN DEVELOPMENT AUTHORITY

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### MEMORANDUM

**Date:** January 15, 2014  
**To:** Downtown Development Authority Board of Directors  
**From:** Patti Garcia, Town Clerk/Assistant to the Town Manager  
**Re:** 2014 Work Plan  
**Item #:** 1

When the DDA was formed, a Plan of Development (POD) was created which included the objectives and purposes of the DDA along with a description of projects to be conducted within the DDA boundaries. The POD, along with the 2013 work plan, was taken into consideration when working on the updated document. The DDA has several large projects on tap for 2014 including the mill feasibility study and potential development of the DDA-owned lots. There are several areas that will continue to be “ongoing” through the work plan each year, such as the partnership with the Chamber of Commerce and Town of Windsor on events. Staff does track the status of the work plan throughout the year and will provide monthly updates to the board through the DDA packet.

The 2013 and draft 2014 work plans are attached. Several items from 2013 were not accomplished and are highlighted in gray for discussion purposes. The DDA board can make a determination to continue them to 2014 or remove them. Once the DDA work plan is established, the goals will be added to the DDA Strategic Action Plan and provided to the DDA board.

Attachments:  
Draft 2014 Work Plan  
2013 Work Plan  
Excerpt from DDA Plan of Development

DDA Work Plan 2014	Quarter
<b>Beautification Committee</b>	
<ul style="list-style-type: none"> <li>• A beautification program in the following areas: major entrances, Windsor Lake and Boardwalk Park, walkways and public spaces               <ul style="list-style-type: none"> <li>○ Clean up the existing gas meters by painting them or covering them up</li> <li>○ Façade renovation program</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Implement a DDA referral program               <ul style="list-style-type: none"> <li>○ Work with the Town of Windsor Planning Department to establish project review criteria and implement the program</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Conduct feasibility study on Historic Mill               <ul style="list-style-type: none"> <li>○ Select firm</li> <li>○ Apply for technical assistance grant (if applicable)</li> <li>○ Review findings and determine next steps.</li> </ul> </li> </ul>	
<b>Marketing Committee</b>	
<ul style="list-style-type: none"> <li>• Continue to communicate with all members of the DDA and the community               <ul style="list-style-type: none"> <li>○ Press releases regarding downtown events and happenings</li> <li>○ Send e-newsletters with events scheduled, current &amp; proposed projects, meeting times, etc. to the DDA members on a monthly basis</li> <li>○ Provide promotional information acknowledging consumer opportunities in the DDA area – ie rack cards</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Establish social media presence               <ul style="list-style-type: none"> <li>○ Provide current information regarding meetings, project status, event schedules &amp; business opportunities</li> <li>○ Establish social media accounts and update regularly; establish a baseline of followers and the monitor the success of those accounts</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• To promote a diversity of activities in the district and to encourage the creation and continuation of public events held in the district               <ul style="list-style-type: none"> <li>○ Partner with the Chamber of Commerce/Town of Windsor on events &amp; continuation of signature event “Salsa on 5<sup>th</sup>”</li> <li>○ Provide opportunities for businesses to participate in special events</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• To promote the downtown area through signage               <ul style="list-style-type: none"> <li>○ Provide DDA information on billboards in and around northern Colorado</li> </ul> </li> </ul>	
<b>Parking</b>	
<ul style="list-style-type: none"> <li>• Implement pedestrian safety measures in the DDA area               <ul style="list-style-type: none"> <li>○ Work with Engineering &amp; Parks department on options such as bike dismount zones, signage, and crosswalk designations</li> <li>○ Identify locations for the installation of bike racks</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Support the Town’s effort to revise the parking regulations downtown               <ul style="list-style-type: none"> <li>○ Work with the Town of Windsor Planning Department, Planning Commission and DDA to review documents and begin revisions as necessary</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Encourage downtown employees to park in non-prime spaces</li> </ul>	
<ul style="list-style-type: none"> <li>• Work with the Town of Windsor/Police Department on speed limit enforcement along Main Street</li> </ul>	
<ul style="list-style-type: none"> <li>• Work with Town to identify appropriate on- and off-street parking locations for Town approved events at Boardwalk Park</li> </ul>	
<ul style="list-style-type: none"> <li>• Work with Town on a unified Town-wide wayfinding system</li> </ul>	

<b>All DDA</b>	
<ul style="list-style-type: none"> <li>• Development of DDA-owned lots <ul style="list-style-type: none"> <li>○ Set process for 2014</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Meet and understand CDOT regulations for HWY 392 and HWY 257</li> </ul>	
<ul style="list-style-type: none"> <li>• Meet with GWR</li> </ul>	
<ul style="list-style-type: none"> <li>• Explore Main Street Candidate program as a way to coordinate DDA activities <ul style="list-style-type: none"> <li>○ Attend quarterly Downtown Institutes, review Main Street benefits and requirements, request Main Street training and technical assistance from DOLA staff</li> </ul> </li> </ul>	

Additional Items for 2014:

DRAFT

DDA Work Plan 2013 Items not completed	Quarter
<b>Beautification</b>	
<ul style="list-style-type: none"> <li>• Work with local architect to create an architectural inventory of structures within the district and to have available for consultations with prospective developers and/or businesses <ul style="list-style-type: none"> <li>○ Contract with local architect for the described projects</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• A beautification program in the following areas: major entrances, Windsor Lake and Boardwalk Park, walkways and public spaces <ul style="list-style-type: none"> <li>○ Clean up the corners at 4th Street and Main Street and 6th Street and Main Street to look like 5th Street and Main Street</li> <li>○ Clean up the existing gas meters by painting them or covering them up</li> <li>○ Façade renovation program</li> <li>○ Develop and implement a plan for DDA land purchase, Lot 21 at 4<sup>th</sup> and Main St.</li> </ul> </li> </ul>	<p>Done 2014 2014 Done</p>
<ul style="list-style-type: none"> <li>• Encourage office and residential to occupy second story spaces and encourage retail and restaurant uses to occupy first floor spaces <ul style="list-style-type: none"> <li>○ Review zoning regulations to ensure uses are allowed in downtown zone and identify locations for housing including multi-family and affordable</li> </ul> </li> </ul>	<p>Done</p>
<ul style="list-style-type: none"> <li>• Require the undergrounding of utilities in conjunction with new and redevelopment projects within the district <ul style="list-style-type: none"> <li>○ Review and understand Town undergrounding funding opportunities and seek prioritization of funds in conjunction with redevelopment and beautification projects</li> <li>○ Create prioritized project list and partner with Town to implement as funding is available</li> </ul> </li> </ul>	
<b>Marketing Committee</b>	
<ul style="list-style-type: none"> <li>• Establish relationship with newspapers, local publications and radio stations <ul style="list-style-type: none"> <li>○ Contract with local papers for a regular column or other updates on what is happening downtown, what events are coming up, etc.</li> <li>○ At least a monthly communication/press release from the DDA</li> </ul> </li> </ul>	<p>Done Press Releases  2014</p>
<ul style="list-style-type: none"> <li>• Develop a Windsor DDA email list for all DDA members <ul style="list-style-type: none"> <li>○ Send e-newsletters with the events scheduled, current and proposed projects, meeting times, etc. to the DDA members on a monthly basis</li> </ul> </li> </ul>	<p>2014</p>
<ul style="list-style-type: none"> <li>• Explore Twitter, Facebook, Smartphone Applications, Blogs, QR Codes, etc. <ul style="list-style-type: none"> <li>○ Establish appropriate media accounts and update regularly. Establish a baseline of followers and monitor the success of those accounts</li> </ul> </li> </ul>	<p>2014</p>
<ul style="list-style-type: none"> <li>• Develop a volunteer program and coordinate with existing community volunteer programs <ul style="list-style-type: none"> <li>○ Meet with civic organizations to identify volunteer opportunities in the DDA. Promote volunteer opportunities through existing media and communication outlets</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Establish communication with developers, investors, builders, realtors and other stakeholders <ul style="list-style-type: none"> <li>○ Develop promotional materials/handouts to distribute <ul style="list-style-type: none"> <li>▪ Package the statistical data of the district including but not limited to, vacant parcels, square footages, allowed uses, etc.</li> </ul> </li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Hire a part-time marketing coordinator or continue relationship with marketing contractor to implement the marketing plan</li> </ul>	<p>Intern?</p>
<ul style="list-style-type: none"> <li>• Develop a store front display program for vacant buildings <ul style="list-style-type: none"> <li>○ Contact property owners of vacant buildings, establish display criteria, and conduct outreach to civic organizations</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• A pedestrian and vehicular circulation system including pedestrian amenities and a program to reduce automobile-pedestrian conflicts (to be done in conjunction with the parking study) <ul style="list-style-type: none"> <li>○ Install new street signs and add directional signage in downtown and to downtown</li> </ul> </li> </ul>	<p>2014-2015</p>
<b>Parking Committee</b>	

<ul style="list-style-type: none"> <li>• Work with the Town to revise the Downtown Corridor Plan standards and/or Central Business District Zoning regulations <ul style="list-style-type: none"> <li>○ Work with the Town of Windsor Planning Department, Planning Commission and DDA to review documents and begin revisions as necessary</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Coordinate with the Windsor HPC to distribute educational brochures and information relative to available landmark status opportunities and financial incentives <ul style="list-style-type: none"> <li>○ Review and understand Downtown Historic Survey and partner with the HPC to implement survey recommendations</li> </ul> </li> </ul>	Beautification 2014
<ul style="list-style-type: none"> <li>• Develop an incentive program for new development and redevelopment projects <ul style="list-style-type: none"> <li>○ Explore opportunities for Town and DDA to establish incentive packages</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Commission a parking engineer to conduct a parking study downtown that will provide direction to the DDA on current and future parking demand/supply and other transportation issues, including pedestrian circulation <ul style="list-style-type: none"> <li>○ Implement the parking plan</li> </ul> </li> </ul>	Ongoing
All DDA	
<ul style="list-style-type: none"> <li>• Partner with community organizations working to better Windsor and downtown <ul style="list-style-type: none"> <li>○ Identify liaisons on DDA Board for various community organizations</li> <li>○ Windsor Housing Authority, Parks and Recreation Board, Historic Preservation Commission, Town Board, Planning Commission, Civic Associations, etc</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Attend realtor meetings, Upstate and NCEDC annual meetings</li> </ul>	
<ul style="list-style-type: none"> <li>• Meet and understand CDOT regulations for HWY 392 and HWY 257</li> </ul>	2014
<ul style="list-style-type: none"> <li>• Meet with GWR</li> </ul>	2014
<ul style="list-style-type: none"> <li>• Explore Main Street Candidate program as a way to coordinate DDA activities <ul style="list-style-type: none"> <li>○ Attend quarterly Downtown Institutes, review Main Street benefits and requirements, request Main Street training and technical assistance from DOLA staff</li> </ul> </li> </ul>	2014

Additional Items for 2013

## **OBJECTIVES AND PURPOSES**

The primary objectives of the Windsor Downtown Development Authority (“DDA”) are to promote the safety, prosperity, security and general welfare of the district and its inhabitants, to prevent deterioration of property values and structures within the district, to prevent the growth of blighted areas within the district, to assist the Town of Windsor in the development, redevelopment and planning of the economic and physical restoration and growth of the district, to improve the overall appearance, condition and function of the District, to encourage a variety of uses compatible with Windsor Lake and Boardwalk Park, to sustain and improve the economic vitality of the District, to promote the historic and cultural elements of the District, and to encourage pedestrian traffic and security in the District. To achieve these objectives, the specific goals of the DDA include, but are not limited to, the following:

1. To work with merchants, developers/builders, business, arts and citizen committees and other organizations for maximum input and evaluation of all development recommendations.
2. To maintain and revitalize the district as a center for commercial, financial, governmental, social, recreational, and cultural activities and to prevent deterioration from occurring.
3. To prevent fragmentation of the central core by planning for a variety of land parcel sizes and mixed-uses which will foster a balance between small businesses, intermediate-size projects and major projects as well as between local owners, regional businesses and national businesses.
4. To promote and support private and public developments that are consistent with the plans and objectives of the DDA, including but not limited to, acquiring, constructing, equipping and developing commercial properties and making adequate utilities and public facilities available for private development.
5. To improve the pedestrian flow and protection for pedestrians.
6. To increase equal to the need, the net supply of off-street parking spaces within the district.
7. To encourage private residential restoration, rehabilitation and development within the district through public improvements and assistance so as to prevent deterioration of existing structures and property values.
8. To encourage the preservation or reuse of historically or architecturally significant buildings in the district including, but not limited to, finding sources of funds and participating in lending funds compatible with enabling legislation and the plans and objectives of the DDA.
9. To work toward adjustments in zoning, building codes, fire regulations and administrative policies, consistent with public safety, to encourage rehabilitation and reuse of existing buildings.
10. To encourage the development of new and rehabilitated buildings for use as needed to achieve a balanced mix of products and services within the district, including, but not limited to, providing sites and/or lease space compatible with enabling legislation and plans and objectives of the DDA.
11. To increase the total housing supply within the district.

12. To improve the visual attractiveness of the district including, but not limited to, facade renovations; improving public streets and alleys by the installation of new surfacing, curbs, gutters, sidewalks and the placing of visually integrated street furniture and landscaping; and the development and improvement of street lighting systems.
13. To construct, install, and place underground publicly and privately owned utility and communications systems.
14. To promote a diversity of activities in the district.
15. To encourage the renovation and reuse of vacant and deteriorated structures within the district.
16. To improve the usefulness and accessibility of sites and streets, thereby promoting the growth of the district and reducing economic, physical, and social decline in the district.
17. To assist the Town in promoting partnerships with the Colorado Department of Transportation and the Great Western Railroad to relieve traffic, transportation and rail conflicts through the downtown.
18. To encourage the creation and continuation of public events held within the district.
19. Promote and market the district.
20. Promote Windsor's unique identity as a way of differentiating downtown Windsor from other communities.

## **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.

Descriptions of specific projects proposed are as follows:

- 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 in connection with the following projects:
  - a. Office
  - b. Retail/commercial
  - c. Housing
  - d. Light manufacturing
  - e. Transportation-related facilities
  - f. Such other types of projects that are consistent with the objectives and purposes
  
- B. Public facilities and improvements as necessary to complement private developments including, but not limited to, the following:
  - a. Utilities
    - i. Underground, power and communication distribution system;
    - ii. Water, sanitary sewer and fire protection;
    - iii. Storm sewers and other wastewater drainage systems;
    - iv. Natural gas systems.
  - b. Streets and alleyways
    - i. Resurfacing
    - ii. Landscaping
    - iii. Signage
    - iv. Lighting
    - v. Signalization
    - vi. Relocating and vacating
    - vii. Curbs and gutter
    - viii. Trails
  - c. Sidewalks and pathways
  
- C. A parking program to provide sufficient public parking to service all occupants and owners within the district including, but not limited to, the following:

- a. Construction of parking garages and lots concentrating on areas of present parking deficiencies and future growth.
  - b. Increase the efficiency and effectiveness of existing parking.
  - c. Introduce programs to reduce the need for parking such as trails.
  - d. Establish special parking zones and regulations.
- D. A pedestrian and vehicular circulation system, including but not limited to, the following features:
- a. A pedestrian system including but not limited to:
    - i. Canopies and shelters
    - ii. Seating and rest areas
    - iii. Lighting
    - iv. Information and directory centers
    - v. Handicapped accessibility
    - vi. Landscaping
    - vii. Pedestrian graphics
  - b. A program to reduce automobile-pedestrian conflicts that would include such items as:
    - i. Design standards for pedestrian walkways and intersections
    - ii. Vehicle speed control devices such as signs, signals, pavement grooves and pavement treatments.
    - iii. Separate sidewalks from traffic lanes by visual and safety screening in those areas where conflicts exist.
- E. A beautification program to the following areas:
- a. At major entrance areas install improvements that will define and enhance the entrance such as landscaping, lighting, decorative structures, fountains, graphics, and other appropriate features.
  - b. Beautify and further utilize the areas near Windsor Lake and Boardwalk Park and their connection to the downtown businesses; providing building sites for commercial and residential uses in the close vicinity to the Park; increase and enhance pedestrian and vehicular connections to the Park.
  - c. Beautify walkways, park areas and plazas by appropriate landscaping, decorative structures, graphics, lighting, fountains, rest areas, trash receptacles, bazaar and entertainment areas and by making sites available for sidewalk cafes and other casual meeting areas.
- F. A convention/exhibition facility to be built in conjunction with private development of a downtown hotel and banquet hall.