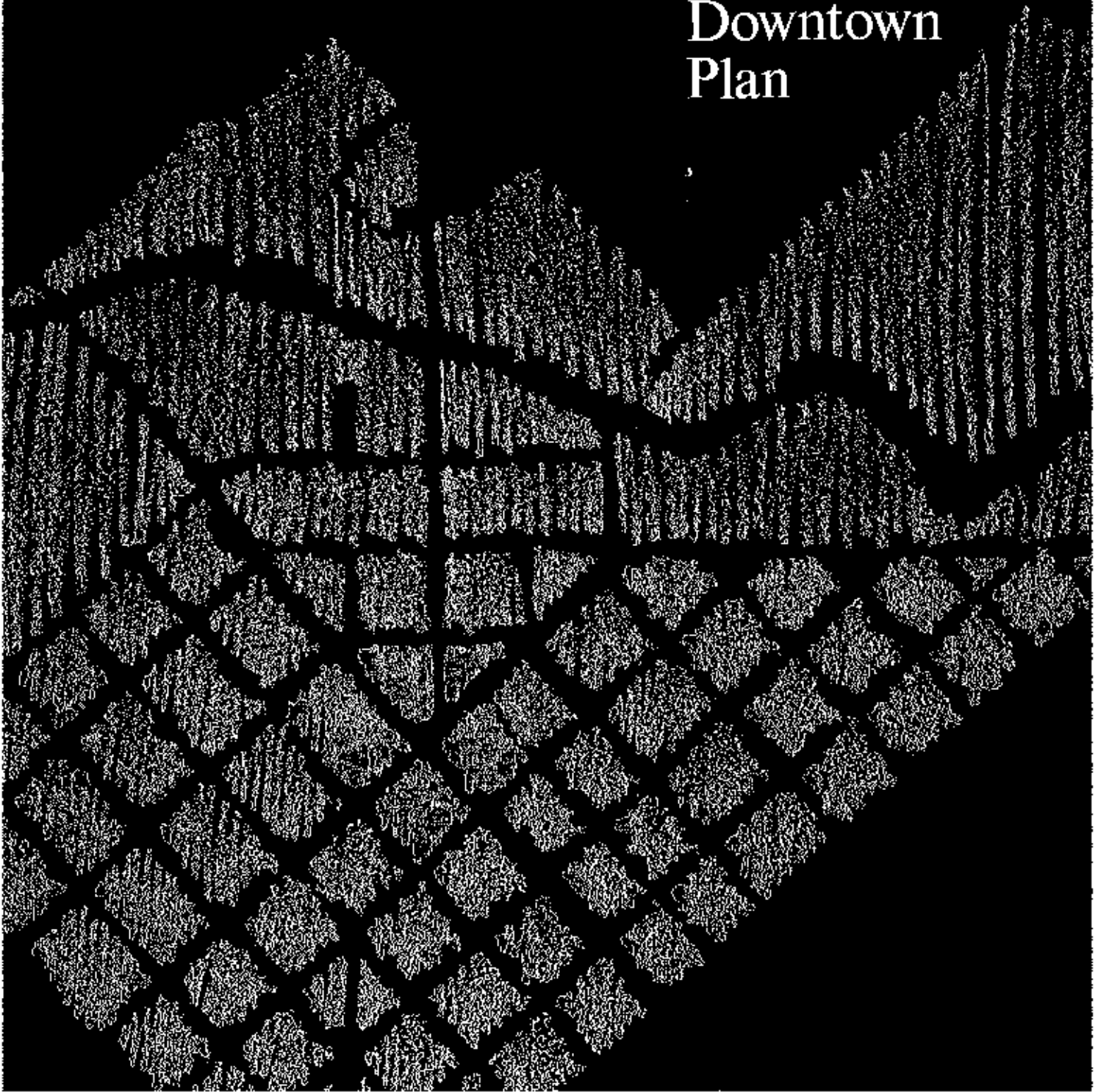




Downtown Plan



**CITY OF FORT COLLINS
DOWNTOWN PLAN**

An Element of the Comprehensive Plan



City of Fort Collins, Colorado
June, 1989

The Fort Collins Downtown Plan is a product of the City Council, Planning and Zoning Board, Downtown Development Authority and City Staff with the cooperation of a Downtown Plan Steering Committee and the merchants, property owners, and residents of the City of Fort Collins, 1989. The work provided here will provide policy guidance and ideas for change in the Downtown area including but not limited to land use, transportation, and urban design. For more information on the Plan and Downtown area, contact the Planning Department at (303)221-6750.

Price: \$18.00

TABLE OF CONTENTS

PROLOGUE

Chapter 1 - INTRODUCTION

1. A Vision for the Downtown in the Future	1
2. Functions of Downtown	4
3. Mission of the Downtown Plan	6
4. Use of the Downtown Plan	8
5. Planning Area Defined	10
6. Plan Organization	12

Chapter 2 - BACKGROUND

1. Characteristics of Downtown	13
2. Planning Determinants	19
3. Historical Background	20
4. Previous Planning Efforts	22
5. Demographics	23
6. Tax Base	26
7. Existing Land Use	27
8. Existing Zoning	31
9. Visual Survey	34
10. Traffic Circulation System	39
11. Parking Survey	41
12. Utility Systems	45

Chapter 3 - MARKET ANALYSIS

1. Key Ingredients for a Successful Downtown	47
2. Existing Product	48
3. Downtown Market and Findings	49

Chapter 4 - DOWNTOWN PLAN

1. Concept Plan	58
2. Strategic Action Chart Index	62
3. Policies, Actions and Strategies	64
Policy 1 - Plan Adoption, Implementation and Update	64
Policy 2 - Land Use	66
Policy 3 - Special Land Use Opportunities	72
Policy 4 - Housing	76
Policy 5 - Culture, Recreation, Entertainment and Education	80

Policy 6 - Government	82
Policy 7 - Image, Identity and Urban Form	84
Policy 8 - Pedestrian Environment	90
Policy 9 - Historic Resources	95
Policy 10- Natural Environmental Values	97
Policy 11- Traffic Circulation	99
Policy 12- On-Street Parking	104
Policy 13- Promotion and Marketing	106
Policy 14- Maintenance and Security	108
Policy 15- Economic Development	110

Chapter 5 - SOME SPECIFIC IDEAS FOR CHANGE

Detailed Strategic Actions	114
Action 3.1 - Block 31 Study	114
Action 3.2 - Privatization of Block 31	115
Action 3.6 - Recruit Downtown Anchors	116
Action 5.8 - Downtown Campus	118
Action 6.1 - Older Adults Center	119
Action 7.1 - Gateways	122
Action 7.2 - North College Avenue Beautification	128
Action 7.3 - Riverside Drive Beautification	132
Action 7.4 - Mountain Avenue Beautification	132
Action 7.5 - Lincoln Avenue Beautification	133
Action 7.6 - Linden Street Beautification	133
Action 7.8 - Public Signage System	138
Action 8.1 - Canyon Avenue "Art Walk"	140
Action 8.7 - Alleyway Improvements	140
Action 8.19 - Pedestrian Design Guidelines	144
Action 9.1 - Historic Trolley Extension	144
Action 11.1 - Bicycle Routes	149
Action 11.3 - Transit	149
Action 11.10 - Mason/Howes streets	150
Action 11.11 - Magnolia/Mulberry One-Way Couplet	150
Action 11.15 - Maintenance of Streets	151
Action 12.3 - On-Street Parking/Marketing	151
Action 12.4 - On-Street Parking/Management	152
Action 12.6 - On-Street Parking/Regulations	152
Action 14.1 - Street Lighting Needs	154
Action 15.3 - Study Retail Demand	154
Action 15.5 - Laporte Property	155
Action 15.7 - Business Incubator	158

CREDITS

ADOPTING RESOLUTIONS

List of Maps

Map 1 - Planning Area	11
Map 2 - Regional Location Map	14
Map 3 - Community Location Map	18
Map 4 - Fixed Determinants - Shopping Concentration	19
Map 5 - Fixed Determinants - Major Private Uses	19
Map 6 - Fixed Determinants - Public Facilities	19
Map 7 - Fixed Determinants - Major Features	19
Map 8 - Housing Distribution	24
Map 9 - Generalized Land Use - Retail	28
Map 10 - Generalized Land Use - Office	28
Map 11 - Generalized Land Use - Residential	28
Map 12 - Generalized Land Use - Industrial	28
Map 13 - Generalized Land Use - Institutional	29
Map 14 - Generalized Land Use - Public/Private Open Space	29
Map 15 - Generalized Land Use - Vacant	29
Map 16 - Existing Zoning - Retail	33
Map 17 - Existing Zoning - High Density Residential/Office	31
Map 18 - Existing Zoning - Residential	31
Map 19 - Existing Zoning - Commercial	33
Map 20 - Existing Zoning - Industrial	33
Map 21 - Existing Zoning - River Corridor	32
Map 22 - Existing Zoning - County	33
Map 23 - Visual Survey	35
Map 24 - Historic Designations	37
Map 25 - Circulation System - Arterials	40
Map 26 - Circulation System - Collectors	40
Map 27 - Traffic Volumes - 24 Hour (1984)	40
Map 28 - On-Street Parking Supply	42
Map 29 - Water Facilities	45
Map 30 - Sewer Facilities	45
Map 31 - Major Drainage Areas	46
Map 32 - Electric/Gas Facilities	46
Map 33 - Concept Plan	61
Map 34 - Land Use Plan	68
Map 35 - Special Opportunities	73
Map 36 - Housing Plan	78
Map 37 - Urban Design Plan	86
Map 38 - Pedestrian Plan	92
Map 39 - Traffic Circulation Plan	101

List of Tables

Table 1 - Description of Existing Zoning Districts	32
Table 2 - Office Space Characteristics	49
Table 3 - Retail Space Characteristics	52
Table 4 - Industrial Space Characteristics	54
Table 5 - Lead Implementing Agencies Index	62
Table 6 - Possible Funding Sources Index.....	63

List of Strategic Action Charts

Policy #1 - Plan Adoption, Implementation and Update	65
Policy #2 - Land Use	71
Policy #3 - Special Land Use Opportunities	75
Policy #4 - Housing	79
Policy #5 - Culture, Recreation, Entertainment, and Education	81
Policy #6 - Government	83
Policy #7 - Image, Identity and Urban Form	88
Policy #8 - Pedestrian Environment	93
Policy #9 - Historic Resources	96
Policy #10 - Natural Environmental Values	98
Policy #11 - Traffic Circulation	102
Policy #12 - On-Street Parking	105
Policy #13 - Promotion and Marketing	107
Policy #14 - Maintenance and Security	109
Policy #15 - Economic Development	111

PROLOGUE

PROLOGUE

In January 1987, a planning team composed of a citizen's steering committee, City staff and professional planning and marketing consultants, set out to study the Downtown area and propose physical changes and capital improvements to revitalize the area.

At the outset of the study, the planning team reviewed what the Downtown area is and is not, and came to several specific conclusions that guided the preparation of this plan. First, Downtown Fort Collins is the urban heart of the community, the central hub for a variety of public services, financial institutions, cultural, recreational, and community activities. It is a major shopping concentration, a major office and service center, and a place to live. It also is a historical area with stately trees and buildings creating a unique place in the community. The Downtown is, by both design and use, the central business district. There are few residences in the Downtown area but several thousand people live within easy walking and driving distance. The Downtown, however, is no longer the major destination for shopping in the community. The growth of new suburban centers in the community and region has lessened the prominence of Downtown retailing that it once enjoyed. Problems facing retail will continue to plague the Downtown area if action is not taken.

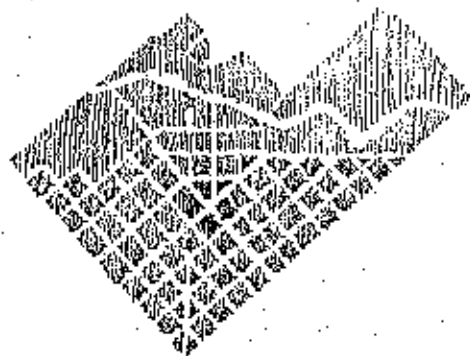
The past 10 years of major development activity in the Downtown area has been characterized by a series of catalytic projects that have reversed, or are helping to reverse, a pattern of physical decline. The development of Old Town Plaza, the College Avenue Beautification Program, Robinson-Piersal Plaza, refurbishment of many historic building facades and renovation of the Opera House have set the stage for development in the near term. The second stage of revitalization will most likely occur in the next decade or two.

Restoring vigor and diversity by setting the stage, tone and direction of future land uses, parking, traffic, street and visual environment is the purpose of this plan. The future of Downtown is promising, and opportunities should not be overlooked. Strategies that have the most beneficial impact need to be acted upon immediately.

PROLOGUE

This plan offers policies and actions to guide the future and is intended to make Downtown more enjoyable. This is a vision and expression of a desired future that many people and interests can identify with and seek to implement. The plan offers large and small ways to improve the image and spirit of Downtown. Pleasant walkable streets will set the stage for new shops and restaurants, stimulating noon-hour and leisure uses and livelier evenings. Encouraging the appropriate mix of land uses will begin to motivate people to visit Downtown. Making it as easy and convenient to access Downtown by car, bicycle, transit or walking will make the area more attractive and improve its economic condition. Even small, subtle changes will have a heartening, ripple effect. The ultimate payoff should be the healthy revitalization of a vital business district.

Laurie O'Dell
Chairperson, Planning and Zoning Board



1. Introduction

1. A Vision for the Downtown
in the Future

Each generation makes its own contribution to the legacy of the community. The City's dream of how the Downtown could and should be for the next generation is embodied in this Plan. It is a statement of confidence, optimism and belief in the future, a statement that the Downtown can become a better place. This Plan sets forth an exciting vision by which the concerted efforts of both the public and private sector, will be directed. While part of the vision is to continue many aspects of today's Downtown, its focus is what the Downtown could be 20 years from now.

The Vision is for...

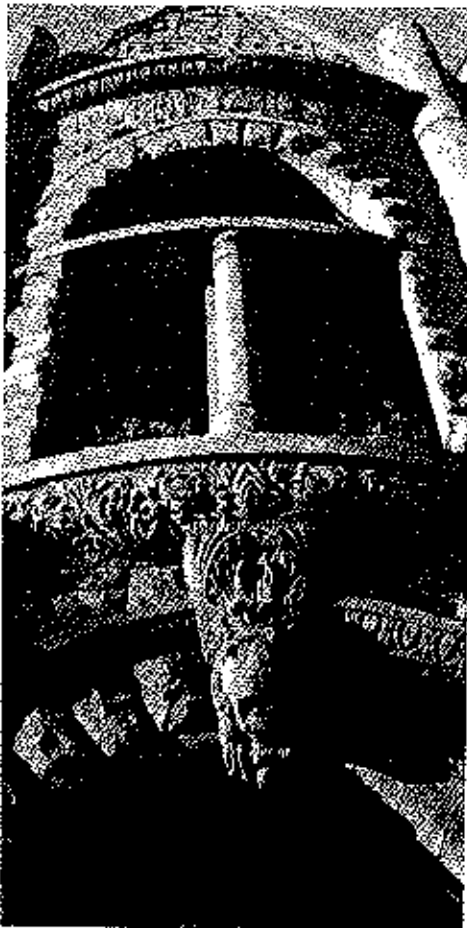
the Downtown to become a first class, economically vital center...

The Downtown can strengthen its position as the most important economic center in the community and region by providing a wide range of functions and employment opportunities. There is no other place in the community where such a concentration of activities can exist in a compact and distinct form. Here is found a regional center for finance, professional services and governmental activities. The area should house a strong retail center offering the most diverse range of goods and services in northern Colorado.

for shopping, living, recreation and employment...

Opportunities exist for Downtown to become a center for shopping and dining not found elsewhere in the region. Specialty retail shops and fine dining establishments can combine with destination and neighborhood retail stores to create a unique shopping environment.

Beyond its traditional retail function, Downtown should provide a wide choice of housing for a diversity of age groups, lifestyles and incomes. Housing in close-in neighborhoods should be strengthened and the needs of the residents for goods and services comfortably met by Downtown businesses. Opportunities for socializing, recreation, and quiet for residents should be close at hand.



Avery Building.

INTRODUCTION

2

A concentration of administrative offices, finance, insurance, education, business and professional services should continue to have a strong presence in Downtown. Taken together, these establishments create opportunities for employment. These employees in turn provide an important pool of customers for Downtown services, shops and restaurants.

Downtown also has the opportunity of becoming the major center for culture, entertainment and recreation in the community and region. The Downtown should house traditional and one-of-a-kind exciting celebrations and events. Our citizens should have the opportunity to live and visit here in the excitement of a lively urban center.

that is compact in size, intensive in commercial development,...

A distinguishing feature of Downtown should be its compactness and intensity. The emphasis in Downtown should be toward greater intensification of land use activity rather than allowing the spread of commercial activity into nearby, stable residential neighborhoods. Larger buildings should be encouraged amid historic buildings, parks, plazas and tree lined streets. The Downtown's skyline should be encouraged to continue to grow. A series of attractive towers can draw attention to Downtown. The retail area should be lined with lively shops, restaurants and associated activities that operate both during the day and evening.

Specialty dining and retail offer opportunities that cater to Downtown workers and visitors.



pleasing in appearance,...

The structures and special places in Downtown are attractive and testify to the historical and architectural heritage of the community. New, high quality development should reinforce this unique character. Attractive walks, plazas and wide, tree-lined streets provide a rich setting for business activity. The built environment should be accentuated by abundant open space areas and the beauty of the Poudre River.

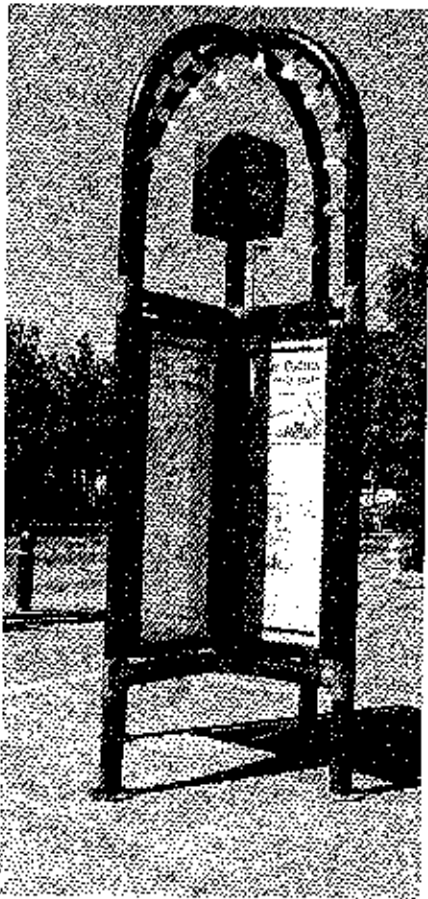
and accessible by pedestrians and vehicles. ...

A diverse transportation system should serve and support Downtown growth. A transit system, including motorized trolleys, can link residential neighborhoods, Colorado State University and other commercial centers with the Downtown. Driving to and within the area should be pleasant and parking available.

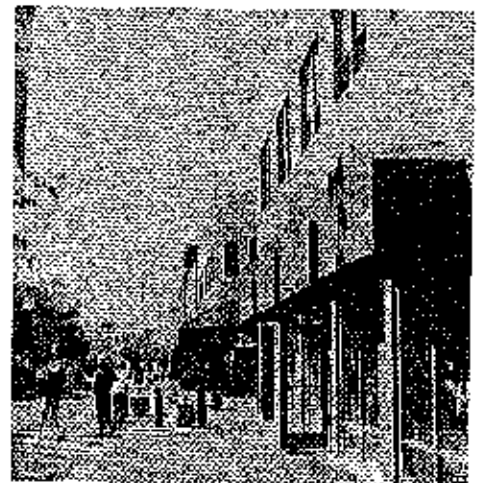
Vintage trolley lines have the opportunity of linking recreational attractions together with retail areas. Walking and bicycling facilities should be provided as a pleasurable means of travel on attractive, convenient and safe routes.

The Downtown should be a dynamic, progressive, and aggressive competitor in the marketplace.

Change and activity should be continuous in the Downtown. New stores and services, dining opportunities, exciting events, and activities are important reasons people are drawn to Downtown. New, innovative ideas, partnerships and approaches must be fostered and tested. Community leadership should be open and accepting of innovative ways of meeting the challenges facing the Downtown.



Kiosks provide information about Downtown activities and events.



Old Town Square.

INTRODUCTION

4

2. Functions of Downtown

Historically, the Downtown has served as the primary market place for retail trade as well as the focal point for meeting and seeing people. While the growth of other commercial districts has lessened this prominence, Downtown still plays several very important functions.

Focal Point

The Downtown acts as the focal point for many aspects of life, including:

- As the center for public services and governmental functions including judiciary, legislative and administrative offices of Larimer County, City of Fort Collins, State of Colorado, and the Federal Government.

- Downtown is the financial "heart" of the community and region. Six commercial banks, two credit unions and three industrial banks are located in Downtown representing 75 percent of the total number of financial institutions in the community. Assets exceed \$1 billion and deposits exceed \$683 million representing over 73 percent of the total market share.

- Downtown is the focal point of culture in the community. The Lincoln Center, Museum and Library, plus private art studios, and theatres, offer a wide variety and quantity of cultural activities.

- Downtown is the center for community activities including parades, arts and crafts shows, community festivals, sporting events, and cruising. It is "the place to visit" for people in and out of the region.



Entertainment activities add life to Downtown.



Architectural landmarks bring identity, permanence, and continuity to the Downtown.

Community Identity

Downtown is an expression of what the community thinks of itself. It is a primary source of identity and pride. The Downtown reflects the character and personality of the community. By improving its condition, the community has a better opportunity of maintaining a healthy economic and social base.

Historical Center

Downtown is the most historic section of the community and contains many structures of both local and national significance. Each of the buildings represents distinct periods of growth of Fort Collins. As a grouping of buildings, the Downtown area provides a glimpse at the values, ideals, styles, and culture of the business and commercial community over the past 100 years. Downtown serves as a reminder of the rich heritage of Fort Collins and the western tradition.

Jobs

The Downtown provides a significant amount of jobs for local residents. There are over 6000 jobs in the Downtown making it the second largest employment center in the community behind Colorado State University.

Tax Base

Downtown is a significant tax base. Fees and taxes collected in the Downtown area from 1982-1988 totaled over \$65 million. The City's share exceeded \$25.9 million which represents over 17 percent of the total \$151 million collected from the entire community. The remaining taxes went to special districts.

Public Investment

Downtown is an area where substantial public investment has been made. It is estimated that if local government had to replace all of its public facilities in Downtown, it would cost more than \$100 million dollars in streets, sidewalks, water and sewer lines, electric utilities, buildings, land, and other capital improvements.



McHugh House.

3. Mission of the Downtown Plan

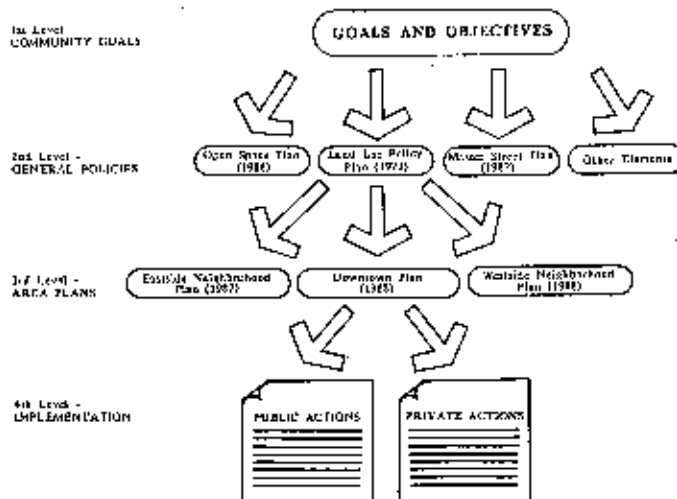
The process that led to the development of the Downtown Plan began in late 1986. At that time, the Fort Collins City Council approved the preparation of the plan. A steering committee charged the planning process with the following mission:

"To develop a land use and urban design plan for the future of the Downtown area as an element of the City's Comprehensive Plan which will provide guidance and direction for both public and private decisions affecting the Downtown. The plan will be action oriented, creative, visionary and realistic in its scope and shall use input from merchants, business persons, City government, neighborhood organizations, property owners, tenants, residents and other Downtown and community organizations."

When adopting this mission, the steering committee also recognized community objectives in undertaking the preparation of this plan as envisioned in the adopted Goals and Objectives (1977), Land Use Policies Plan (1979), Poudre River Trust Land Use Policy Plan (1986) and the Parks and Recreation Master Plan (1988). These documents are elements of the City's Comprehensive Plan and serve as the foundation for long-range planning for the entire community. Specifically, the Goals and Objective document states that the Downtown Plan is to:

- Develop and utilize as fully as possible the shopping, government, business offices, and cultural functions of the Downtown as a focus for the redevelopment of the rest of the older city. In pursuit of this goal, the City shall:

1. Provide continued support for redevelopment activities in the Downtown area.
2. Encourage higher density housing which is consistent with the character of the neighborhood in the general Downtown area.
3. Encourage location of major retail, governmental, and financial institutions and other service functions in the Downtown area.



Comprehensive planning process

INTRODUCTION

7

4. Locate major cultural facilities such as the library, theatre, and the like in the Downtown area.

These goals and objectives for the Downtown area were refined in the Land Use Policies Plan (1979) with the addition of three specific land use policies. In the Land Use Policies Plan, the Downtown area was referred to as the "core area." These policies are as follows:

Policy 35 - The City shall prepare a core area development plan for the redevelopment of the Downtown area.

Policy 36 - In the City's Core Area Development Plan, the location of commercial/service oriented office land use areas and high density residential areas shall be noted along with phased expansion of these areas.

Policy 37 - The City shall promote the Downtown area as a focal point of the community through such means as:

- a. Providing adequate parking in the area through the establishment of parking assessment fees on development and redevelopment proposals;

- b. Improving traffic access, including bicycle and pedestrian access:

- c. Defining and encouraging the location of proper uses in the area;

- d. Utilizing an urban renewal authority to achieve redevelopment goals.

The Parks and Recreation Master Plan (1988) provided guidance to the Downtown Plan as follows:

- d. Coordinate with other City Departments to provide greater awareness of the proximity of the Poudre River to Downtown, and create a more attractive trail linkage.

- e. Improve the appearance and landscaping along the Poudre River Trail in the vicinity of Downtown.

Lastly, the Poudre River Trust Land Use Policy Plan (1986) provided policies addressing mixed use development, recreation, natural resources, and historic, educational and cultural issues for the river area. Many policies contained within the Downtown Plan duplicate and reinforce a number of the policies of the Poudre River Trust Land Use Policy Plan which were believed important to the future of the Downtown area.

4. Use of the Downtown Plan

Downtown Fort Collins needs attention. Vacant store fronts, properties in foreclosure or facing foreclosure, perceived parking difficulties, physical deterioration of valuable, historic buildings, competition from other shopping centers, and the lack of development activity make the Downtown area unattractive.

The plan also gives decision-makers a chance to clarify their ideas on the type of Downtown they are trying to create by their many specific decisions. The plan points out some of the realistic possibilities for improving the Downtown and creating a more desirable environment.

Serve as a Practical Guide

The Downtown Plan serves as a practical guide in making decisions on specific development matters by stating a unified set of general, long range policies. Thus current issues are viewed against a clear picture of what has been deemed to be desirable future development of the Downtown.

Target Scarce Resources

The Downtown Plan is action-oriented and targets resources to the most important problems and opportunities. The plan focuses on a limited number of key issues, actions and establishes priorities.

During the past two years, a concerted effort by private citizens, in cooperation with the City, has yielded meaningful answers to the problems of Downtown Fort Collins. This plan presents physical planning, design and program recommendations. It is supplemented by a companion report on the Downtown economy prepared by Ross Consulting Group entitled the Fort Collins Downtown Plan Market Analysis (1988).

The Downtown Plan will be used in many ways and by many different people. The plan will be used to:

Establish a Future Vision

Through the plan, the community considers and agrees upon a coherent, unified set of general, long range policies for the physical development of the Downtown. The plan draws attention to the Downtown's major development opportunities.



The Northern Hotel.

Communicate

Through the Downtown Plan, the community presents a unified picture of its policies. The plan enables the public and private interests engaged in development to anticipate decisions of the City. Through its communicative function, the plan can act as a positive force. It can help to persuade both private developers and the public by suggesting development goals, objectives and specific proposals.

Build consensus

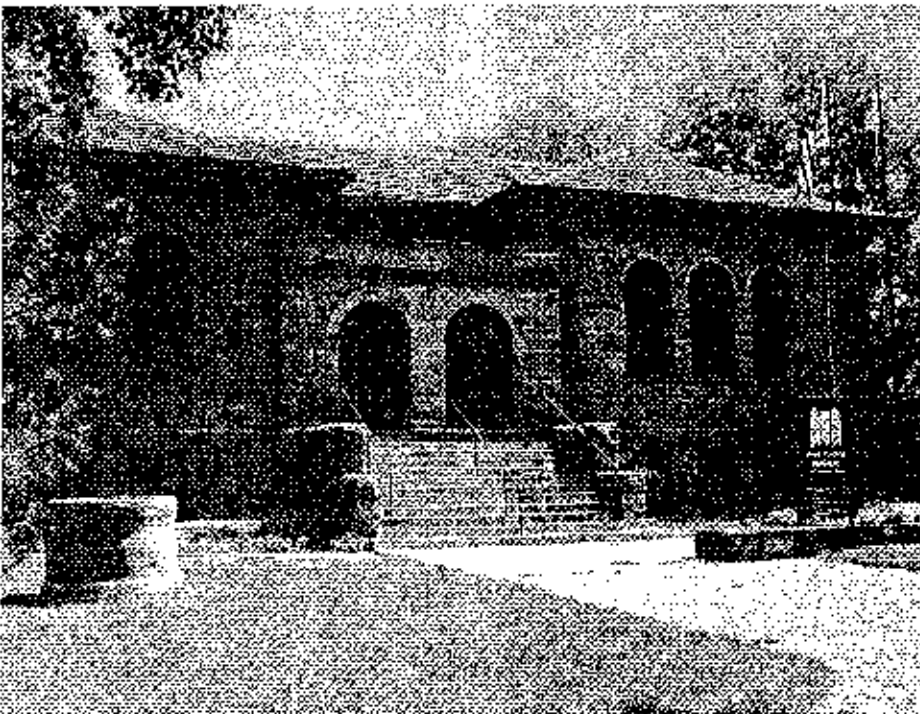
The process of preparing the Downtown Plan provides an opportunity for the City to receive advice from many different people and groups interested in the future of Downtown. The plan enables them to offer their suggestions in a studied, comprehensive form rather than on a piecemeal, ad hoc basis.

Educate

The Downtown Plan can have a tremendous educational value for decision-makers and for anyone who reads and uses it. It can create interest in Downtown affairs and offer people factual information on present conditions and trends as well as draw attention to possibilities for the future.

Create Momentum

The lack of new development activity in the community and throughout Colorado is manifested in Downtown. The lack of change and new momentum is perceived by the public as "stagnation." This perception about Downtown must be reversed. The interest and discussions generated from the Downtown Plan can create this momentum.



City of Ft. Collins Museum.

INTRODUCTION

10

5. Planning Area Defined



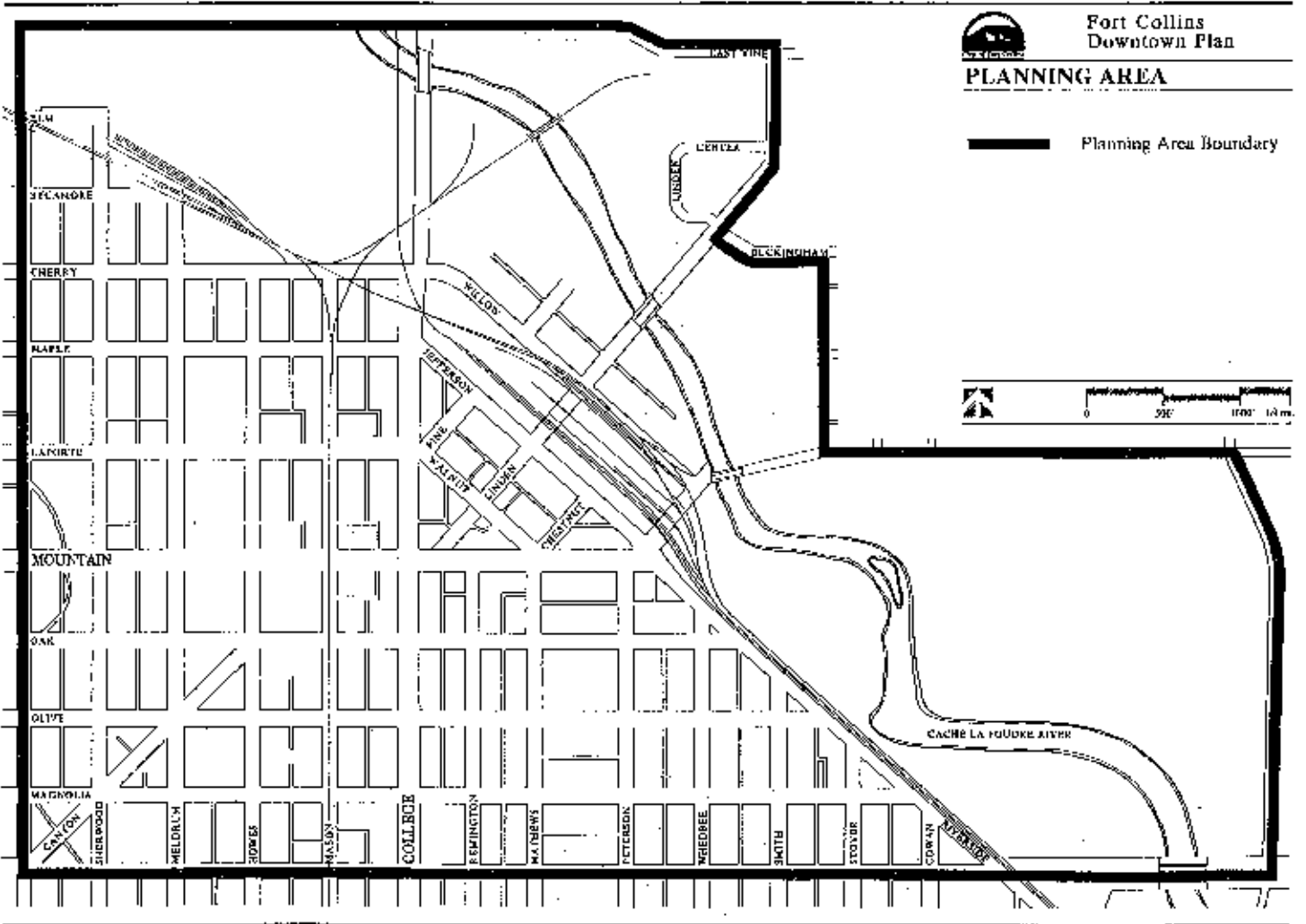
The area defined as "Downtown" includes much more than just the shopping area. The existing office and government districts, parks and open space, the Poudre River, and adjacent residential neighborhoods are also considered an important part of Downtown and its future.

The study area is approximately 789 acres or 1.25 square miles in size. It is situated in the northern half of Fort Collins, generally bounded on the north by Vine Drive, on the east by Riverside Drive, on the south by Mulberry Street, and on the west by Whitcomb Street.

The study area includes all of the existing retail and commercial areas in Downtown, the Downtown corridor of the Poudre River, and portions of the Eastside and Westside neighborhoods.

Aerial view of Downtown.

INTRODUCTION



6. Plan Organization

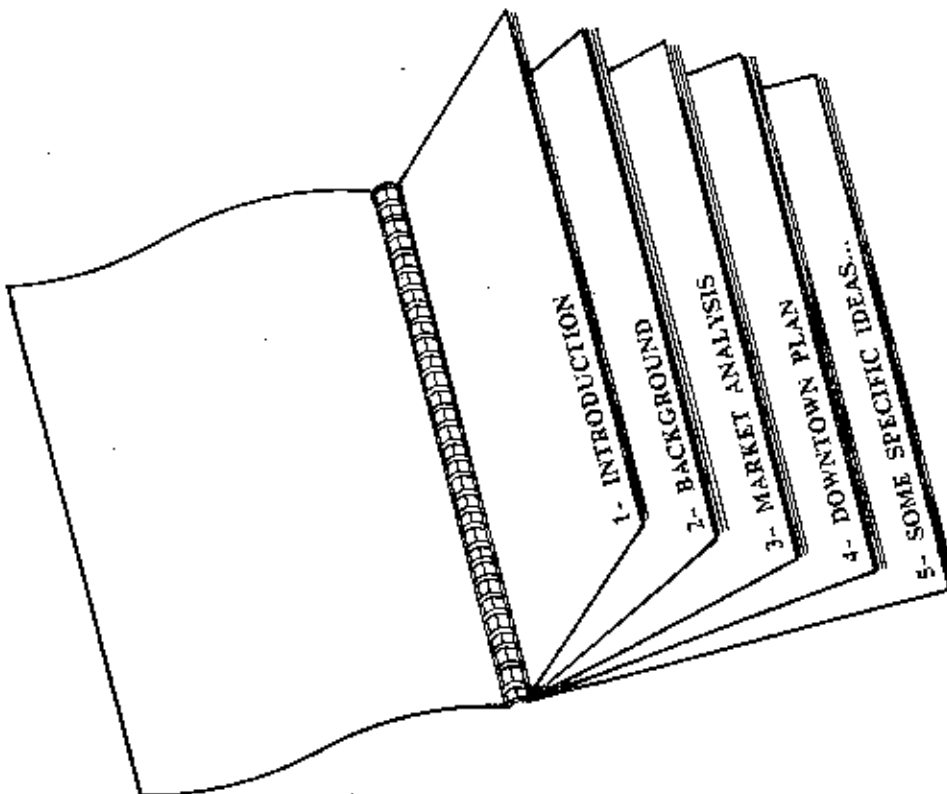
The Downtown Plan consists of five parts. Chapter 1 introduces the plan, describing its vision, purpose and eventual use.

Chapter 2 provides a summary of important information about the Downtown that was gathered in the preparation of the plan. Over the previous two years, a large volume of information has been collected and analyzed. The detailed information is available for review in the Planning Office.

Chapter 3 offers a summary of the ingredients necessary to a successful Downtown and provides an overview of major findings and opportunities as it exists for today's Downtown market. This study was prepared by a private marketing consultant specifically for the Downtown Plan.

The "heart" of the Downtown Plan is built around 15 major policy statements described in Chapter 4. Accompanying each of these policies are "further statements" that provide more explicit policy direction. Maps accompany some policies to provide specific details.

The "Strategic Action Charts" illustrate the ideas for implementing each of the plan's policies. Each action chart contains a list of implementation proposals that are assigned time-frames for action (immediate adoption, one year, next five years, five to 10 years, 10 to 20 years), lead implementing and coordinating agency(s), and funding sources. The "actions," in selected cases, are indexed to a fuller discussion and explanation in Chapter 5.





2. Background

1. Characteristics of Downtown

This Plan is concerned with the future of the Downtown area. This area is a unique "neighborhood" whose history and character dates back almost 115 years to the early pioneering days of Colorado. Its desirability as a place to live, work and shop is accounted for by several factors, including:

Regional Setting

The City of Fort Collins is the eighth largest City in the State of Colorado. It is the County seat of Larimer County, and is the largest community in Northern Colorado.

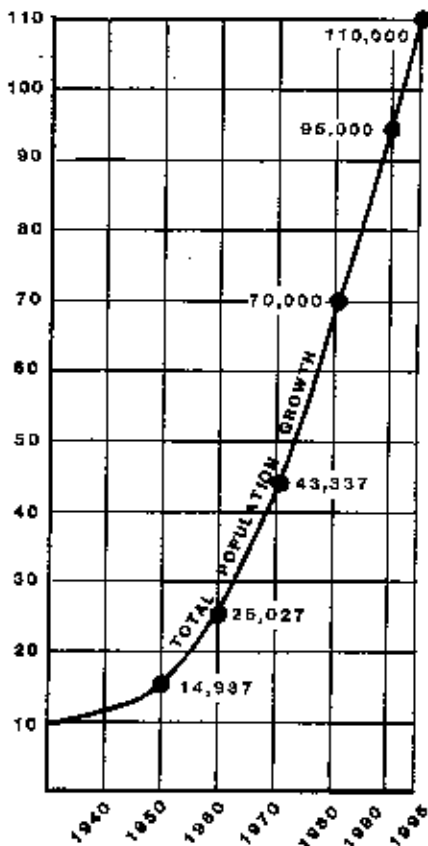
Fort Collins is a rapidly growing community of 90,000 residents. It is the center of a larger metropolitan area of 115,000 persons. The community is conveniently located between two state capitals, approximately 60 miles north of Denver and 45 miles south of Cheyenne, Wyoming. This strategic location has reinforced Fort Collins and the Downtown as a regional trade and banking center for northern Colorado, southern Wyoming and eastern Nebraska. Proximity to Interstate Highway 25, U.S. Highway 287 (College Avenue), and Colorado State Highway 14 (Mulberry Street) makes access easy to the Downtown. It is not unusual to see a variety of out-of-state license plates on cars in Downtown parking lots and streets.

Growth

Since 1950, the City has experienced steady population growth and spatial expansion. In each of the three decades since 1950 the City's land area doubled in size, while the City's population increased at an average annual rate of five to seven percent. In 1976 the U.S. Census Bureau reported that Larimer County had the fourth highest growth rate of any Standard Metropolitan Statistical Area in the nation.

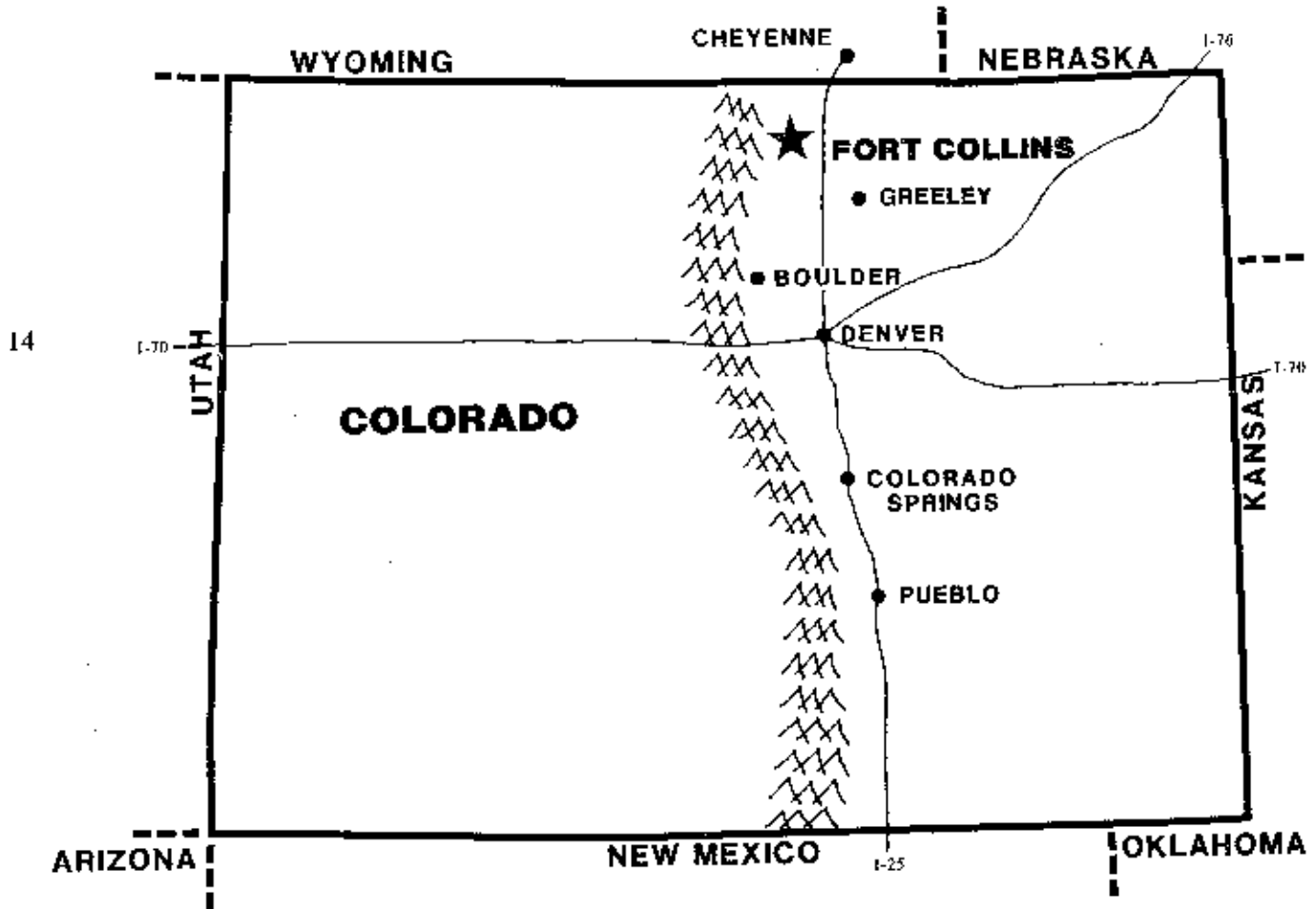
Current predictions are for continued population expansion at a rate of approximately 2.5 to 3.5 percent per year. The City is projected to have a population of 110,000 by the year 1995.

This growth in population has provided an expanding base for Downtown businesses and services and unique opportunities for capturing new markets not typically available in similarly sized cities.



Population Forecast.

BACKGROUND



Community Setting

Although the Downtown is no longer the geographic center of the City, the majority of the population is still within five miles or a 15 minute driving distance. Colorado State University's main campus is within a 10 minute walk.

The Downtown area serves as a major shopping center for the community and region. It provides for most of the retail needs of the "northern" portions of the City as well as the core residential neighborhoods. Downtown is also an important anchor of College Avenue which has historically attracted other community and regional commercial uses along its length. Downtown is the center of government and finance for the entire region.

Employment Center

Increases in population in the Fort Collins region have been accompanied by an increase in the size of the resident labor force. Between 1970 and 1985, the labor force in Larimer County increased from 38,225 to 87,526 - a 5.7 percent annual growth, indicating a strong economic growth.

The largest category of workers in the Downtown area is in retail sales and administrative support (41 percent) followed by managerial and professional occupations (29 percent). In 1987, the Downtown area employed over 6000 workers. It represented the second largest employment center in the area.

Colorado State University

Colorado State University is within seven blocks or 1/2 mile of the retail core of the Downtown area. With its 19,000 students, 3,500 regular employees, and 5,200 part-time and hourly workers, Colorado State University provides an excellent market.

The University also is a vital source of highly educated personnel in diverse areas who have been called upon for advisory and research assistance for both large and small businesses in the Downtown.

The estimated 12,800 students living in off-campus housing spend about \$26 million each year on food, lodging, and incidental expenses. This, coupled with the estimated expenditures of students housed on campus, brings the direct economic impact of the students upon the area to \$28.2 million.

In addition, the estimated 30,000 "outside" visitors drawn annually to the City through various conferences and meetings have an important economic impact on Downtown.

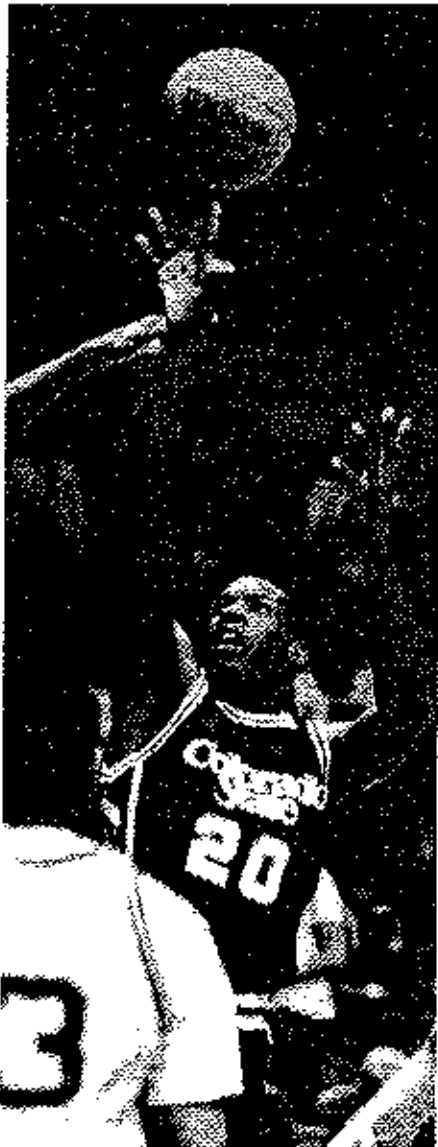
Stable Residential Neighborhoods

The Downtown is bordered by two large, stable residential neighborhoods providing over 7000 housing units. These neighborhoods are composed largely of detached, single family homes built between 1870 and 1940, with a few modern duplex and rental apartment units dispersed throughout the area.

The size and architectural styles of these neighborhoods provide an impression of stability and history that is unique along the Front Range. The adjacent residential neighborhoods contribute to the quality of Downtown and provide a significant pool of shoppers and employees for Downtown businesses. Maintaining and enhancing the liveability of these neighborhoods is important to the future economic health of Downtown.

Public Recreational Opportunities

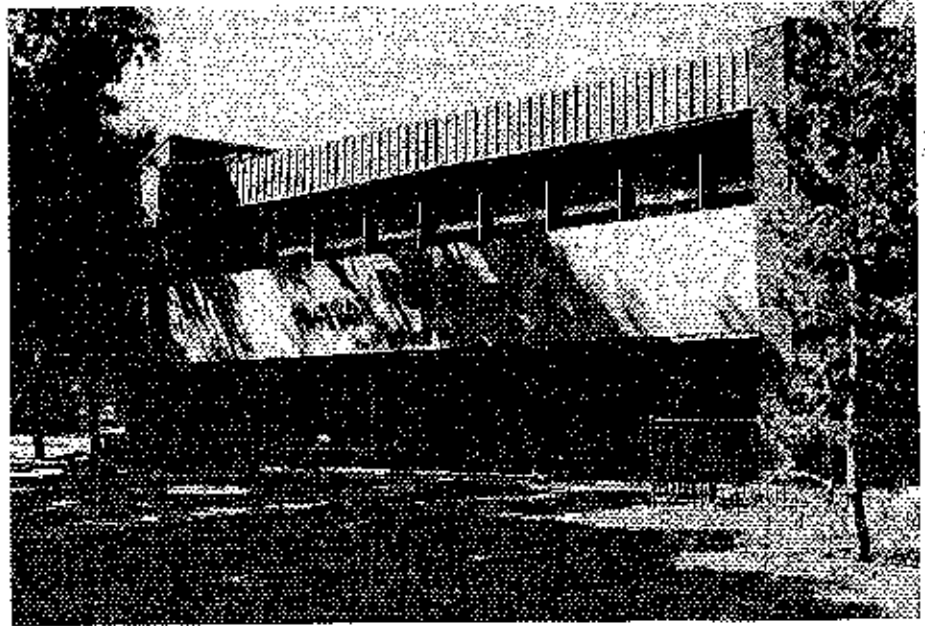
Recreational opportunities are abundant in the Downtown area. The City maintains one community park (Lee Martinez Park), four neighborhood parks (Old Fort Collins Heritage Park, Buckingham Park, Washington Park and Library Park), and one "vest-pocket" park (Jefferson Street Park) in the Downtown. They provide a variety of recreational opportunities for residents, employees and visitors.



BACKGROUND

16

Lincoln Center for the performing arts.



Special events add vitality to Downtown streets.

The City's 18-mile, recreational trail system traverses the Downtown area, connecting the Poudre River with Spring Creek and the foothills of the Rocky Mountains. The trail is developed to provide the public with a place to ride bicycles, walk, jog, or ride horses.

The City also administers two community centers in the Downtown, both of which are used for general activities, programs for the elderly and handicapped and open recreation for all those interested. In addition, there is a public swimming pool adjacent to the Lincoln Center available for lessons, swim teams and open swimming.

The success of Downtown development depends on the availability of amenities and services such as nearby public recreation facilities.

Cultural Opportunities

Downtown Fort Collins is unique in the quantity and quality of cultural opportunities. The Lincoln Center is the focal point for live theatre, concerts, dance, art and numerous other social activities.

The Lincoln Center is also the home for many Fort Collins based organizations including the Fort Collins Symphony Orchestra, Foothills Civic Theatre, Open Stage Theatre, Larimer Chorale, Children's Theatre and the Canyon Concert Ballet. The Lincoln Center's exhibit halls have been used to accommodate large conventions, recitals, rehearsals, exhibits, and festivals.

In 1976, a new central library was built in the Downtown to serve the needs of the entire community. Downtown also is the location for a City-owned museum. The museum contains exhibits displaying early history and folk lore of the Fort Collins area as well as art displays on a permanent and temporary basis.

Any future strategy for Downtown, must include a commitment to providing new and expanded cultural activities and amenities to attract visitors to the area.



Cache La Poudre River.

Historical Resources

The Fort Collins area has experienced over 30 years of rapid growth and change. During this era, new residential neighborhoods have been constructed and new shopping areas established.

Unlike many of the communities along the Front Range of the Rocky Mountains, Downtown Fort Collins has preserved most of its original structures and neighborhoods. Much of the "small town" character of Fort Collins is identified with the handsome commercial and residential buildings remaining in the Downtown.

The recently renovated trolley on West Mountain Avenue, as well as the national and state designated historical districts, attests to the unique quality of Downtown Fort Collins.

The historical features of Downtown help create a sense of uniqueness and place in the community and region. This feature should become a focus of Downtown development and redevelopment.

Cache La Poudre River

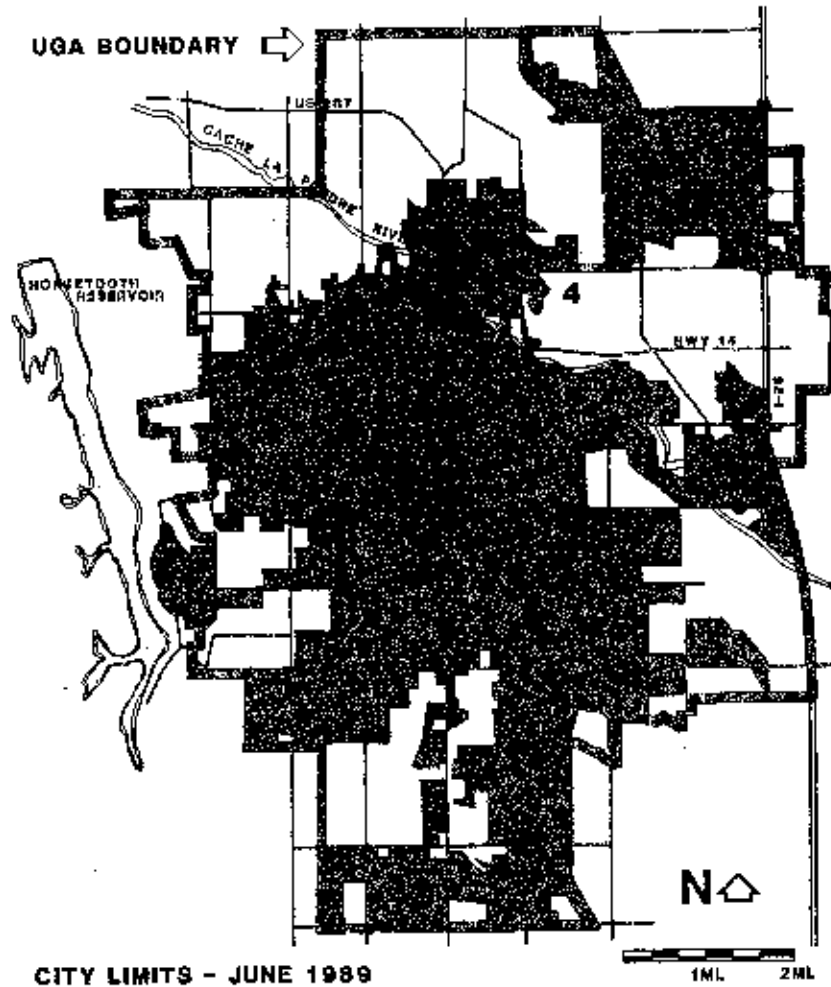
A unique attribute of the Downtown is the Poudre River. The Downtown corridor of the Poudre River represents not only the beginning of Fort Collins' history, but part of the future of Downtown. The Poudre River represents an important natural resource, a significant historical feature, a recreational resource, and a unique development opportunity.

There are a number of river-related planning efforts and projects which have been undertaken in the past or are now in progress. These plans and projects should address the needs of the Downtown area. For instance, the Poudre River Trust Land Use Policy Plan (1986) identifies both short and long term opportunities for revitalizing the river area. The Urban Fisheries Study, Cache La Poudre Master Drainage Plan, Gustav Swanson Nature Area, and the Cache La Poudre River National Recreation Area Study are only a few of the plans and projects which are intended to protect and enhance the river and its immediate environs.

The opportunities represented by the Poudre River, while not overlooked, have yet to be fully realized. The enhancement of this important natural feature can make Downtown immediately recognizable across the region, state, and nation.

BACKGROUND

18

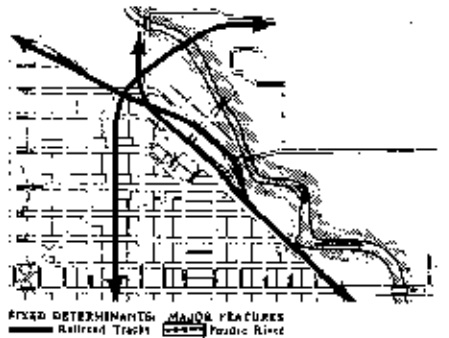
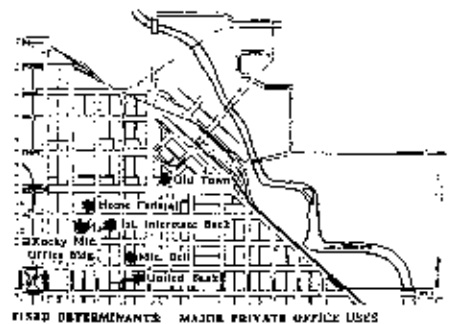
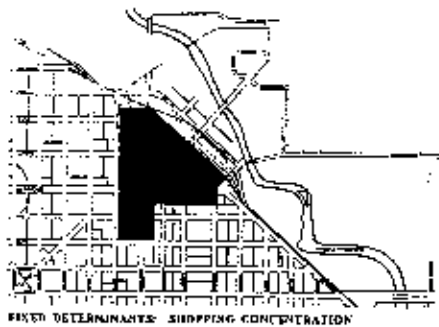


- ★ DOWNTOWN PLAN AREA
1. COLORADO STATE UNIVERSITY
 2. DOWNTOWN
 3. FOOTHILLS FASHION MALL
 4. COMMUNITY AIRPARK
 5. ANHEUSER-BUSCH
 6. WOODWARD GOVERNOR
 7. VIPONT LABORATORIES
 8. TELEDYNE WATER PIK
 9. NATIONAL CASH REGISTER
 10. HEWLETT-PACKARD

2. Planning Determinants

The Downtown area contains certain fixed elements which, because of their economic importance and continued utility, must be respected in the development of a master plan for the area. These "fixed determinants" help establish the basic function and character of Downtown. The principle planning determinants are:

- Major public and semi-public facilities include the Library, Museum, City Hall, County Courthouse, Masonic Temple, St. Joseph's Church, Federal Building, Lincoln Center, Power Plant, and various churches and parks.
- Major Private Office uses include the First Interstate Bank, Home Federal Building, Rocky Mountain Bank building, Mountain Bell building, and Old Town Square.
- Primary Shopping Concentrations include the retail core along College Avenue between Olive Street and LaPorte Avenue, and the Old Town area.
- Various man-made and natural features include the railroad tracks, major vehicular movement corridors, the Poudre River, and existing utility systems and streets.





Historic structures in Old Town, along Linden Street.

3. Historical Background

The history of Downtown can be traced to 1862 when the military established Camp Collins along the banks of the Cache La Poudre River near the town of LaPorte. After extensive flooding in 1864, the camp relocated a few miles downstream in what later would be Downtown Fort Collins, and the City was incorporated.

The military abandoned the post in 1867, but the community remained and continued to flourish. Some of the businesses that were established to serve the army post later served as the core for Downtown development.

The original commercial district (known as the "triangle") was platted in 1867 and 1868 by Norman Meldrum and Jack Dow. Some years later, with the advent of the Fort Collins Agricultural Colony and influx of new residents, the "town" was first surveyed and platted by Franklin Avery in a gridiron pattern of square shaped blocks that still remains intact.

College and Mountain avenues were prominent physical elements and were surveyed at 140 feet in width establishing them as the widest streets in the community. The intersection of College and Mountain avenues served as the "hub" of the business area.

The establishment of the Fort Collins Agricultural Colony in 1872 and the railroad expansion in 1873 by the Colorado and Southern Railroad spurred growth for Fort Collins and particularly College Avenue. The population grew to approximately 1200. By the early 1870s, several significant buildings were constructed along College Avenue including the Opera House Block and a few residences south of Mountain Avenue. The Opera House Building was one of the first large scale developments in the Downtown and helped shape the character and scale of College Avenue.

As early as the late 1880s a rivalry developed between "old town" and "new town." Development began to occur outside the original core area, preferring more advantageous sites in "south" Fort Collins (south of Mountain and west of College avenues).

In 1897, the First National Bank moved its facility from the Opera House Block to the Avery Block at College and Mountain avenues. This move helped to establish the corner of College and Mountain avenues as the major Downtown intersection and link between the "old" and "new" town areas.

Landmark elements need not be large to be memorable.





Older homes provide setting for families and businesses.

Early residential development in Downtown was random and dispersed. Some blocks originally had four to five dwellings per side and were interspersed with blocks used for farming. As the need for more residential space arose, the major thrust of development moved south. Blocks used for farming disappeared and large lots were subdivided creating the pattern of long narrow lots still prevalent today.

Downtown Fort Collins entered a major growth period during the late 1800s' and early 1900s'. Major building projects included the remodeling of the Northern Hotel, construction of the Trimble blocks, Harmony Mill, the Colorado Building, the Second Building and the Bradley Building.

In 1911, the new town area was bolstered by the construction of a new post office and federal building at the corner of College Avenue and Oak Street. A municipal trolley system had begun operating in 1907 providing convenient access to the Downtown from surrounding residential neighborhoods.

In 1916, with the advent of the automobile, College Avenue between Mountain Avenue and Oak Street was paved with concrete and quickly became a popular spot for local parades and street dances. During this period Downtown Fort Collins established itself as a regional trade center.

The increasing number of visitors to the Downtown area and the growing popularity of "auto-touring" attracted the community's second major hotel at the corner of Olive Street and College Avenue providing a southern anchor for Downtown.

Little growth occurred during the two decades between 1930 and 1950. In each decade since 1950, however, the City's population increased significantly. Major changes also occurred in Downtown. Many businessmen, in an effort to present a more modern, up-to-date appearance, remodeled their store fronts with aluminum or steel panel facades. Awnings, long a feature along College Avenue, virtually disappeared.

Many buildings that had played a significant role in the early history of Downtown were demolished or lost to fire during the mid-half of the twentieth century and commercial development replaced the remaining residences on College Avenue between Oak and Olive streets.

Downtown Fort Collins played a critical role in the history of the community. The existing structures, trolley and street patterns represent distinct periods of growth of Fort Collins. These elements are invaluable in documenting the change that has occurred not only in the community but also in the region and the nation as well. The Downtown area represents a legacy that should be protected and enhanced

4. Previous Planning Efforts

Planning for Downtown Fort Collins is a continuous process. It involves a variety of interest groups, disciplines and concerned individuals committed to making the Downtown work for everyone. A review of past planning for Downtown is important to the understanding of what will be needed in the coming years.

The redevelopment of the Fort Collins core has been discussed dating back to 1960. The earliest formal effort began in 1974 with the preparation of the Central Area Development Program.

A number of the 1974 Plan recommendations were implemented in the College Avenue Beautification Program. This included public improvements intended to refurbish the visual appearance of streets and public ways. The improvements were principally for Linden Street, College Avenue and its intersecting streets, and were financed through improvement districts. The 1974 Plan has become obsolete and out of date.

After extensive study, in 1980 the City adopted a Historic Old Town Area Plan. This plan set forth the goals and policies to be used in the revitalization and preservation of the "triangle" area that led to the development of specific design guidelines.

In 1981, the Fort Collins Downtown Development Authority (DDA) was created to improve and advance the economic vitality of the Downtown. Using tax increment financing, the DDA has helped leverage more than \$24 million in private development Downtown and has built several public facilities, including a four-level parking garage. The economic decline in the Rocky Mountain Region in recent years has prompted DDA to refocus its resources on marketing and business development in an effort to increase the viability of appropriate private investment.

Finally, in 1986 the City adopted a land use plan for the Downtown Corridor of the Cache La Poudre River. Known as the Poudre River Trust Land Use Policy Plan, it provides guidance for the future development and redevelopment of the Poudre River area in the Downtown.

Although the Downtown area has had a significant amount of planning activity, concern and disagreement about its future continue. Serious problems will develop if appropriate planning and action is not taken. In order for the Downtown to remain a vital and economically productive area, it is apparent that a comprehensive and ongoing revitalization program be established.

5. Demographics

This section reviews demographic trends in the Fort Collins region and Downtown for the period 1970 to 1987.

Population

Fort Collins is located at the northern edge of the Front Range of Colorado. The current estimated population of Larimer County is approximately 191,655 and Fort Collins is 90,000.

Recent projections show an overall annual growth rate for Fort Collins of about 3 percent or a population of 110,000 persons by the year 1995.

The Downtown area had a resident population in 1970 of approximately 3,200, or 7.5 percent of the City total. Current estimate of population for the Downtown area is approximately 2600 or 3 percent of the City total. The City-wide population has increased about 102 percent between 1970 and 1987 but the Downtown share has decreased by approximately 40 percent even though the total Downtown population only decreased by 600 residents.

Past losses in population in the Downtown area can be attributed to the conversions of existing homes and apartments to commercial use. The population is estimated to remain approximately the same, with some modest advancements as new housing is introduced in the Downtown area.

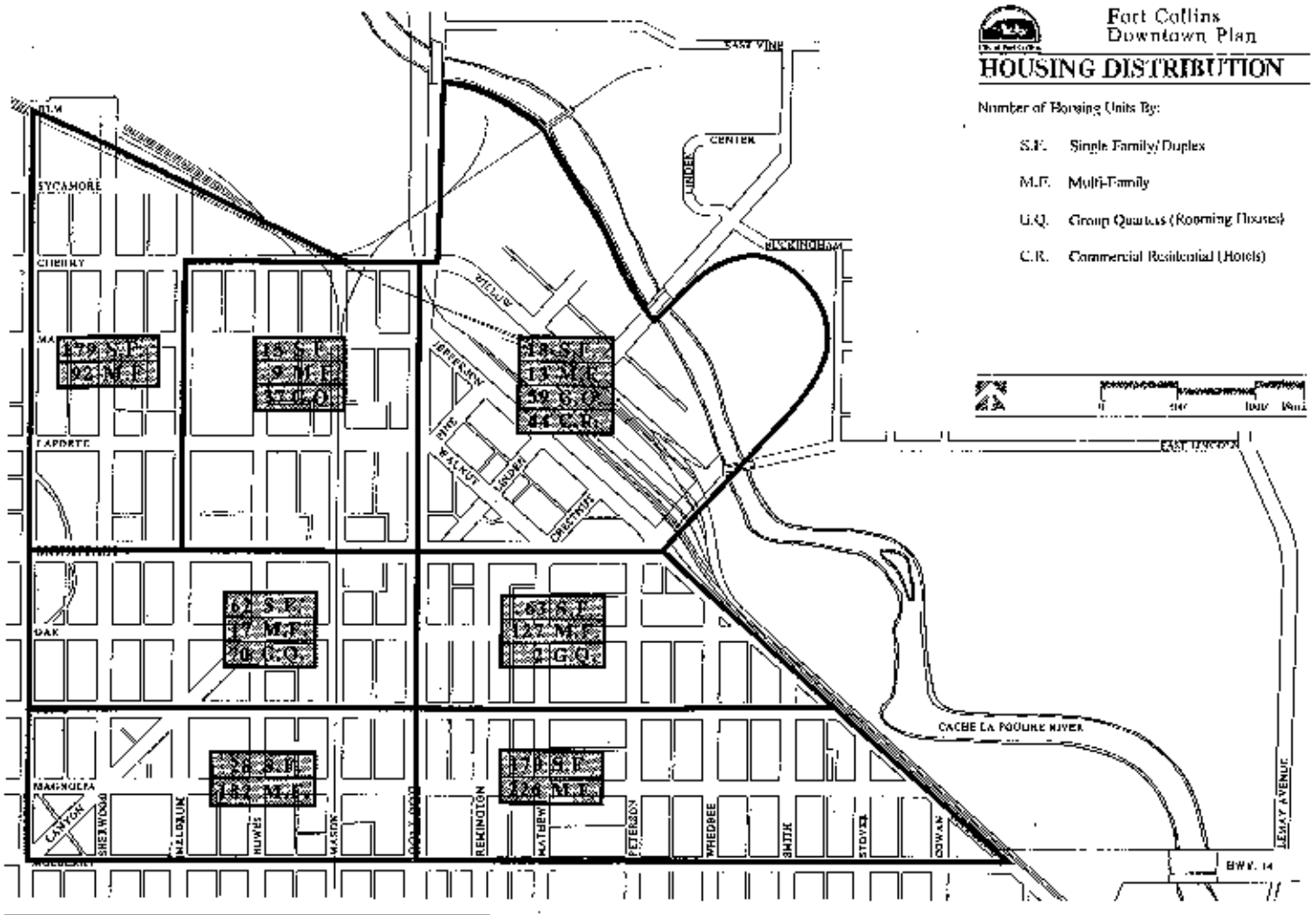
Housing Units

Of the total households in Downtown in 1987, 38 percent are single family, 47 percent are multi-family and 15 percent are in group quarters or commercial residential (hotels). The Downtown area represents 4 percent of the City's total of 32,823 housing units.

The Downtown has a greater proportion of the City's housing units than population, 4 percent to 3 percent, respectively. This disparity is due in part to the fact that the Downtown has fewer families, a significantly higher proportion of elderly, and a significantly lower population under 18 years of age.



BACKGROUND



Source: City of Fort Collins Planning Department

Housing Occupancy

In 1980, 26 percent of the units in the Downtown were owner-occupied, compared with 50 percent City wide. Seventy-four percent of the housing units were renter-occupied compared with 50 percent City wide. More than 56 percent of the occupied housing units were occupied by one person, again reinforcing conclusions as to the predominance of elderly and students.

In the future, the proportions of renter to owner-occupied housing units are expected to remain relatively stable. There will be a few residences converted to commercial as new office development becomes more attractive. This loss, however, will be offset by young families and couples acquiring former rental homes in close-in locations to the Downtown area.

Age, Income and Household Composition

The Downtown area has a significantly lower population under 18 years old and a substantially higher proportion over 62 years old than the rest of the community. The higher rate of elderly is typical of the surrounding residential neighborhoods and is influenced by the existence of DMA Plaza and Park Lane Towers which are predominantly occupied by elderly residents.

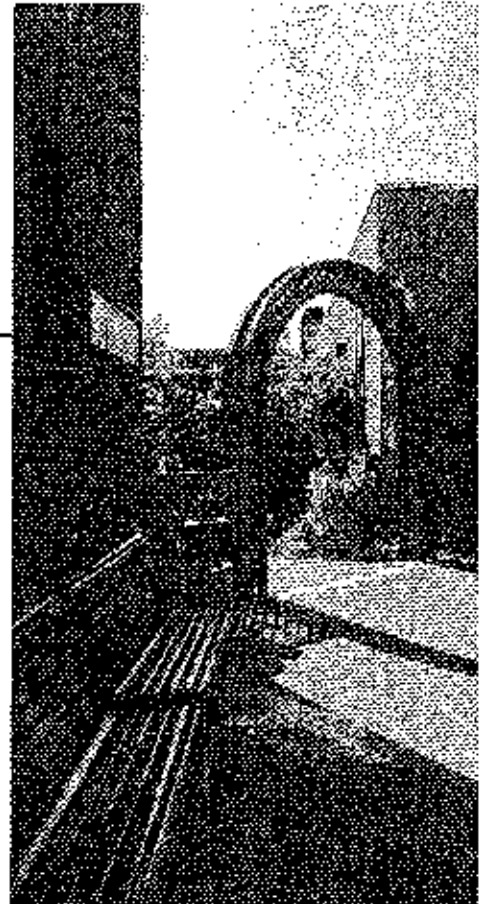
The median population per household is low at only 1.4 persons per dwelling as compared to 2.54 persons per dwelling unit for the City as whole.

The 1980 median family income in Fort Collins was estimated to be \$15,773 compared to Downtown residents at \$8,664. The significantly lower Downtown incomes again reflect the predominantly elderly and student population.

Oak Street Plaza.



Old Town Square.



6. Tax Base

Downtown provides a significant tax base that supports a multitude of services received by other parts of the community. Total sales/use tax collections in the Downtown was \$48.8 million from 1982 to 1988. The City of Fort Collins portion of the sales/use tax collected in the Downtown district for the same years was \$23.2 million. The yearly sales/use tax collections for the City of Fort Collins show an upward trend in the last seven years from \$2.4 million in 1982 to \$3.8 million in 1988, an increase of approximately 58 percent.

The Downtown's sales tax/use tax has not kept abreast with the overall City growth of approximately 116 percent for the same time period. The Downtown's share of the total has decreased from 21.5 percent in 1982 to 16 percent in 1988.

A large portion of the City's growth in sales tax stems from the introduction of new retail space in the community. The likelihood of the Downtown maintaining the same share of the overall community is highly doubtful because of the limited expansion area for new retail space in the Downtown area.

Total Downtown district property tax from 1982 to 1988 was \$16.1 million. This too has shown a steady increase from \$1.7 million dollars in 1982 to \$2.8 million in 1988. In addition, the City col-

lects fees and taxes from development and redevelopment projects in the Downtown area.

Sales/use taxes, building permit and plan check fees, and property taxes collected in the Downtown area from 1982 to 1988 totaled over \$65 million. The City's share exceeded \$25.9 million, which represents 17 percent of the total \$151 million collected from the entire community. The remaining tax collections went to the state, county, Poudre R-1 schools, Poudre Valley Hospital and other special districts.

While a portion of these fees and taxes collected in the Downtown were returned to the Downtown in the form of basic services to businesses and residents and to finance and maintain public improvements, the Downtown supports many public services provided to the rest of the commu-

7. Existing Land Use

A survey was conducted to determine the type and location of land uses in the 789 acre planning area. Major findings are:

- Approximately 402 acres or 51 percent are developed. Another 109 acres or 14 percent are vacant. The balance of the area, consisting of 277 acres (35 percent), is in public or railroad right-of-way.
- Approximately 52 acres or 7 percent of the area are retail. This occurs in a relatively compact district along College Avenue and in the Old Town area. There is a small amount of office space on the second level of the retail core. The preponderance of the second floor space, however, is vacant.

A number of small shops and service establishments are dispersed along streets intersecting College Avenue. The retail blocks along College Avenue north of Maple Street and along Jefferson Street and Riverside Drive east of Linden Street are disorganized and have little relationship to the retail core, and with few exceptions, have the appearance of highway strip commercial.

With the exception of a few gasoline service stations, service establishments and Steele's Market, little retail activity has occurred outside the retail core.

- The areas west of Mason Street and east of Meldrum Street function as the office and government center. Approximately 46 acres or 6 percent of the Downtown area are in office use.

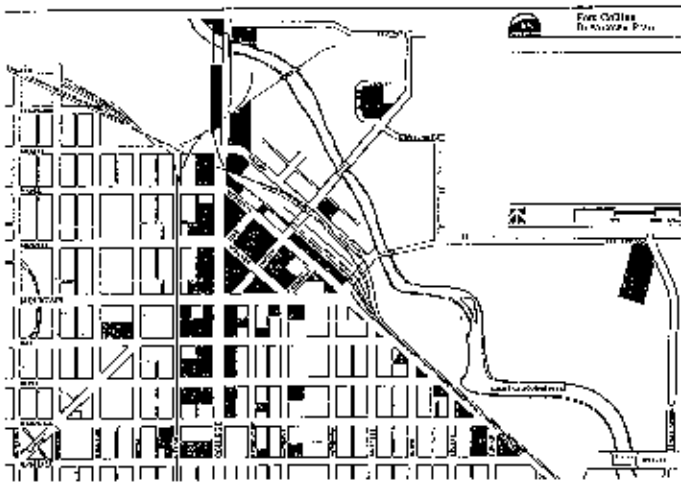
There is a scattering of office uses east of Meldrum Street, north of Library Park and a small amount of office space on the upper floor levels of the retail core.

- Industrial uses occur at dispersed locations at the periphery of the Downtown area and are predominantly older, warehouse-type occupied by a variety of establishments including pickle packing, petroleum bulk terminals, dairy and grain product processing, contract construction storage yards, processing plants, truck terminals, and warehouses.

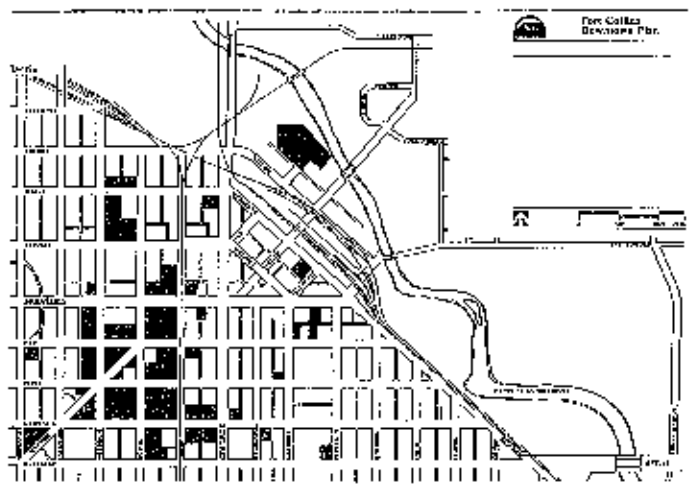
Approximately 37 acres or 5 percent of the Downtown area are in these uses.

BACKGROUND

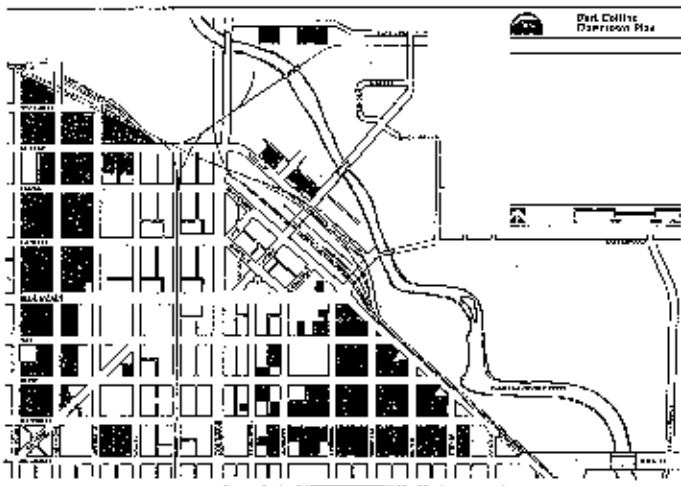
28



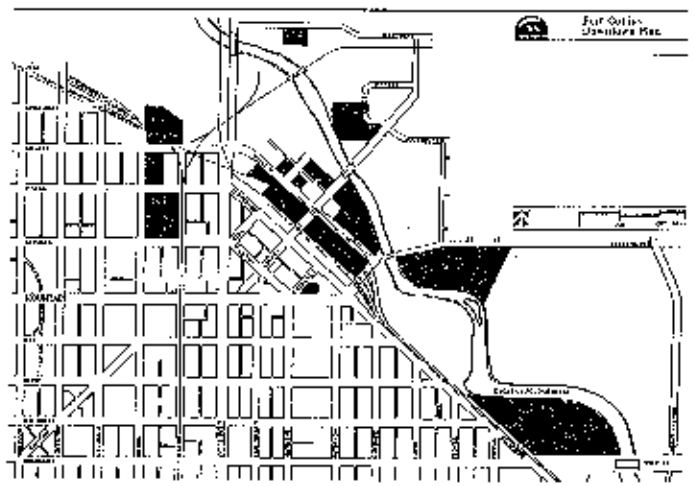
GENERALIZED LAND USE
Existing Retail



GENERALIZED LAND USE
Existing Office

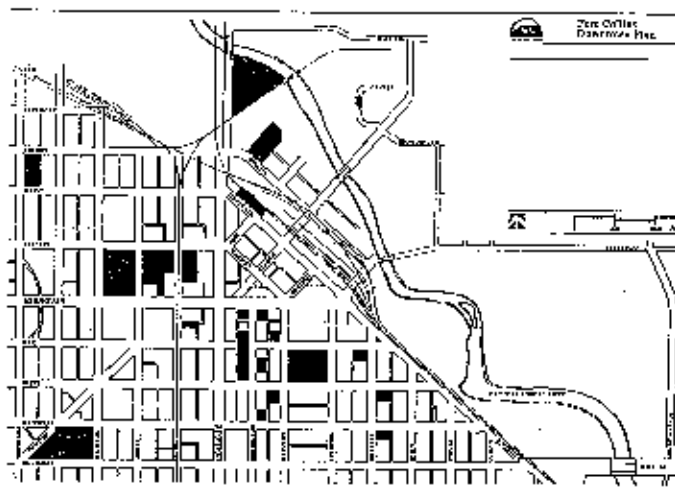


GENERALIZED LAND USE
Existing Residential

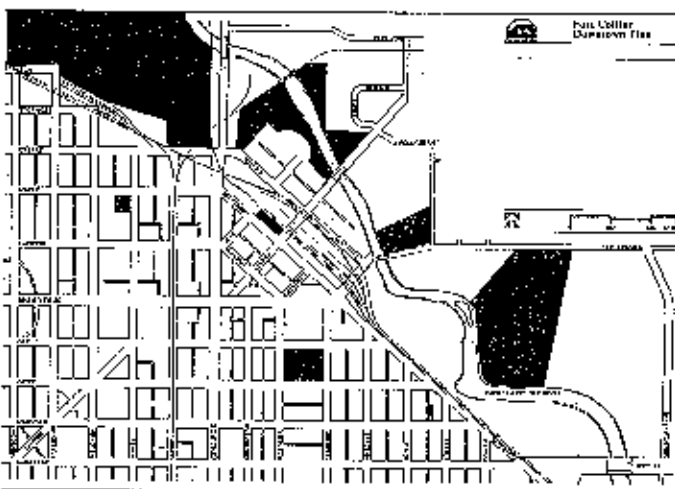


GENERALIZED LAND USE
Existing Industrial

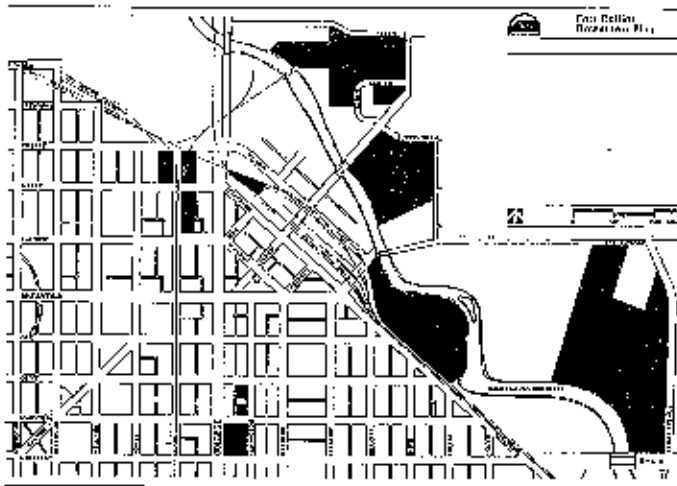
BACKGROUND



GENERALIZED LAND USE
Existing Institutional



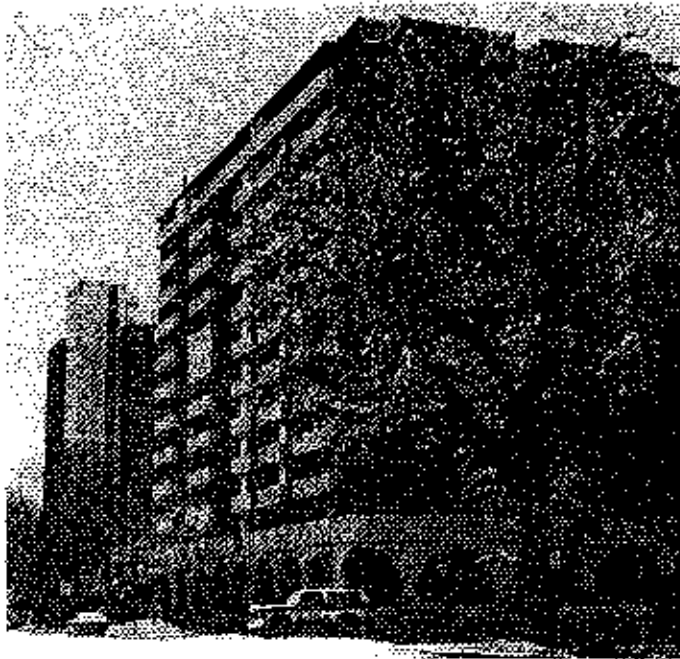
GENERALIZED LAND USE
Existing Public/Private Open Space



GENERALIZED LAND USE
Existing Vacant

BACKGROUND

30



Park Lane Towers.

- Residential land uses occupy the largest amount of developed property. It is the second largest land consumer in the planning area with 103 acres or 13 percent of the total Downtown.

The retail and office cores separate the residential neighborhood into two distinct districts commonly referred to as the "eastside" and "westside" neighborhoods. When added together, these districts provide over 1400 housing units for a variety of family types and income groups in the Downtown area. The predominant land use is single family homes.

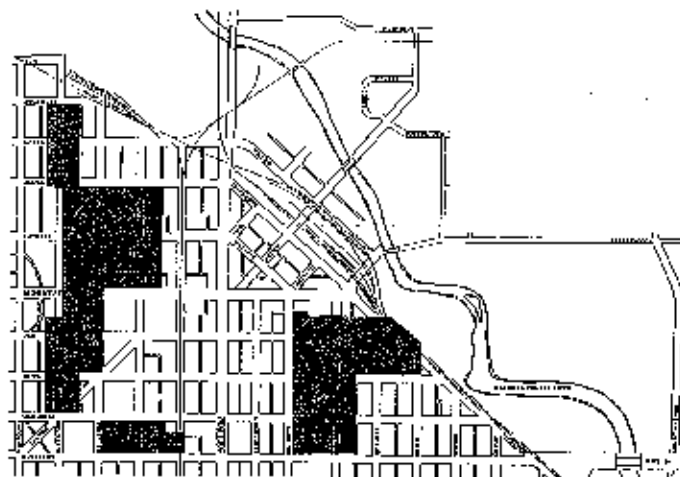
The Downtown area has a few larger, high density rental apartment and condominium buildings located adjacent to the office and retail districts.

- Public and private open space is the largest user of undeveloped land area in the Downtown, occupying 113 acres or 14 percent of the total. Public parks consume approximately 108 acres or 96 percent of the total open space. A recently constructed nine-hole golf course is the only non-public open space in the Downtown area.
- Institutional land uses (churches, library, museum, Lincoln Center, fraternal organizations, etc.) and public parking lots occupy 22 acres or 3 percent of the total.
- The remaining portions of the Downtown are either vacant (117 acres or 14 percent), railroad and street right-of-way (278 acres or 35 percent), or public facilities (13 acres or 2 percent).

Existing Zoning



EXISTING ZONING - RESIDENTIAL
R-M, Medium Density Residential District



EXISTING ZONING - HIGH DENSITY RESIDENTIAL/OFFICE
R-13, High Density Residential District

Thirty percent of the Downtown is zoned IG, General Industrial; 15 percent is zoned RH, High Density Residential; 14 percent is zoned BG, General Business District; 8 percent is zoned C, Commercial; 6 percent is zoned RC, River Corridor; 5 percent is zoned RM, Medium Density Residential; and less than 1 percent is zoned BL, Limited Business and HB, Highway Business. Twenty-two percent of the Downtown-area is in unincorporated Larimer County.

With few exceptions, the existing zoning has remained largely unchanged for the past 50 years and unaffected by the changing marketplace and role of Downtown in the community. Limited changes in zoning have occurred on a site specific basis independent of any long-range plan for the Downtown area. The current zoning provides no incentives or flexibility for excellent design and creativity. This points out the need for a comprehensive overhauling of the current regulations.

A summary of land uses permitted in each of the zoning districts in the Downtown area is provided in Table 1.

BACKGROUND

32

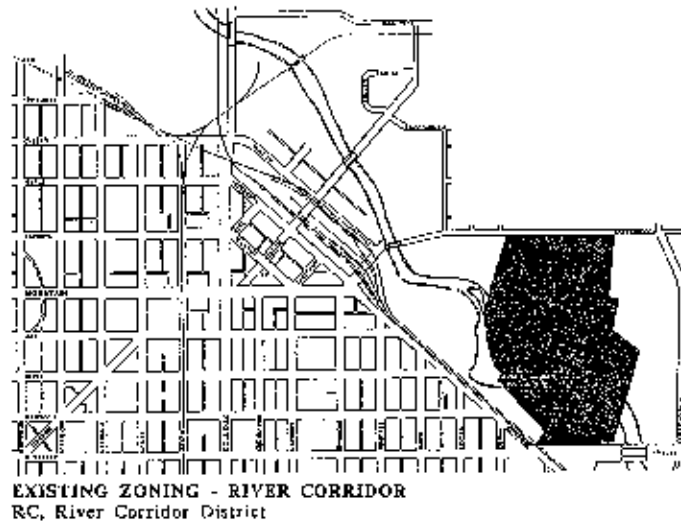


Table 1. Description of Existing Zoning Districts

RM, Medium Residential District, is for both low density and medium density residential uses.

RH, High Density Residential District, is for high density residential uses, offices, restaurants, and personal service shops.

RC, River Corridor District, is for areas in the Poudre River corridor containing a mix of residential, commercial and light industrial land uses.

BL, Limited Business District, is for neighborhood convenience shopping including offices, retail and personal service shops.

BG, General Business District, is the downtown business district and includes retail, office, and residential land uses.

HB, Highway Business District, is for automobile-oriented businesses.

C, Commercial District, is for areas for commercial, storage and service uses.

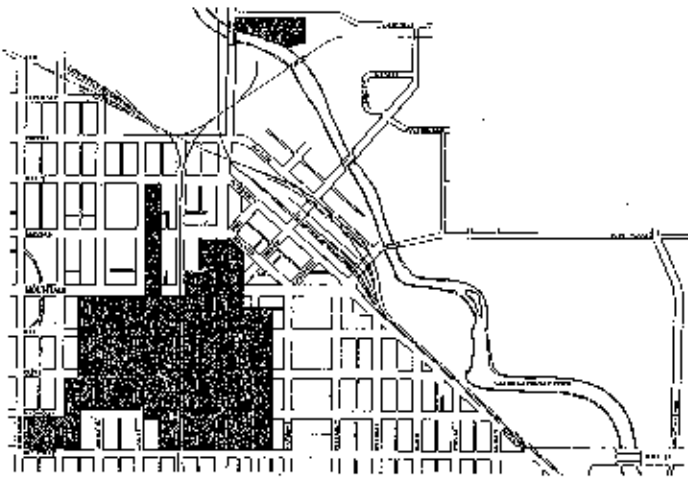
IG, General Industrial District, is for heavy industrial uses.

O, Open District (County Zoning), is for large lot single family and agricultural uses. Other uses by special review include trailer parks, shooting ranges, kennels, sawmills, automobile wrecking yards, and the like.

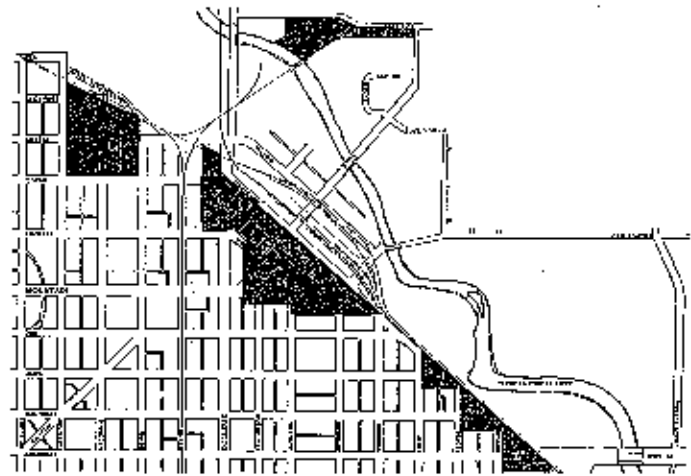
I, Industrial District (County Zoning), is for heavy industrial uses.

C, Commercial District (County Zoning), is for general commercial activity.

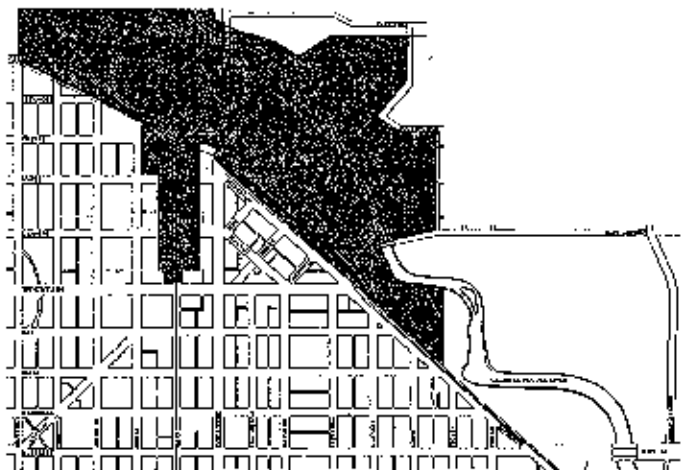
BACKGROUND



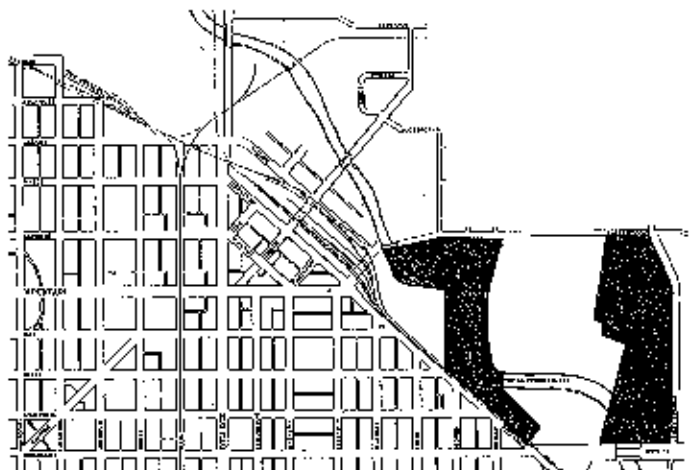
EXISTING ZONING - RETAIL
B-G, General Business District
B-L, Limited Business District
H-B, Highway Business District



EXISTING ZONING - COMMERCIAL
C, Commercial District



EXISTING ZONING - INDUSTRIAL
I-G, General Industrial District



EXISTING ZONING - COUNTY
O, Open District
I, Industrial District
C, Commercial District

9. Visual Survey

Existing wall graphics give special meaning to Downtown.



An inventory was conducted of the major visual and physical elements of the Downtown to determine assets and liabilities in terms of aesthetic design. Several major elements of visual quality were inventoried. The map entitled "Visual Inventory" graphically highlights some of the key considerations.

Building Character/Height

The Downtown is an example of the diversity of change that occurred in the community from the late 1870s' to the present day. The Downtown is dotted with a number of buildings of both historical and architectural significance that contribute to the quality of the area. Several blocks are listed as part of the Old Town Historic District and the Laurel School Historic District on the National Register of Historic Places, as well as being listed as part of the City of Fort Collins Old Town Historic District. It is important to the future of Downtown that these buildings and districts be preserved.

Old Town and Old Town Plaza provide an anchor to the Downtown area and serve as a visual hub of the retail district. The Mountain/College intersection is the perceptual center of Downtown and serves as a bridge between the "old town" and "new town" areas.

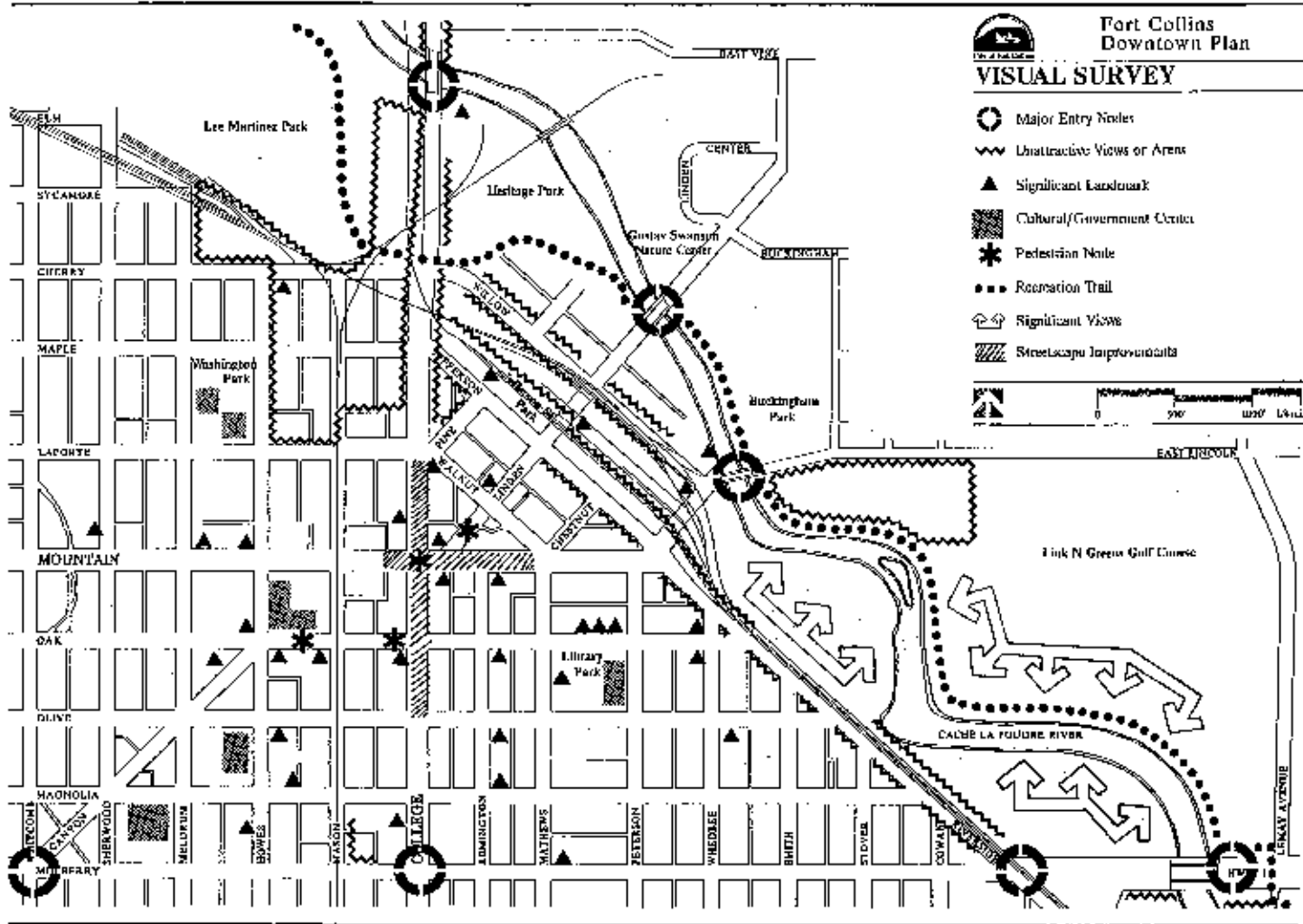
Recent renovation of existing homes and commercial structures has for the most part been compatible with the historical character of Downtown. With a few exceptions, the commercial and industrial structures in the northern portions of the Downtown are poorly maintained and/or of low visual quality.

The construction of the several building towers in Downtown has created a distinct and attractive skyline. In addition to serving as a symbol for the community and the Downtown, these buildings serve as a major point of orientation for both visitors and residents and can be seen from mile away. The taller buildings succeed in distinguishing the Downtown from the adjacent neighborhoods. Downtown is otherwise characterized by low building profile with few structures above three stories.

The surrounding residential neighborhoods are enhanced by large, stately trees. Individual homes range in type, quality, level of maintenance, and architectural styles. Overall, the neighborhood convey a feeling of quaintness and history.

Vegetation

Tree cover is abundant in most areas of Downtown and is an important visual element. The sidewalk, plaza and median plantings along College Avenue between LaPorte Avenue and Olive Street add to the visual



Virtually no vegetation is found along College Avenue north of LaPorte Avenue, and along Riverside Drive between Lincoln and Mulberry streets. Other smaller areas, some of which are awaiting redevelopment activity, are also lacking vegetation. Overcoming the barren image of these areas represents an important opportunity to enhance the quality and appearance of Downtown.

Focal Points and Open Spaces

Downtown contains a number of strategically located focal points and open spaces. These consist of churches, public buildings, office and residential towers, schools, parks, and the Poudre River.

The Old Town and Oak Street plazas are important nodes of activity that attract a variety of events and people at all hours of the day. The Poudre River plays a small role as a focal point because of its weak connection to the Downtown area. The river is a much underutilized feature of Downtown.

The Northern and Linden hotels also are important focal points, but are in poor condition. Their redevelopment would increase the viability of the entire retail district.

Several important intersections in the Downtown play an important role from a transportation viewpoint and as nodes of pedestrian and retail activity. These include the Mountain/College, College/LaPorte, Oak/Mason and Howes/College intersections. The treatment of these intersections is an important factor in the appearance and function of Downtown.

Finally, the City's Power Plant serves as a northern anchor to the Downtown. The importance of this anchor, however, is diminished by the lack of a strong visual and pedestrian connection to the retail district. The Burlington Northern and Union Pacific railroads serve as a physical and psychological barrier between the Power Plant and the retail areas of the Downtown. The importance of the Power Plant as a visual anchor can be capitalized on with a strong visual and pedestrian connection to the retail district.

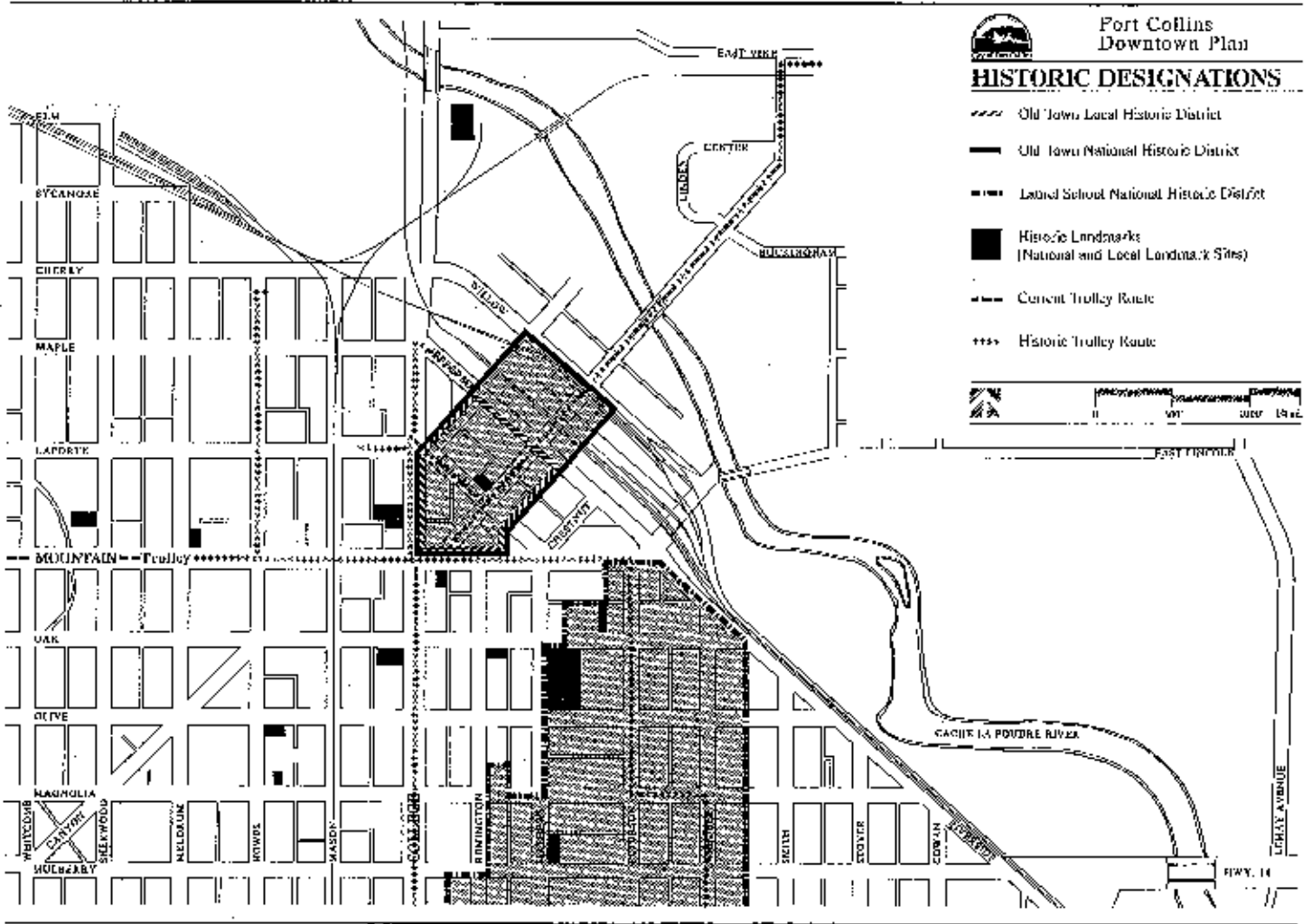
Gateways

The principal vehicular approach routes to the Downtown are Mountain Avenue from the east and west, College Avenue from the north and south, Mulberry Street from the east and west, Jefferson Street and Riverside Drive from the east, and Linden and Lincoln streets from the northeast. There is no clear sense of transition from any of these streets which signifies arrival into the Downtown area.

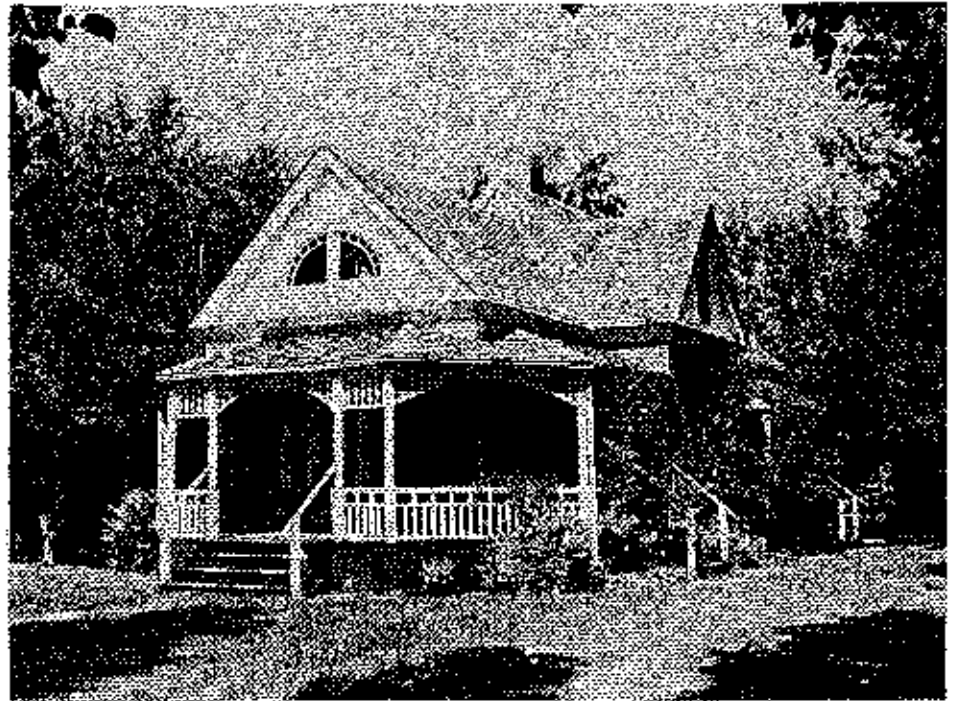


High quality streetscapes provide amenities for both pedestrians and motorists.

BACKGROUND



BACKGROUND



Close-in neighborhoods add to the historical identity of Downtown.

Districts

The Downtown has several "districts" that the visitor mentally enters and that are recognizable as having some common, identifying character. These districts help structure the Downtown and are distinguished from one another by a number of factors including land use, streetscape, building character and intensity of development.

The core district is the most urbanized area of the Downtown and is characterized by retail buildings, maximum building coverage, two- and three-story building heights, formal street tree plantings, street furniture, and historic buildings. Old Town is the historic center of this district and a unique pedestrian center.

The "near town" district is the predominant office core. It is a quiet area of large public and private buildings, small businesses

in renovated homes, wide streets, lawns, and street trees. The close-in residential neighborhoods are low density in character, typified by wide, tree-lined streets.

Overall, the Downtown fails to convey a cohesive and marketable image. Rather, a number of Downtown's features are marketed separately creating a sense of confusion and further exacerbating Downtown's lack of strong image and identity. Furthermore, recent office construction has been treated as suburban space with relatively low-rise buildings and spread out surface parking. Downtown is now at a mature phase in its life and needs to intensify its office district to achieve the vitality it needs. Maintaining and enhancing the character and identity of these districts is important to maintaining the uniqueness and economic viability of the Downtown area.

10. Traffic Circulation System

Traffic has been the subject of both debate and action over the years. In 1982, a report was published by the City of Fort Collins and Downtown Development Authority that described the existing Downtown circulation system, identified potential problems, and provided recommendations for future street improvements. In addition, numerous studies have been conducted by the City and private developers on specific subareas of the Downtown. This information has been taken into consideration in the preparation of the plan.

The Downtown street system consists of a hierarchy of streets that perform different functions. This hierarchy includes arterials, collectors, and local serving streets.

College Avenue is the busiest street in Downtown. It is defined as a "major" arterial street. It performs several different, often conflicting roles. From a statewide standpoint, it is a highway that transports both cars and large trucks from Denver to destinations as far away as Wyoming. Approximately 8 percent of the vehicles on College Avenue are statewide generated traffic and do not have destinations in Downtown or the community.

College Avenue also plays a community function of handling vehicles on longer trips destined from one end of the City to the other. Twenty-five percent of the trips are community wide or pass-through traffic. The remaining 75 percent are destined for Downtown. In total, the portion of College Avenue in the Downtown area carries 19,000 to 26,000 trips along its length.

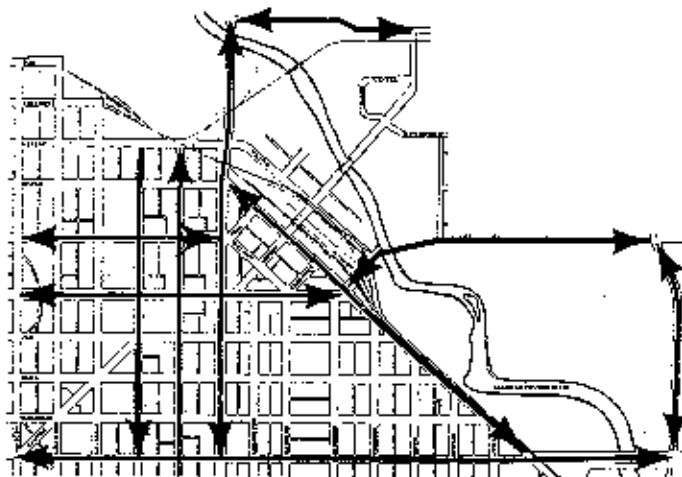
College Avenue is also part of the Downtown's on-street parking system by providing space for maneuvering of vehicles either entering or leaving parking spaces. Frequent accidents occur on College Avenue due to its dual roles of serving pass-through traffic and parking.

The Downtown also includes a number of "arterial" streets whose function is to carry the community's traffic. These streets also provide direct access to properties and businesses in the Downtown area.

Mulberry Avenue is currently carrying the largest volume of arterial traffic. Riverside Drive carries approximately 13,000 to 15,000 trips along its length. It carries a considerable amount of statewide traffic. One of the critical issues which needs to be addressed in the future is new opportunities for accommodating increased east/west arterial traffic through the core area.

BACKGROUND

40



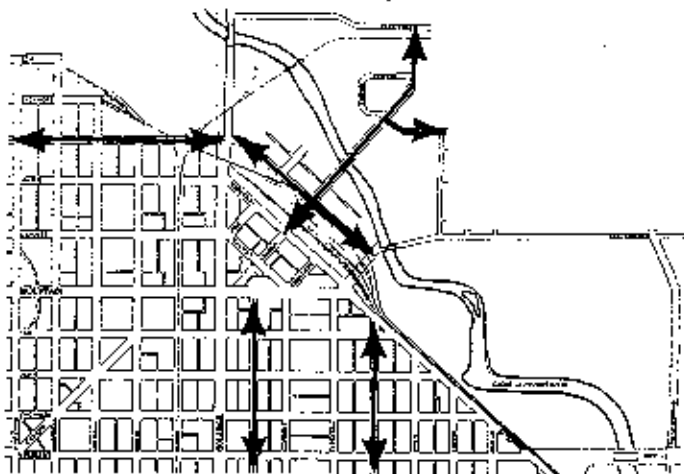
CIRCULATION SYSTEM - ARTERIALS

The Mason/Howes one-way couplet arrangement has relieved some of the arterial traffic on College Avenue. Both streets play an important role of conveying traffic in and around the Downtown area. Long term, these streets may need to be extended north to College Avenue in order to efficiently handle future increases in traffic volume.



TRAFFIC VOLUMES - 24 HOUR (1984)
0,000 - Existing Traffic Totals

Cherry Street, Willow Street, Remington Avenue, and Linden Street are collector streets. Their function is to collect traffic from adjacent neighborhoods as well as arterial streets, and to deliver it to the Downtown area. These streets also provide direct access to adjoining properties and are an important part of the circulation system. Traffic on these streets is less than the arterial streets, ranging between 3,000 to 4,500 trips per day.



CIRCULATION SYSTEM - COLLECTORS

The remaining streets in Downtown are "local" and primarily perform as access to adjoining residences and businesses. Traffic volumes on these streets vary from 2,000 to 3,500 trips per day, lessening as the distance from the retail core increases.

The problems and potentials of Downtown traffic are greatly affected by the overall community system. The City is undertaking a comprehensive study of the community's traffic system. It will consider the needs of the Downtown area.

11. Parking Survey

On-street parking has been a matter of widespread interest and concern. A commonly held perception about Downtown parking is that it is difficult and not adequate. In response, the City hired in 1984 its first Downtown Parking Manager to coordinate planning and enforcement.

Since 1984, the City and the DDA have conducted parking studies and held numerous meetings with Downtown business owners, property owners and interested people to identify demand and recommend development and/or operating programs. Most recently, the efforts have been directed at investigating on-street parking problems and opportunities as part of the Downtown Plan.

In 1985, the consulting firm of Parsons Brinckerhoff conducted a comprehensive parking study on behalf of DDA for 47 square blocks of Downtown. The following information is directed at bringing together the findings of this Study and previous studies.

Existing Parking Supply

In 1987, there were approximately 7560 parking spaces in the Downtown area. Of these spaces, 33 percent were located on-street and 67 percent were located off-street in the City owned parking lots and numerous private lots.

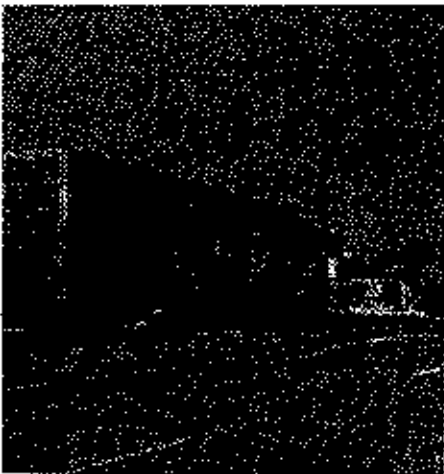
Of the 2500 on-street parking spaces, 36 percent have no time limit, 38 percent have two-hour time limits and 22 percent are limited to one-hour. Fewer than 4 percent are reserved, restricted to less than one-hour, serve as loading zones, or are permit-only spaces.

Of the 5,095 off-street parking spaces, approximately 2,981 (59 percent) were private, 1,073 (21 percent) were directly used by government offices, and 1,041 (20 percent) were in public lots.

On-Street Parking usage

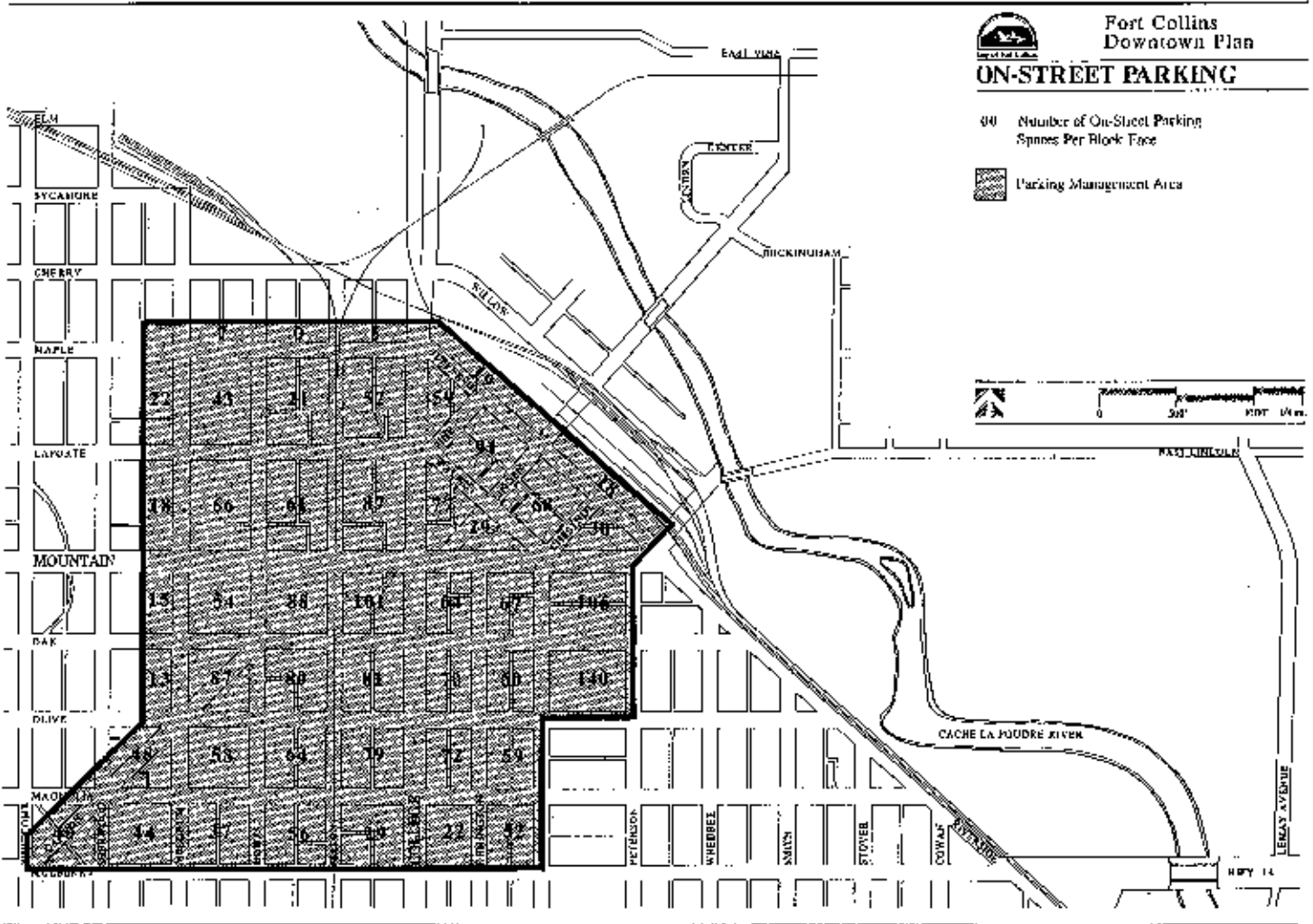
Parking activity in the Downtown is measured by evaluating the number of spaces occupied or empty at any one point in time (occupancy), and the total number of vehicles that park Downtown over the span of a day (turn-over).

For the entire Downtown area, occupancy levels reach a peak of 62 percent from noon until one p.m. during the average weekday. The peak daytime occupancy levels for subareas of the Downtown ranged from 55 percent around the Lincoln Center (although this value rises to 80 percent during an evening performance at the Center) to over 80 percent along portions of the College Avenue commercial area.



City of Ft. Collins Parking Garage.

BACKGROUND



Source: City of Fort Collins Department of Transportation

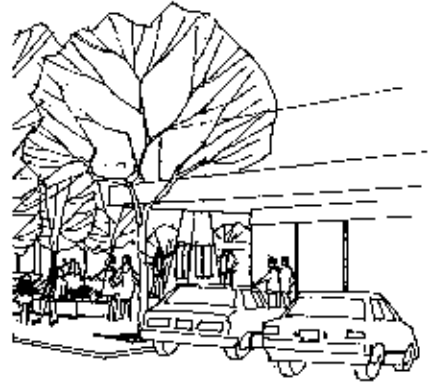
BACKGROUND

When parking occupancy levels reach approximately 80 percent, the public perceives the parking locations to be full. Visitors feel they must find alternative parking and contend with walking further to their end destination.

Turnover rates are a function of the time limit imposed at a particular location and the type of land use adjacent to the parking spaces. These rates are expressed in terms of the number of different vehicles that occupy one parking space on any given day. Study data shows that turnover rates are highest in the College Avenue area, followed by those in the County Courthouse area and Old Town.

Turnover rates range from 9.1 vehicles per space per day in the one-hour spaces on College Avenue between Mountain Avenue and Oak Street to over two per space per day in the unregulated spaces on Pine Street. The average turnover for all spaces is approximately 4.5 vehicles per day.

Employees working in the Downtown area continue to be the greatest overtime violators and compete with customers for on-street parking spaces, especially in the retail core of the Downtown.



In a recent survey of Downtown businesses, 38 percent acknowledged that they park on-street in timed areas. In addition, 46 percent of the businesses allowed their employees to move their cars from one on-street parking space to another to avoid a violation. The use of these spaces by employees reduces the limited supply of on-street parking spaces because of the less frequent turnover.

To complete the picture of the existing parking condition, parking habits and preferences were surveyed. The results indicate that nearly one-half of the non-employee parkers were either on personal business or shopping. Approximately 20 percent were on business related trips, and 29 percent were out to eat. Approximately 3 percent were on "other" trips.



On-street parking.

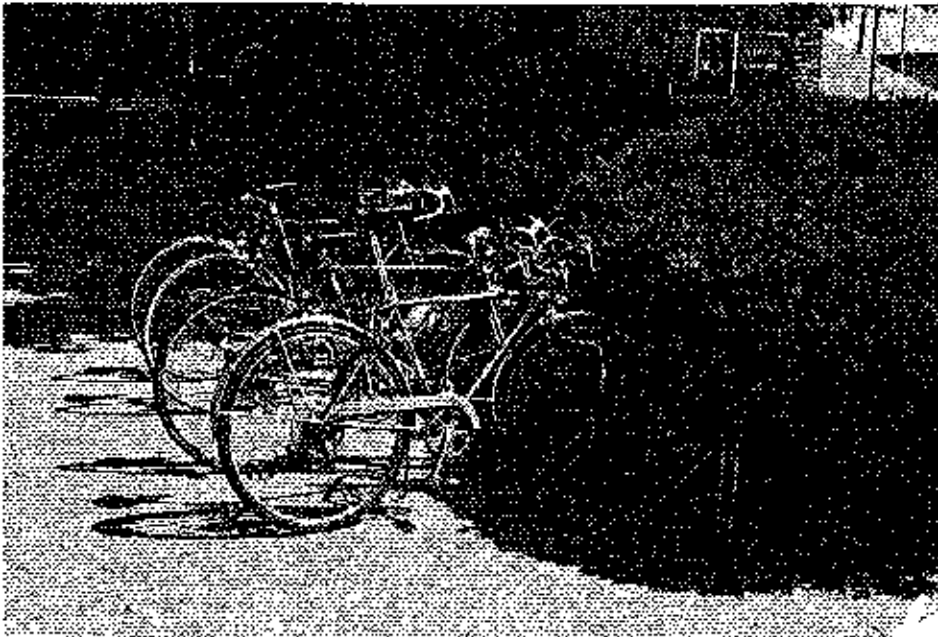
BACKGROUND

44

Survey information indicate that 89 percent of the parkers were Fort Collins residents. Non-employee parkers were also asked how long they planned to park at that location. Of those surveyed, over 75 percent expected to park two hours or less, 51 percent expected to stay for one to two hours, approximately 22 percent expected to spend less than one hour in Downtown, and 26 percent expected to stay three hours or more.

Also of concern is the distance parkers are willing to walk to their destination. Nearly 54 percent of parkers surveyed walked one full block or less to their destinations, 42 percent parked one and one-half to two blocks away, and 4 percent walked three or more blocks.

Information on the characteristics of employee street parking is not as readily available as is customer parking. Common sense, however, indicates that nearly all employees require long term parking. The proportion of spaces needed for employee parking in relation to the number of employees is high because of the high number of employees (95 percent) using their own vehicles to travel to work. In 1985, only 4 percent walked or rode bicycles and fewer than one percent regularly rode the bus.



Bicycles are an important mode of transportation in Downtown.

12. Utility Systems

As Downtown develops and redevelops, the existing condition and future augmentation of utilities must be considered. The following is a brief description of existing utility systems in the Downtown area.

Water

Water service is provided by a network of water mains ranging in size from four to 16 inches in diameter insuring adequate water supplies to most of the property within the Downtown area. Existing properties along major streets have adequate water supplies. Many older residential areas have

only sufficient water supplies to accommodate existing low density development. Any extensive redevelopment in the older residential areas will require water system improvements.

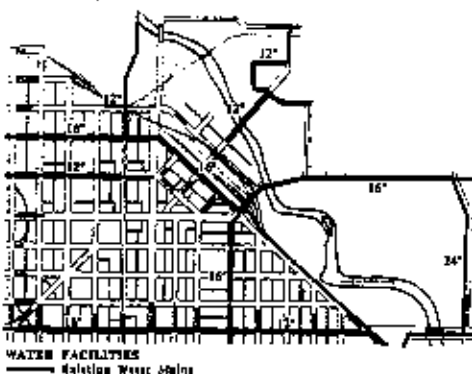
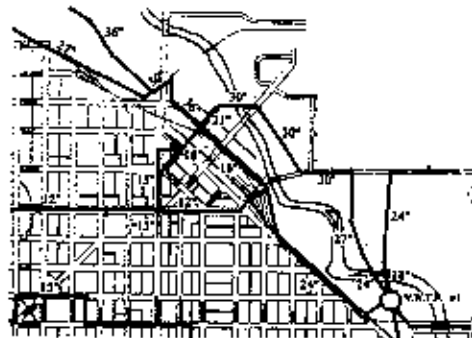
Wastewater

Several large sanitary sewer trunk mains radiate from Wastewater Treatment Plant #1 located at the southeast corner of the Downtown. Some of the smaller laterals connecting to these mains are more than 100 years old and in poor condition.

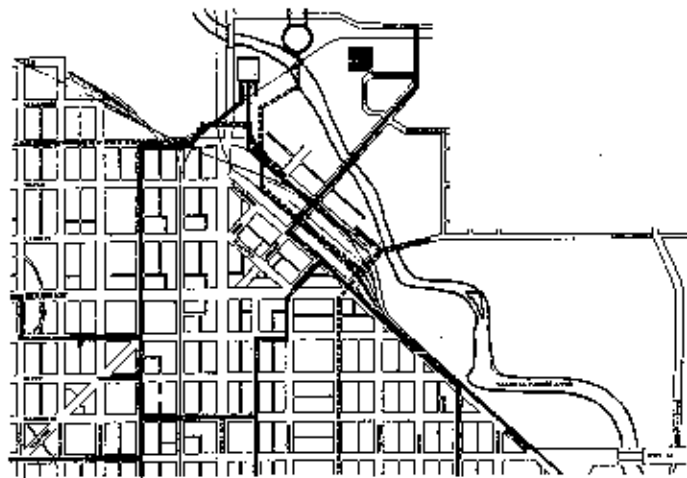
The City's Wastewater Utility recently initiated an organized inspection program for the City's oldest sanitary sewer lines to determine their condition and life expectancy. In general, any extensive redevelopment in areas served by the smaller laterals will require replacement or rehabilitation.

Stormwater

The Downtown is located within the Old Town Basin storm drainage area. The basin covers the central part of Fort Collins, and includes some of the oldest infrastructure in the City, dating back to as early as 1910. It is served by an extensive network of storm sewers that were installed through storm drainage special assessment districts.



BACKGROUND



ELECTRIC/GAS FACILITIES
 ○ Gas - Regulator Station
 ■ Electric - Substation
 — Existing Electric Lines
 - - - Existing Gas Lines



MAJOR DRAINAGE AREAS
 ● Flood-Prone Areas
 ■ Floodplain Area
 — Direction of Flow

The storm sewer capacity in the area is able to carry a storm that has a frequency of occurring once every two years. Some problem areas, however, do exist. Excess storm water flows are channeled through the street system, with an outlet to the Poudre River.

The City's Stormwater Utility is in the process of preparing a master drainage plan for the Old Town Basin. Its main objective is to identify problem areas, recommend solutions, and determine costs associated with those solutions.

Electric

The City of Fort Collins Light and Power Utility provides electrical service in the Downtown area. The area is served by an existing substation with a reserve capacity of 25MVA which will be replaced in 1989 by a new substation with a reserved capacity of 75MVA. Power is available to serve future additional loads in the area.

Natural Gas

Public Service Company of Colorado supplies gas service to the Downtown area. At the present time, there is sufficient surplus capacity in the principal natural gas source supplying the Downtown area. Any excess capacity available in individual gas mains and services to meet the needs of future redevelopment will have to be evaluated on a case by case basis.

Fire Protection

Fire protection is provided by Poudre Fire Authority. The closest fire station to the Downtown area is fire station #1, located on East Mulberry Street.

The City's building and fire codes require improved fire protection features to be included in older, Downtown buildings during renovations. In many cases, improved fire protection features, especially automatic fire sprinkler systems, allow reduction of other fire and building code requirements that help maintain historic, aesthetic, and functional qualities of older buildings.





3. Market Analysis

1. Key Ingredients for a Successful Downtown

In 1987, a study was prepared by Ross Consulting Group of Denver to provide market information about the Downtown area. This study was updated in 1989. The analysis involved a detailed building inventory, numerous interviews with private and public sector individuals and input from City staff, Downtown Development Authority, and the Downtown Plan steering committee.

The purpose of this study was to identify current and near term market opportunities to aid the planning process. The scope of the study was limited and did not intend to define all possible opportunities for the long term. Rather, future studies and periodic update of this study will be necessary as market conditions change.

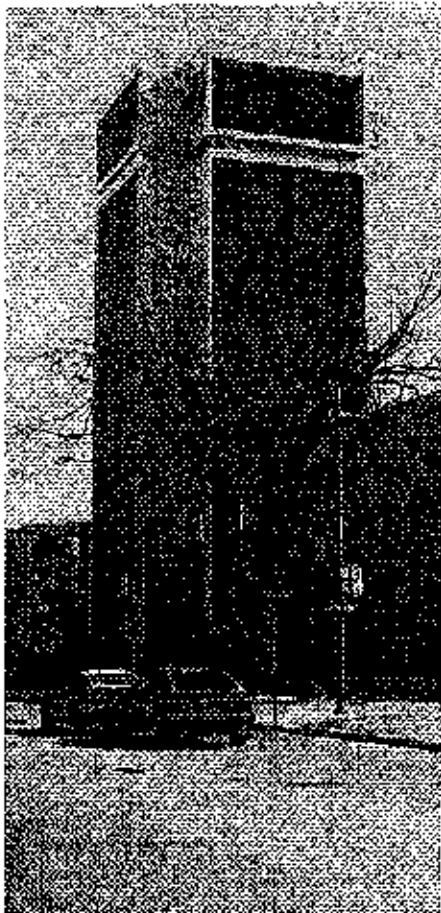
Through a Downtown Plan steering committee workshop, four essential ingredients for a successful Downtown were identified. They are as follows:

- **Uniqueness** - To be an active participant in today's competitive office and retail market, a downtown must offer unique qualities not found elsewhere. Downtown Fort Collins combines the Old Town historic district and the river, with major public and private office concentrations to provide just such a unique environment.

- **Quality** - The flavor of Downtown must be that of quality. For example, the area must be well maintained, landscaped, and lit, and must provide special dining and shopping experiences.

Offices located Downtown should be perceived as the most prestigious in town. Fort Collins can take advantage of its natural amenities (Poudre River for example) and its cultural institutions (Lincoln Center, museum, and library) to provide a quality atmosphere.

- **Focus** - A successful Downtown should be the physical, psychological, and cultural focus of the community.
- **Economic Viability** - A successful Downtown combines diverse uses to produce an economically viable environment. If Fort Collins can enhance the uniqueness, quality, and focus of Downtown, economic viability will follow.



First Interstate Tower.

2. Existing Product

Before the study could identify what is needed to make Downtown Fort Collins successful, an extensive survey was completed of the elements that exist. These attributes include:

- Adjacent established residential neighborhoods
- College Avenue beautification
- Old Town Historic District
- Cache La Poudre River
- Lincoln Center
- Museum and Public Library
- Major public and private office concentrations.
- Convenient access to Colorado State University

While these attributes significantly strengthen the Downtown, it presently lacks:

- Clearly marked parking and an efficient circulation system to move Downtown employees and visitors between parking and their destinations.
- A dense core of office use which provides an urban identity and concentrated employee market for surrounding retail goods and services.

- Modern, competitive retail merchandising, including specialty shops and updated interior shop design.
- New residential development of an urban nature.
- A quality, upscale, and competitively priced hotel with adjacent parking, small meeting facilities, a good restaurant, and comfortable accommodations.

The lack of these components create a market void which must be addressed if the Downtown area is to be successful. A market analysis of each potential downtown use was completed in order to study opportunities.

3. Downtown Market and Findings

Office Market

Successful downtowns have a dense core of office use providing an urban identity and concentrated employee market for retail goods and services. In Fort Collins, offices have been treated as suburban space with relatively low-rise buildings and spread out surface parking.

Fort Collins is now at a mature phase in its life and needs to intensify its office centers to achieve identity and vitality. Table 2 summarizes key characteristics of office space in the urban area and Downtown:

Office Findings

- Downtown is the center of finance, insurance, real estate and law industries. It is anchored by the "big three" office buildings (Rocky Mountain Building, Home Federal Building, and First Interstate Tower) and reinforced with city, county and federal government offices. Downtown also has approximately 350,000 to 500,000 square feet of second floor office space not included in Table 2.
- The Downtown vacancy rate of 11 percent is lower than that of the Fort Collins market as a whole (18 percent). Service oriented businesses such as finance, insurance, real estate and law firms are the major users of Downtown office space.
- Class A multi-tenant space has a 2 percent vacancy rate.
- There is no cohesive and strong office competition with Downtown in the urban area. Space in the southeast portion of the urban area is new and close to residential and retail growth, but is not yet organized in a quality park environment offering services and amenities which would form a base of competition. Downtown has the opportunity to expand its share of the office market.

Table 2
Office Space Characteristics (Over 5000 SF)
Downtown Fort Collins
1988

	Total Square Footage	Occupied Square Footage	Vacancy Rate
Multi-Tenant Space	484,096	414,805	14.3%
Multi-Tenant Class A Space	269,315	264,179	2.0%
Multi-Tenant Class B & C Space	214,781	145,525	30.0%
Total Space	666,135	591,049	11.3%
Balance of urban area	1,173,152		18.0%

SOURCE: Ross Consulting Group



- Office space in the core suffers from a public perception that it is hard to drive around Downtown and that parking is difficult. However, the Downtown ratio of commercial floor area to available parking is more than adequate. Downtown parking is often inconvenient in comparison to suburban office parks.

These perceptions about Downtown can be overcome by careful planning and action on the part of the City and Downtown business people.

- In 1987 and 1988, vacancy rates have remained stable and approximately 30,000 square feet of space per year has been absorbed.
- While there is ample renovated space existing and planned, there is no large amount of new, contiguous space Downtown for the medium to large multi-tenant user.

Offices mix with retail and entertainment activities to create market synergy.

Office Opportunities

A market exists for a new type of office building in Downtown that would absorb the majority of the new space demanded. This building would provide high quality office space, possibly with structured parking. It would attract tenants from the entire urban area. Low vacancy rates in Class A multi-tenant space in Downtown indicates demand for new high quality multi-tenant space. This would bring new focus and momentum to the Downtown area while providing the type of high quality urban office setting that Fort Collins needs.

In general, the following factors should be considered in strengthening office development in the Downtown area.

- There is the opportunity to develop quality infill office space using vacant land in the Downtown. This space would tighten, centralize, and define the Downtown office area. In addition, the renovation and/or redevelopment of second story space would contribute to the vitality of the retail core.

Density and proximity to the core area's other uses and activities will enhance and differentiate Downtown's office identity from its suburban competitors. A dense office

core is a better approach than allowing the suburban style spread of office space to continue Downtown.

- New Downtown buildings should contain more total space than suburban offices. Smaller floorplates, however, in the range of 7,500 to 12,000 square feet are recommended to accommodate multiple tenants, average size tenants, expansion potential, and larger than average tenants on a single floor. With the addition of structured parking, this is the type of building appropriate for intensifying Downtown's office area.

Retail Market

The majority of the current inventory of retail space in Downtown Fort Collins is substandard for today's retail merchandising. Downtown space will have to be redefined and, in some cases, renovated to create a more practical and contemporary retail environment.

Retail Findings

- Approximately 59 percent of the retail space in the urban area is multi-tenant space. This ratio is a healthy, typical retail market figure for a city of Fort Collins' size and maturity. As Fort Collins grows, more space will be multi-tenant as opposed to single tenant. Table 3 shows retail characteristics in the urban area:

Table 3
Retail Space Characteristics - 1988

	Total Square Footage	Occupied Square Footage	Vacancy Rate
Multi-Tenant Space	612,758	530,692	13.4%
Total	791,414	683,718	13.6%
Balance of Urban Area	2,577,824		14%

SOURCE: Ross Consulting Group

- Vacancy rates have remained relatively stable at about 8 percent during the two year period, beginning in 1987.
- Major competition for Downtown is the Foothills Fashion Mall and surrounding area. Approximately 38 percent of all retail space in the Urban Area is in this area.

- Rents Downtown are up to 40 percent lower than in the Foothills Fashion Mall area.
- Fort Collins is the largest city between Cheyenne and Denver, making it the logical destination shopping area for the residents of Loveland, Greeley, and other communities within a thirty mile radius and beyond, including Laramie and Cheyenne, Wyoming. An analysis of total retail sales in the Fort Collins Metropolitan Statistical Area shows Fort Collins enjoyed net retail sales immigration of just over \$39,000,000 in 1986.

There is considerable retail leakage, however, to other communities. The Downtown should take advantage of the shopping excursions from other areas and encourage more local shopping.

- The surrounding residential neighborhoods are an important market for Downtown businesses. The resurgent interest in close-in housing makes apparent the importance of maintaining services and goods that address the needs of the resident population.
- Between 1980 and 1985, Fort Collins maintained a consistent 60 percent share of retail sales in Larimer County. This figure reinforces Fort Collins's role as a regional retail center.

- In comparison to other front range communities, including Denver, Greeley, Colorado Springs and Boulder, Fort Collins lags in the proportion of retail sales spent in eating and drinking establishments and in miscellaneous retail sales.
- A problem facing Downtown is the perception that stores are slowly dying. Empty storefronts contribute to this perception. To reverse this, new retail activity must be immediately generated.
- Downtown also has to contend with the perception that parking is difficult. A shopping trip Downtown is perceived by the public to be less convenient than suburban shopping centers.
- The Downtown can capture a share of the retail demand in the urban area. The greatest potential lies in replacement space and renovation of existing retail space as opposed to the introduction of new, additional retail space.

Retail Opportunities

There are a number of major retail opportunities in the Downtown retail market. They are:

- Downtown is the natural center for fashionable clothing and shoes, arts and crafts (including antiques) restaurant uses, and other specialty goods.

Key opportunities include women's and children clothing. Old, inefficient retail space should be replaced by new, specialty retail space. Some stores will need to be renovated and others reconstructed to eliminate excessive storefront display areas and back room storage.

Fort Collins is lacking in a concentration of specialty stores of this type and Downtown is the logical place to capitalize on this market opportunity. A balanced mix of specialty and destination oriented retail activities should be encouraged.

- Downtown has no movie theatres. Since dining and shopping are available, movie theatres in a renovated structure would be complimentary entertainment uses.
- There are some destination retail opportunities in the Fort Collins urban area which are not currently being addressed.

Industrial Market

Industrial Market

The Downtown area has not typically been a major participant in the industrial market. Of 3.5 million square feet of space in the urban area, only 49,000 square feet is Downtown. This space is approximately 25 percent vacant, as exhibited in Table 4.

MARKET ANALYSIS

Table 4
Industrial Space Characteristics - 1987

	Space	Vacancy Rate
Downtown	48,749 SF	25%
Balance of Urban Area	<u>3,428,216 SF</u>	<u>11%</u>
TOTAL	3,476,965 SF	11%

SOURCE: Ross Consulting Group

Industrial Findings

- With few exceptions, industrial space in Downtown is low quality and not desirable by current market standards. The current supply of industrial space in the northeast and southeast portions of the urban area adequately meets demand.
- High-tech, bio-tech and light industrial uses are appropriate for areas of Downtown located outside of the retail core. Heavy industrial uses that produce objectionable impacts, including but not limited to, heavy truck traffic, air and water pollution, noise, and unsightly buildings and outside storage areas, should be avoided in the Downtown area.

Industrial Opportunities

Office/showroom and retail/showroom space is an appropriate use in the Downtown area. The best location for this kind of space is along Riverside Drive and North College Avenue. Existing vacant and outdated space should be replaced with a hybrid type of small business and retail user who needs office space along with flexible showroom areas. In addition, incubator space geared toward new businesses needing office and showroom space and shared services is appropriate.

Residential Market

With the exception of the small public housing project near Lee Martinez Park, Downtown contains no active subdivisions, but does have seven apartment buildings providing a total of 250 dwelling units. Older, single family detached housing abuts Downtown.

The findings of the market study dealt primarily with active residential subdivisions providing new homes. The issue of Downtown housing becomes a "chicken and egg" dilemma. Do residents avoid Downtown because there is no acceptable housing, or is there no housing because residents avoid Downtown? Downtown's residential market is untested. Any analysis of housing demand must be made with this issue in mind.

Residential Findings

- The strongest market in Fort Collins is for single family detached housing. Homes are affordable at \$60,000 to \$80,000 and the detached market is healthy.
- Currently, there is an oversupply of attached homes in the urban area. Selling prices of attached units are being discounted and many attached unit developers are revising their plans to accommodate lower density, detached units.
- Apartment demand in Fort Collins is seasonal, peaking in the fall as students return to school, and dropping in late spring and early summer. Vacancy rates fluctuate from 12 percent in July to 6 percent in December. The market is well-supplied with rental units at this time.

Residential Opportunities

There is little opportunity in the near future for new housing in the Downtown area. The success of a Downtown housing project, however, has yet to be tested. Occupied housing in the retail and office core areas would significantly enhance Downtown's vitality. The success of residential development in Downtown depends in part on the availability of resident-serving amenities and services.

As Downtown continues to improve, a small scale, moderate density (8 to 10 dwelling units per acre) residential development will be appropriate as a groundbreaking project.

It is not likely that Downtown will be a major residential market, but will attract a specialized segment (single and married professionals with an urban orientation, between 25 and 55 years of age) of the Fort Collins population.

Hotel Market

Hotel Findings

There are approximately 2,300 hotel and motel rooms in the urban area. Nearly 50 percent of these rooms are in eight major hotels, none of which are in the Downtown. Key hotel findings are:

- Hotel occupancy rates in the urban area vary between 55 percent and 60 percent, indicating a mature hotel market. In particular, the city is well supplied with large scale convention center hotels (Marriott and Holiday Inn).
- There is an immediate need in the Downtown area for additional small meeting space for banquet and social functions. In addition, as interest grows

in Ft. Collins as a convention destination, large meeting space requirements will expand beyond the capacities of existing meeting facilities. Downtown is a logical place to meet this demand.

Hotel Opportunities

A good quality, upscale, and competitively priced hotel with adjacent parking, small meeting facilities, a good restaurant, and comfortable accommodations is critical to the revitalization of Fort Collins' Downtown. This hotel should specialize in small meetings, sales presentations and local social affairs. It will attract business people whose contacts are Downtown and tourists who prefer to be near the excitement and activity of Fort Collins' historic center.

Occupancy rates in the first two years will be consistent with current Fort Collins rates (between 50 percent and 60 percent), predicated on reasonable economic growth, aggressive and creative marketing, and a fair market price for the land. Due to a hotel being a critical element in the success of the Downtown area, some form of economic development incentive should be offered to make this an attractive opportunity for developers.

Government Market

The government presence in Larimer County is a major economic generator in the community and especially Downtown. The City and the Downtown Development Authority should plan for the potential expansion of these uses and communicate a desire to maintain these facilities in the Downtown area.



Larimer County Courthouse



4. Downtown Plan

INTRODUCTION

The plans, policies and actions listed in the next two chapters are the core of the Downtown Plan. There are 15 major policy statements. Each policy is accompanied by statements that are considered to be part of the major policy and have equal importance. They are intended to further elaborate on the major policy statement and to provide details needed for later application and interpretation.

The Concept Plan Map is intended to illustrate and summarize the major policy statements of the Downtown Plan. It reflects major land use, urban design and circulation features the Downtown Plan will establish or embellish.

The "Strategic Actions Charts" and maps illustrate the ideas for implementing each of the Downtown Plan policies. The actions are assigned a time frame suggesting the appropriate schedule for the project, program or regulation to begin. Lead and coordinating agencies responsible for implementation of an action also are identified. In some cases, the actions are indexed to a more detailed explanation in Chapter 5 - Some Specific Ideas For Change. As studies are undertaken, some actions may need to be amended, or in some cases, replaced with other proposals found to be better or more feasible.

I. Concept Plan

The Concept Plan illustrates and summarizes the major elements of the Downtown Plan. It reflects land use, urban design, traffic and pedestrian circulation policies, and other major physical features of the plan.

The focus of the Concept Plan is identifying opportunities to create a unique, diverse, and recognizable Downtown area, with new development and activities enhancing its function as a desirable place to work, live, and play. One of the keys to successful Downtown development is the creation of amenities and attractions that appeal to the visitor market. The plan envisions strong pedestrian linkages between activities, unified public signage and landscaping elements, enhancement of open space areas and gateways, adaptive reuse of historic structures, and extension of the historic trolley to strengthen the image and function of Downtown.

The Downtown Corridor of the Poudre River is viewed in the plan as a fragile, valuable and irreplaceable resource. Major pedestrian and visual connections between the River and the Downtown are recommended. In addition, special treatment of the riverfront is suggested that enhances the attractiveness of the River and Downtown. The plan offers some specific activities for the riverfront area, including a new performing arts theatre, an open air amphitheater, botanical gardens, preservation of important natural areas, quality hotel, active and passive open space areas and limited retail activities.

The Concept Plan also illustrates six basic land use areas or districts. Within each of these districts, a mixture of land uses is permitted while maintaining the predominant land use character of each area. The intensity of land use decreases as distance from the center of the commercial districts increases.

The most intensive development occurs in the core of the Downtown known as the Canyon Avenue and Old City Center districts. The retail core, known as the Old City Center District, remains centered along College Avenue and in the Old Town area. The high density office core, known as the Canyon Avenue District, is confined to a 21-square block area located west and south of the retail area. The Plan also recommends new housing, destination retail and office uses be permitted in appropriate areas of the Poudre River Corridor District. Light manufacturing, research laboratories, and other similar uses are suggested as potential anchors for the northern end of the Canyon Avenue District.

Buffer areas are provided to serve as cushions between the adjacent low density residential neighborhoods and the commercial core. The Plan also recommends the lower intensity, neighborhood commercial areas along Riverside Drive be retained and enhanced to support the residential and working population. The low density residential uses in the surrounding neighborhoods are maintained. As Downtown becomes more desirable, new, medium and high density housing stock is introduced in close-in locations.

Finally, a balanced street and transit system is planned. In the long range, a new loop street is anticipated around Old Town to remove undesirable through traffic. The future extension of Vine Drive to College Avenue provides access to future development northwest of town. The importance of the Mason/Howes one-way couplet is strengthened by the continuous connection to College Avenue. Bicycling and walking are encouraged as a primary means of transportation within the area. Downtown transit service is expanded to include additional routes and a new transit center as the employee and shopper demand grows.

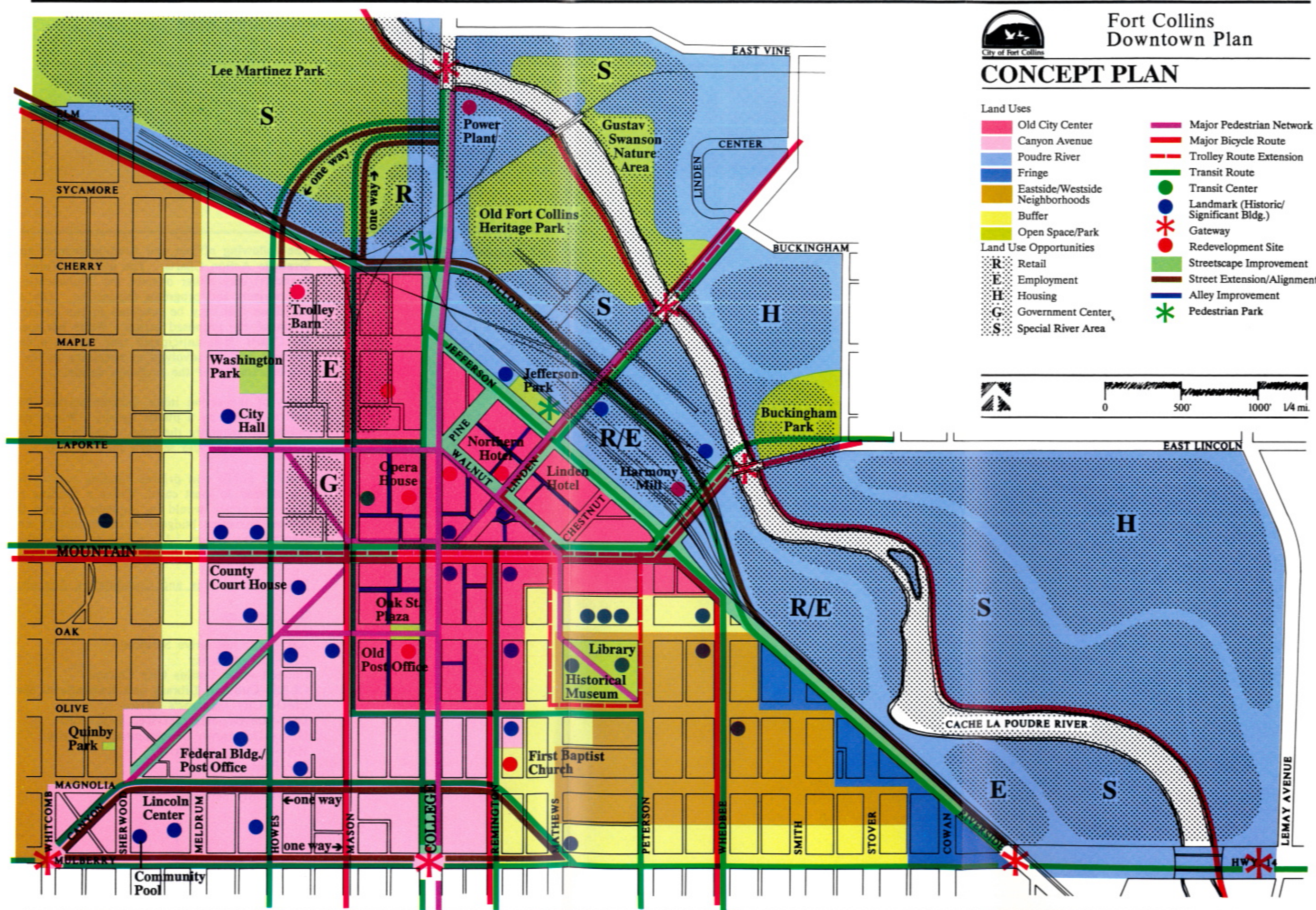


Fort Collins Downtown Plan

CONCEPT PLAN

Land Uses

- Old City Center
- Canyon Avenue
- Poudre River
- Fringe
- Eastside/Westside Neighborhoods
- Buffer
- Open Space/Park
- Land Use Opportunities
- R Retail
- E Employment
- H Housing
- G Government Center,
- S Special River Area
- Major Pedestrian Network
- Major Bicycle Route
- Trolley Route Extension
- Transit Route
- Transit Center
- Landmark (Historic/Significant Bldg.)
- Gateway
- Redevelopment Site
- Streetscape Improvement
- Street Extension/Alignment
- Alley Improvement
- Pedestrian Park



DOWNTOWN PLAN

62

2. Strategic Action Chart Index

The following offices and funding sources are referred to in the Strategic Action Charts. The offices offered as possible lead agency(s) may either oversee the implementing actions or carry out the projects and programs themselves. The coordinating agencies are those that may be involved in the development and implementation of the proposed action. While not specifically identified in the Charts, it is anticipated that various public boards and commissions will be involved as necessary in the development and implementation of the proposed actions.

Many of the action items indicate private (PVT) sector action as well as action by a public agency. Where private sector action is indicated, generally the role of the public agencies, also listed, is to foster the private sector's involvement.

Possible public and private funding sources for each of the actions are offered in most cases. Where a funding source is not identified, the action would be implemented and the cost absorbed by normal operating budgets of the agency(s) who would be implementing the action. As studies are undertaken, new funding sources may be identified.

Lead Implementing and Coordinating Agencies

City Agencies

ASO--Administrative Services
CA--City Attorney
Council--Fort Collins City Council
CLRS--Cultural, Library and Recreational Services
CMO--City Manager's Office
DSO--Development Services Department
DDA--Downtown Development Authority
HA--Housing Authority
PS--Police Services
PFA--Poudre Fire Authority
US--Utility Services

Other Agencies

CDH--Colorado Department of Highways

CSU--Colorado State University

LC--County of Larimer

PVT--Private (Downtown Business Association, Chamber of Commerce, Fort Collins Inc., Convention and Visitor's Bureau, Local Development Company, and other private individuals and groups)

Possible Funding Sources

City Sources

CDBG--Community Development Block Grant Funds

CIP--Capital Improvement Program

PF--Parking Fund

PLF--Parkland Fund

SIP--Sidewalk Improvement Program

TIF--Tax Increment Financing

Other--Other special funds or taxes

Outside Sources

LDC--Local Development Company low interest loans

PVT--Private sources

SID--Special or General Improvement District

GRANT--Private, state or federal grants

3. Policies, Actions and Strategies

POLICY 1 - PLAN ADOPTION, IMPLEMENTATION AND UPDATE

The Plan is a guide to anticipating changes and for identifying desirable and practical directions to avoid wasteful action and inaction. Adoption of the Plan ensures that the forecasts and directions are taken seriously. A renewed commitment by the City, Downtown businesses and organizations, and the public is necessary to assure that the policies and actions contained within this Plan are realized.

Major Policy

Refer to the Downtown Plan as the guiding document for decisions affecting the Downtown area. The City, Downtown Development Authority, and the public are committed to implementing the goals, objectives, policies and actions contained within this Plan.

And Furthermore..

A. Assure that the ideas and dreams expressed in the Downtown Plan remain an active concern of the City for the next 20 years.

B. Recognize past planning activities in the Downtown. These plans should be supported by and coordinated to avoid redundancies, conflicts or duplication of effort. These plans include the following:

- Strategic Plan for the Fort Collins Historic Preservation Program (1988)
- Poudre River Trust Land Use Policy Plan (1986)
- Eastside Neighborhood Plan (1986)
- Westside Neighborhood Plan (pending)
- Fort Collins Downtown Development Authority Plan of Development (1981)
- Historic Old Town Area Plan (1980)
- Master Street Plan (as amended)
- Old Town Master Drainage Plan (pending)

DOWNTOWN PLAN

C. Support and encourage, through appropriate public financial incentives, Downtown development and redevelopment projects, promotion and marketing programs, maintenance efforts, and security activities that are determined to be of public benefit and contribute to satisfying the goals, policies, and actions of the Downtown Plan.

D. Monitor and update the Downtown Plan on a continual basis.

POLICY 1 -- PLAN ADOPTION, IMPLEMENTATION AND UPDATE
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Programs									
	1. Adopt Downtown Plan.	✓					COUNCIL	DSO	
	2. Every year, a status report will be produced on implementation of the Downtown Plan.		✓				DSO	DDA	
	3. Prepare an annual comprehensive fiscal plan for implementation of the Downtown Plan that includes departmental work programs, budgets, and priorities.		✓				CMO	DSO/PVT	
	4. Establish a Downtown Capital Improvements element within the City's Capital Improvement Program.		✓				DSO	DDA/US	CIP
Regulations									
	5. Annex to the City all areas within the Downtown.			✓			DSO	PVT	
	6. Study and act on the possibility of expanding the boundaries of the DDA District to include all areas within the Downtown.			✓			DDA	PVT	

POLICY 2 - LAND USE

The essence of Downtown is diversity with a range of choices in things to do and see, throughout the day and evening. Diversity means more than one or two primary uses within Downtown or on a given street. To be an economically healthy, sustaining market, Downtown must include office, residential, and entertainment functions in addition to retail shops and restaurants. To promote pedestrian activity and vitality, the Downtown area should be compact and walkable with a tight physical structure and efficient spatial arrangement.

The Plan offers a balanced mix of land use activities commensurate with the vision that Downtown be a "first class, economically vital center." The following policies stress the concentration of higher intensity, downtown functions in two compact and distinct areas known as the Old City Center and Canyon Avenue districts. Within each of these districts, a mixture of land uses is encouraged, while maintaining the predominant land use character of each area. The intensity of land use decreases as distance from the center of these districts increases.

Downtown retailing should be concentrated in the Old City Center District. Specialty shopping, fine dining and cultural activities are new opportunities which provide a unique destination for employees, visitors and shoppers. Downtown should also continue to attract other conventional retail and service businesses that address the needs of adjacent residential neighborhoods and the community.

Intensive office development is encouraged in the Canyon Avenue District while protecting the existing character created by the large public buildings, historic structures, lawns and stately trees. The Poudre River Corridor District offers an excellent opportunity to mix river related and cultural activities with the natural environmental values of the river. Higher density residential land uses are encouraged in close-in locations while preserving the adjacent low-density housing stock in nearby residential neighborhoods.

Major Policy

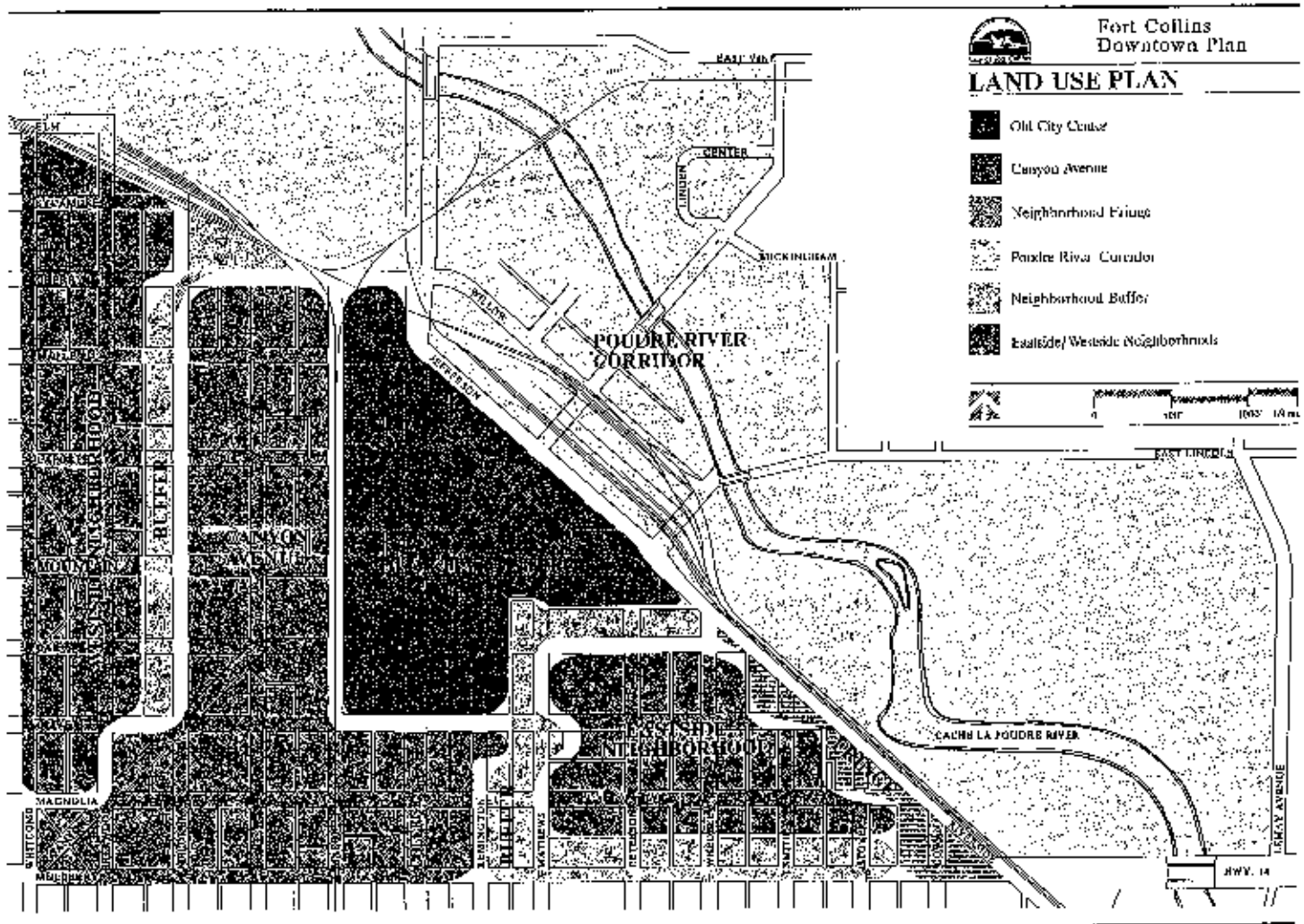
Cluster basic land use activities in distinct and compact districts located to promote the movement of pedestrians between areas and to efficiently use public services and facilities. A mix of complimentary and supportive land uses will be encouraged in each of these districts.

And Furthermore..

- A. Preserve and enhance the unique character of the Downtown districts.
- B. Encourage development and redevelopment of vacant and underutilized properties.
- C. Locate the highest intensity of development in the Old City Center and Canyon Avenue districts and step intensity down toward the residential neighborhoods.
- D. Focus quality retail shopping, dining, entertainment, and consumer services activity in the Old City Center District while preserving the historical buildings and character of the area. Encourage and reinforce this district as the center for a variety of conventional retail, specialty shopping and fine dining catering to residents, office workers and weekend/evening entertainment-goers.
- E. Encourage greater intensification of land use in the Old City Center and Canyon Avenue districts by building upwards, seeking greater building coverage and productive use of upper-story building space.
- F. Avoid creating geographically separated retail concentrations that compete with one another.
- G. Encourage ground-level activity for retail uses in the Old City Center District.
- H. Allow offices that have a high walk-in clientele, such as insurance brokers, travel agencies and the like, to occupy ground-level space in the Old City Center District.
- I. Encourage upper-story offices and multi-family uses in the Old City Center District.

DOWNTOWN PLAN

68



PRINCIPAL USES INCLUDE:

- Old City Center** - Retail, dining, hotels, entertainment
- Canyon Avenue** - Offices, government, high density residential
- Poudre River Corridor** - Special river activities, retail, residential, light manufacturing
- Neighborhood Fringe** - Business services, convenience retail, auto oriented
- Neighborhood Buffer** - Low/medium density residential, office
- Eastside/Westside Neighborhoods** - Single family residential

-
- J. Encourage and support the location of a high quality hotel(s) in the Old City Center, Canyon Avenue, and the Poudre River Corridor districts.
- K. Discourage drive-thru facilities in the Downtown except along Riverside Drive. Drive-thru facilities as an accessory use may be permitted in the Canyon Avenue and Poudre River Corridor districts if sufficient evidence is provided to demonstrate its compatibility with the urban design, pedestrian and environmental policies of this plan.
- L. Strengthen the economic development of the Canyon Avenue District as a major employment area with concentrated office activity and preserve its historic buildings.
- M. Maintain and promote service-oriented businesses such as finance, insurance, government, real estate, medical, law firms and the like, in the Canyon Avenue District.
- N. Encourage high density multi-family residences, hotels, health clubs, restaurants, and cultural/entertainment facilities in the Canyon Avenue District to add diversity and activity beyond the working day.
- O. Allow other uses that are supportive of the principal office uses in the Canyon Avenue District including quality hotels, day care facilities, personal service shops, and business service uses (print shops, office supply, etc.) that provide for the needs of Downtown employees and businesses.
- P. Promote and encourage the development of activities supporting the Lincoln Center along Canyon Avenue including quality hotels, restaurants, artist studios and galleries.
- Q. Locate the highest density residential development in the Canyon Avenue District.
- R. Encourage the location of light manufacturing uses, research and scientific laboratories, and similar uses on the underutilized and vacant properties in the Canyon Avenue District north of LaPorte Avenue.
- S. Permit destination retail uses, light manufacturing, research and scientific laboratories and similar uses in locations within the Poudre River Corridor District that are compatible with the scenic, natural, recreational and historical values of the river.

T. Encourage the development of a special riverfront area that mixes hospitality, hotel, recreation, entertainment, culture, and some limited retail land uses in the Poudre River Corridor District being especially sensitive to the natural features of the river. Specific activities which should be encouraged in this area include a new performing arts theatre, an open air amphitheater, botanical gardens, preservation of important wetlands and vegetation, and water related recreation.

U. Encourage new single-family detached and attached units, medium density residential land uses, and elderly retirement housing in appropriate areas of the Poudre River Corridor District.

V. Preserve a transition or cushion of lower intensity, compatible land uses, known as the Neighborhood Buffer District between the residential Neighborhood District and the more intensive commercial areas. In the Neighborhood Buffer District, the following uses will be encouraged:

- low intensity professional offices and personal service shops
- single-family, multi-family (maximum four-plex), boarding, rooming and bed and breakfast inns
- churches
- basement apartments
- child care centers
- group homes and elderly retirement homes.

W. Encourage a mix of land uses in the Neighborhood Buffer District, and foster the rehabilitation and/or renovation of existing structures.

X. Allow neighborhood retail such as business service uses, convenience retail, and auto-oriented establishments along the west side of Riverside Drive known as the Neighborhood Fringe District.

Y. Encourage upgrading the appearance of buildings and sites in the Neighborhood Fringe District.

Z. Protect and enhance those areas of the Downtown that are predominantly residential.

AA. Encourage low intensity residential uses in the predominantly residential neighborhoods, including but not limited to single-family, multi-family (maximum three-plex), and group homes.

BB. Allow other compatible land uses in the predominantly residential areas to the extent that they reinforce and do not detract from the primary low density residential function of the neighborhood including, but not limited to:

- churches, schools and public/quasi-public recreational uses
- accessory uses, such as group homes
- appropriately treated accessory dwelling units
- multi-family dwellings as permitted under the applicable Neighborhood Plan
- day care centers.

POLICY 2 — LAND USE
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Regulations									
	1. Eliminate the existing conventional zoning designations in Downtown and adjacent residential neighborhoods and establish a mixed-use zoning district(s) based on the Downtown Plan.		/				DSO	DDA/PVT	CDBG/GRANT
	2. Annex all unincorporated areas within the Downtown corridor of the Poudre River and zone RC, River Corridor District.			/			DSO	PVT	
	3. Comprehensively rezone all annexed properties within the Downtown corridor of the Poudre River to RC, River Corridor District.			/			DSO	PVT	
	4. Prepare general design guidelines for new development and redevelopment which reinforces the uniqueness and distinctiveness of the districts.			/			DSO	DDA/PVT	CDBG/GRANT

POLICY 3 - SPECIAL LAND USE OPPORTUNITIES

Downtown is unique because it has a number of vacant and/or underutilized land parcels of various sizes that are available for development and redevelopment. It also contains a number of significant buildings and structures which, because of their historical and/or architectural character and strategic location, have redevelopment potential. The Cache La Poudre River is another untapped resource that offers tremendous opportunity to become a unique place in the Downtown. These areas and structures provide the most likely opportunities to introduce new uses and activities complementing the traditional Downtown functions without disrupting the existing Downtown fabric.

Major Policy

Aggressively explore, develop and take action to attract major retail, government, cultural, educational, entertainment, recreation and employment anchors including new housing development, that enhance the Downtown as the preeminent business, retailing, and cultural center of the region.

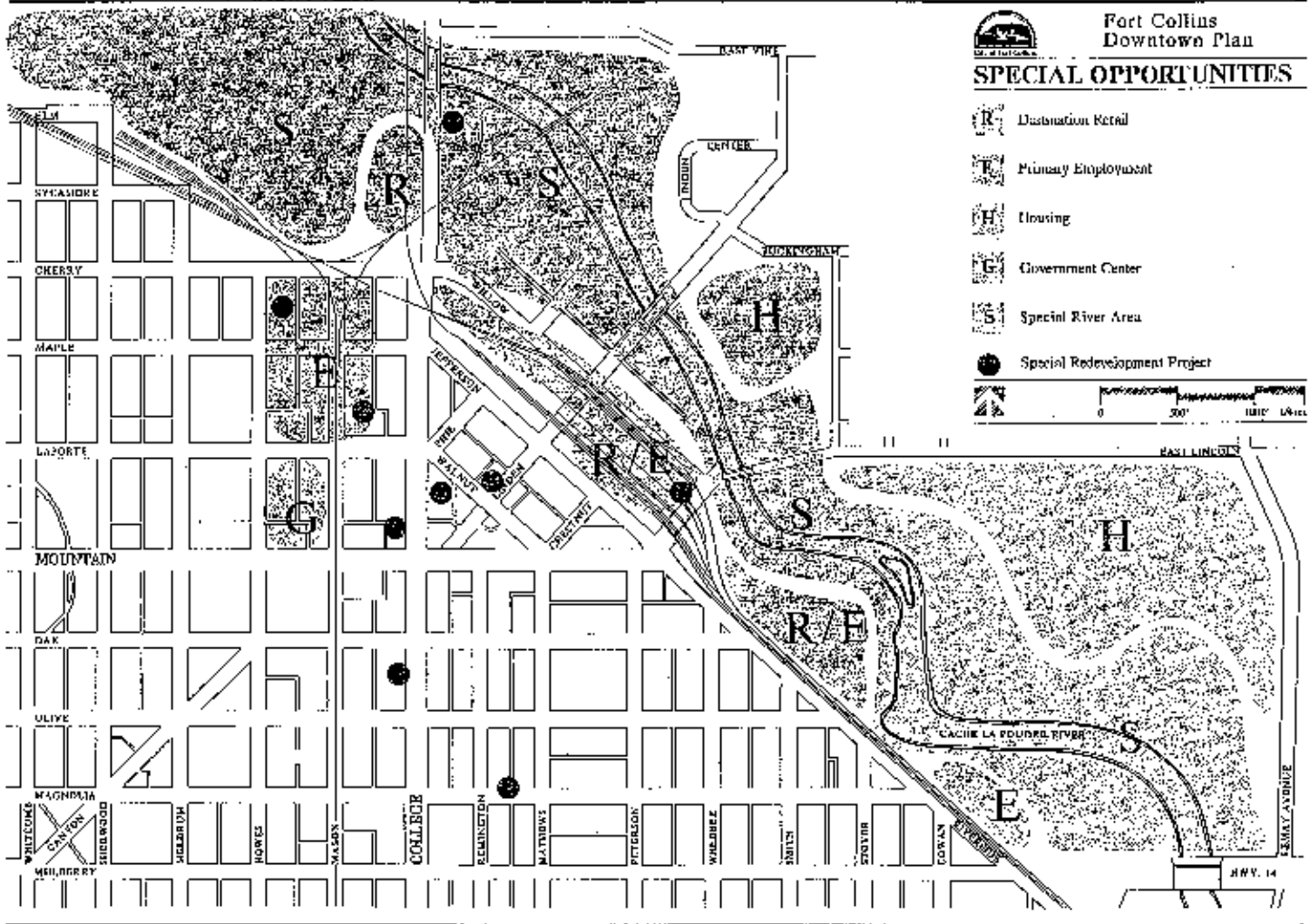
And Furthermore,

A. Actively foster the growth and attractiveness of the Downtown, to enhance its competitive position with other commercial areas in the region.

B. Permit destination retail uses, light manufacturing, research and scientific laboratories and similar uses in locations within the Poudre River Corridor District that are compatible with the scenic, natural, recreational and historical values of the river.

C. Encourage the development of a special riverfront area that mixes hospitality, hotel, recreation, entertainment, culture, and some limited retail land uses in the Poudre River Corridor District being especially sensitive to the natural features of the river. Specific activities which should be encouraged in this area include a new performing arts theatre, an open air amphitheater, botanical gardens, preservation of important wetlands and vegetation, and water related recreation.

DOWNTOWN PLAN



USES INCLUDE:

- Destination Retail** - discount supermarket, home improvement center, home furnishing center
- Primary Employment** - office/showrooms, incubator offices, retail/showrooms
- Housing** - low, medium, high density residential
- Government Center** - mixed use, private/public facility
- Special River Area** - culture, arts, recreation, entertainment, open space, etc.
- Special Redevelopment Project** - office, education, retail, entertainment, dining, etc.

DOWNTOWN PLAN

- D. Encourage new single-family detached and attached units, medium density residential land uses, and elderly retirement housing in appropriate areas of the Poudre River Corridor District.
- E. Encourage the location of light manufacturing uses, research and scientific laboratories, and similar uses on the underutilized and vacant properties in the Canyon Avenue District north of LaPorte Avenue.
- F. Develop Block 31 as a new, first class City and County government center housing a variety of public and private services and activities.
- G. Encourage and support the location of a quality hotel(s) in the Old City Center, Canyon Avenue, and the Poudre River Corridor districts.
- H. Encourage new housing opportunities on undeveloped properties within the Downtown area.
- I. Actively support and encourage the appropriate redevelopment of architecturally or historically significant and underutilized buildings in the Downtown.

DOWNTOWN PLAN

POLICY 3 -- SPECIAL LAND USE OPPORTUNITIES

Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Near 5 Years	5 to 10 Year	10 to 20 Years	Lead	Coordinating	
Projects									
3.1	1. Prepare a development study for a future government center on Block 31.		/				CMO/LC	DSO/ASO/DDA	OTHER
3.2	2. Explore opportunities for a public and private partnership in the development of Block 31.		/				CMO/LC	DSO/ASO/DDA	OTHER
	3. Study the feasibility of a new cultural/performing arts center in the Downtown.			/			CLRS	DSO/DDA	OTHER
	4. Study the feasibility for Botanical Gardens in the Downtown.			/			CLRS	DSO/DDA	PVT/GRANT/CDBG
Programs									
	5. Actively recruit new facilities for higher education.			/			DDA	CSU/PVT	
3.6	6. Establish a program to recruit major anchors to the Downtown area.			/			DDA	PVT	
	7. Provide public financial incentives for construction of new housing and for upgrading of existing homes.			/			DSO	DDA/HA	
	8. Study public acquisition opportunities of unique and valuable sites along the Poudre River.			/			DSO	CA/CLRS	
Regulations									
	9. Provide incentives in the Zoning Code to encourage the development of new housing.		/				DSO	DDA/HA	

POLICY 4 - HOUSING

Opportunities for housing for all income levels, family types and age groups, within or near the Downtown area are important for continued success. A residential population creates an extended cycle of activity, provides a ready market for retail uses, and establishes a lobby for quality public services and infrastructure. Downtown must offer a unique lifestyle otherwise unavailable in suburban locations. In addition to proximity to the work place, Downtown must provide residents with round-the-clock opportunities, diversions, and entertainment. Downtown must be supported by convenience retail, services, parks, cultural activities (theatres, movies, museums, libraries, concerts, etc.) and a critical mass of people sharing similar lifestyles. Improving the vitality and attractiveness of the area will create momentum for developing and marketing activities which will position Downtown as a desirable place to live.

The plan calls for increased residential development in the office and retail cores. It encourages the preservation and enhancement of existing, adjacent residential neighborhoods. Expanded housing opportunities in appropriate areas of the Downtown Corridor of the Poudre River will present a strong appeal to singles, couples and families who desire a close-in location and a unique residential living environment. Compatible residential densities and sensitivity to proposed developments in or near existing, stable residential neighborhoods are important philosophies of the plan.

Major Policy

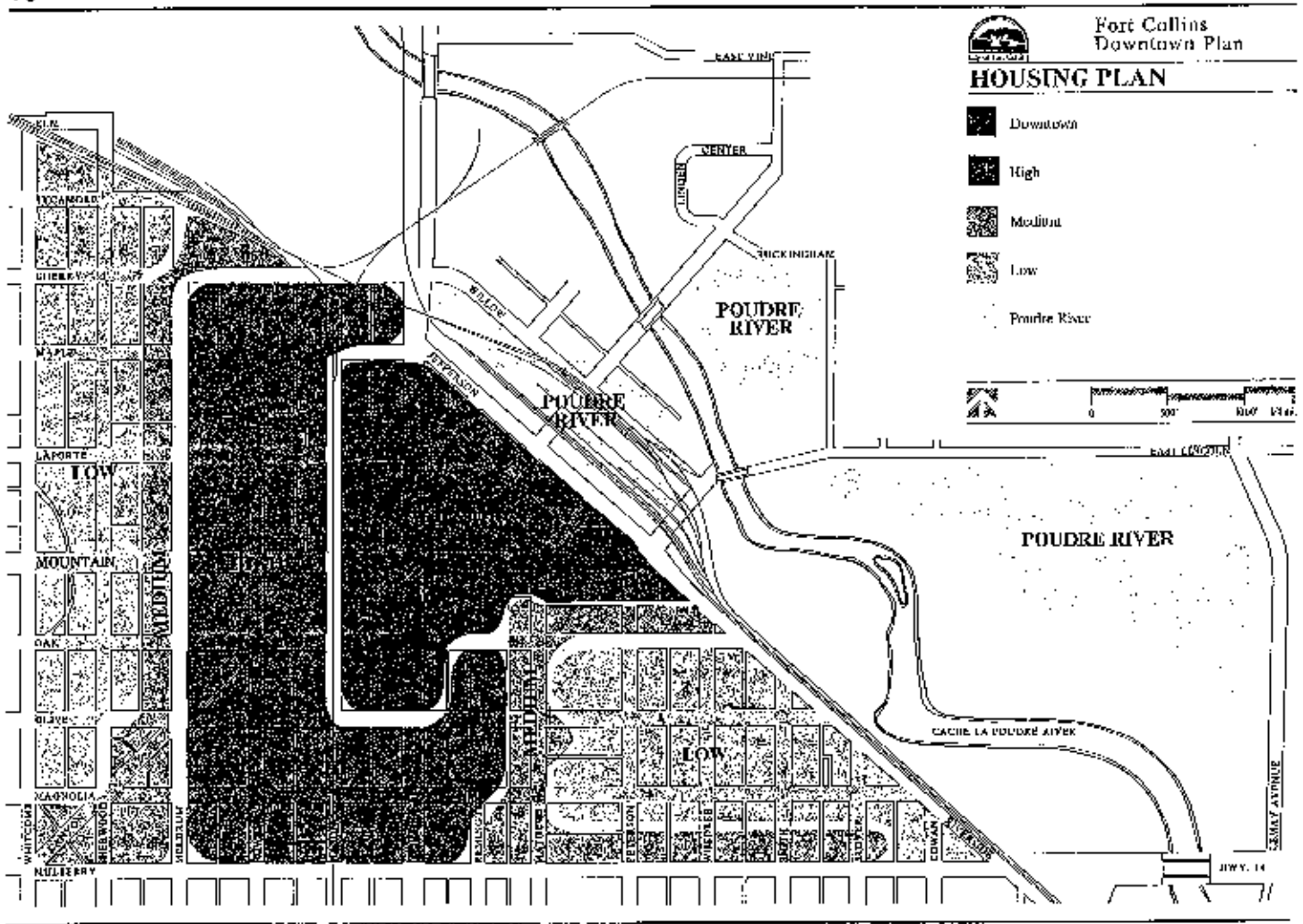
Provide a mix of housing types for all income levels, family types, and age groups, with a variety of prices and rent levels. Protect stable residential neighborhoods adjacent to the Downtown from commercial encroachment.

And Furthermore..

- A. Foster the growth of housing to help reinforce the Downtown as a lively urban place, especially during evenings and weekends.
- B. Expand the supply and diversity of residential housing types.

-
- C. Plan for and provide adequate convenience retail services, ample cultural activities, parks and other activities, and services necessary to support an expanding residential base.
 - D. Encourage redevelopment of upper stories of existing buildings in the Downtown area for apartments.
 - E. Encourage high density multi-family residences and hotels in the Old City Center and Canyon Avenue districts to add diversity and activity beyond the working day.
 - F. Encourage new single-family detached and attached units, medium density residential land uses, and elderly retirement housing in appropriate areas of the Poudre River Corridor District.
 - G. Encourage low intensity residential uses including single-family, multi-family (maximum four-plex), boarding, rooming, bed and breakfast inns, and group and elderly retirement homes, as a buffer or transition between the commercial areas and the residential neighborhoods.
 - H. Encourage low-intensity residential uses in the predominantly residential neighborhoods, including but not limited to single-family, multi-family (maximum three-plex), and group homes.
 - I. Conserve and encourage rehabilitation of existing housing stock in the predominantly residential neighborhoods.
 - J. Provide for the replacement of low income housing that is lost as a result of development and redevelopment of the Downtown area.

DOWNTOWN PLAN



USES INCLUDE:

- Downtown** - special, second story apartments, hotels
- High** - high density (40+ du/acre), multi-family, hotels
- Medium** - medium density (12-20 du/acre), multi-family (four-plex maximum), boarding, rooming and "bed and breakfast inns"
- Low** - low density, single family, duplex and triplex multi-family
- Poudre River** - mixed density, all residential types

DOWNTOWN PLAN

POLICY 4 — HOUSING

Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Programs									
	1. Provide public financial incentives for construction of new housing and for upgrading of existing homes.			✓			DSO	DDA/HA	
	2. Establish an Awards program for housing construction and rehabilitation.			✓			DDA	HA/DSO	
Regulations									
	3. Provide incentives in the Zoning Code to encourage the development of new housing.		✓				DSO	DDA/HA	
	4. Establish design and impact evaluation criteria for conversions of single family to more intense uses in existing residential neighborhoods.		✓				DSO	PVT	
	5. Investigate legal and financial tools to mitigate the loss of low income housing units and displacement of low income families.			✓			DSO	HA/DDA	
	6. Eliminate the existing conventional zoning designations in Downtown and adjacent residential neighborhoods and establish a mixed-use Downtown zoning district(s) based on the Downtown Plan.		✓				DSO	DDA/PVT	CDBG/ GRANT
	7. Study and make recommendations on building code amendments needed to allow safe, cost-effective creation of second-story apartments and rehabilitation of existing dwellings.		✓				DSO	DDA/HA/ PVT	

POLICY 5 - CULTURE, RECREATION, ENTERTAINMENT AND EDUCATION

Expanding the cultural, recreation, entertainment and educational opportunities in the Downtown is an important strategy to enliven the entire Downtown, especially after normal working hours. The Poudre River, orchestral recitals, art shows and displays, movie theatres, sporting events, etc., have the potential of drawing a broad base of consumers to the Downtown to shop or dine. At the same time, Downtown's attractiveness as a living and working environment will be enhanced.

Major Policy

Promote and expand facilities, programs and events that reinforce the Downtown as the center for cultural, recreation, and entertainment in the community and region and expand educational opportunities in the Downtown.

And Furthermore..

- A. Encourage the support of performing and visual arts in the Downtown.
- B. Promote the purchase and display of public art.
- C. Encourage artists, crafts people and entertainers to live and work in the Downtown area.
- D. Increase the number, diversity and clustering of public and private art and entertainment facilities.
- E. Plan for and promote the Downtown Corridor of the Poudre River as a recreational, historical and natural resource.
- F. Encourage the development of a special riverfront area that mixes hospitality, hotel, recreation, entertainment, culture, and some limited retail land uses in the Poudre River Corridor District being especially sensitive to the natural features of the river. Specific activities which should be encouraged in this area include a new performing arts theatre, an open air amphitheater, botanical gardens, preservation of important wetlands and vegetation, and water related recreation.

G. Encourage a partnership between educational, cultural, and business institutions to improve opportunities for learning and expanding Downtown's employment base.

H. Expand opportunities for providing education programs and facilities located within the Downtown area.

POLICY 5 — CULTURE, RECREATION, ENTERTAINMENT AND EDUCATION
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 3 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
	1. Study the feasibility of a new cultural and performing arts center in the Downtown.			/			CLRS	DSO/DDA	OTHER
	2. Place public art along major pedestrian ways, at gateways, and at other areas of high pedestrian activity.			/			CLRS	DDA/PVT	PVT
8.1	3. Commission major art work(s) to be placed on the islands on Canyon Avenue at Oak, Olive and Magnolia Streets.			/			CLRS	DSO/DDA/PVT	PVT
	4. Explore the creation of a children's museum in the Downtown.			/			CLRS	DSO/DDA/PVT	PVT
Programs									
	5. Investigate options for requiring developers of large projects to provide public art and/or pay a fee in lieu of for purchase of art.			/			CLRS	DSO/DDA/PVT	
	6. Create a small donor program to purchase public art for public places.			/			CLRS	DSO/PVT/DDA	PVT
	7. Investigate the feasibility of establishing a special tax district for the arts.			/			CLRS	DDA/PVT	
5.8	8. Explore opportunities for creating a Downtown Campus.	/					DDA	PVT/CSU	

POLICY 6 - GOVERNMENT

Government offices provide a major anchor, a magnet for other businesses and a strong daily employee market for the retail core. It is essential to the future viability of Downtown that these government uses continue.

Major Policy

Maintain the Downtown as the focus for government administration and service functions.

And Furthermore..

- A. The city, county and other governmental agencies should maintain their administrative functions and services in the Downtown area.
- B. Preferential consideration should be given to the Downtown as the location of new or expanded facilities and services especially those which would contribute to expanding the employee base, attracting visitors/shoppers, implementing policies of the Downtown Plan, and generally increasing the provision of government services to Downtown residents and businesses.
- C. Develop Block 31 as a new, first class government center housing a variety of public and private services and activities.

DOWNTOWN PLAN

POLICY 6 — GOVERNMENT
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
6.1	1. Establish a commitment to keep the Older Adults Center in the Downtown area.		/				COUNCIL	CLRS	
3.1	2. Prepare a development study for a future government center on Block 31.		/				CMO/LC	DSO/ASO/DDA	OTHER
3.2	3. Explore opportunities for a public and private partnership in the development of Block 31.		/				CMO/LC	DSO/ASO/DDA	OTHER
	4. Study the feasibility of a new cultural and performing arts center in the Downtown.		/				CLRS	DSO/DDA	OTHER

POLICY 7 - IMAGE, IDENTITY AND URBAN FORM

An important aspect of the revitalization process is the character or image of Downtown. Downtown has many features that form a unique identity which does not exist elsewhere. The historical buildings, high rise structures, the river, and mature vegetation are critical elements in the image of Downtown. In order to build upon these aspects, it is important to encourage proper design of new development and redevelopment. In addition, new public and private improvements to the streetscape should be provided to strengthen the unified image.

The urban form establishes the stage for social interaction and requires articulation of buildings and spaces; variation in building height, texture, and color; and use of focal elements to provide memorable settings for gathering. The urban form of Downtown must not try to mimic other cities, but must reinforce its own uniqueness. This can be accomplished by using its rich history and natural environment. The following policies will ensure that a unique and pleasing image, identity, and urban form will be created for the Downtown.

Major Policy

Provide a strong and appropriate character, unique identity and pleasing urban form for Downtown and its component districts.

And Furthermore..

- A. Identify the geographic limits of Downtown, especially at major entrances.
- B. Maintain and reinforce the visual distinctiveness of Downtown and its component neighborhoods.
- C. Maintain the compactness of Downtown so that acceptable walking distances of approximately 7 to 10 minutes from the heart of the Downtown are achieved.
- D. Maintain the impression of wide streets.

E. Enhance the Cache La Poudre River as an important visual feature in Downtown.

F. Preserve the historic character of Downtown by protecting its historic structures and maintaining street furniture and other features that are in keeping with this character.

G. Respect and be sensitive to the historic and architectural character of Downtown in new building construction and renovation. Buildings located at the edges of Downtown also should be sensitive to the character and scale of abutting residential neighborhoods.

H. Strive for excellence and high quality in the design of new buildings and public places.

I. New development should respect the Downtown's sense of human scale of buildings, streets, pedestrian walkways and open spaces.

J. Provide areas for pedestrian activity and gatherings including plazas, parks, and public seating areas throughout the Downtown.

K. Maintain and reinforce the diagonal orientation of "Old Town."

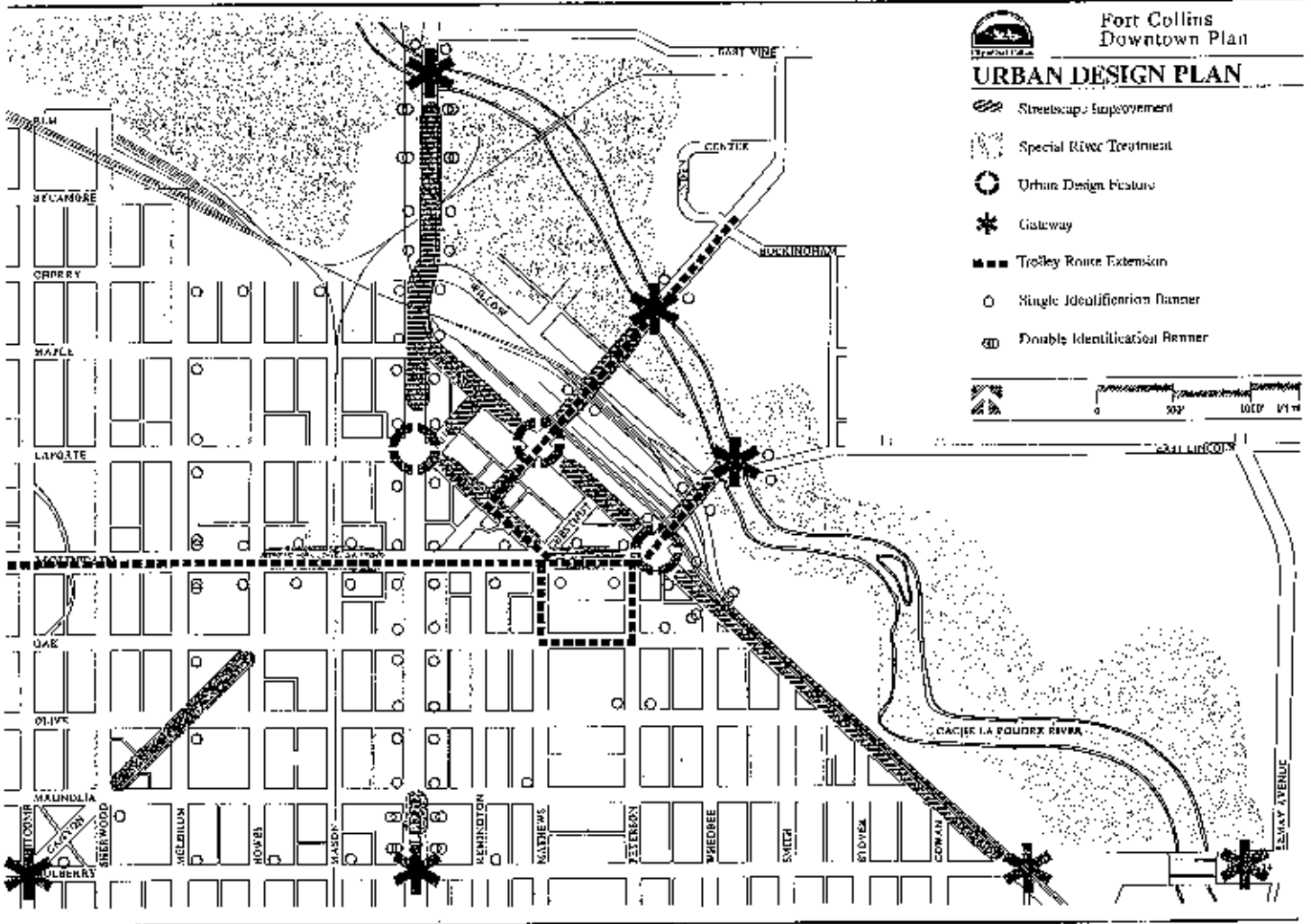
L. Allow buildings of greater height and mass in the Downtown area while respecting the character of individual districts and historical buildings.

M. Locate taller and larger buildings in the Canyon Avenue District and step height down as distance to adjacent residential neighborhoods decreases.

N. Maintain lower buildings (two to three stories) along the street frontages of the major retail streets and major pedestrianways. Allow buildings of greater height as the setback from the street increases. The appearance of these buildings must be respectful and sensitive to the historic character of this area.

DOWNTOWN PLAN

86



O. Maintain the effect of "soft" landscaping and shade trees in Downtown in both existing and developing areas.

P. Create well landscaped parking lots and streets.

Q. Avoid large expanses of surface parking by giving preference to smaller, scattered parking sites and structured parking. Discourage parking directly fronting major streets in the retail core and in areas of high pedestrian activity.

R. Protect and enhance significant public views to the mountains and the Poudre River.

S. Enhance public views of the Downtown from other parts of the community.

T. Encourage the development of a special riverfront area that mixes hospitality, hotel, recreation, entertainment, culture, and some limited retail land uses in the Poudre River Corridor District being especially sensitive to the natural features of the River. Specific activities which should be encouraged in this area include a new performing arts theatre, an open air amphitheater, botanical gardens, preservation of important wetlands and vegetation, and water related recreation.

U. Eliminate or reduce train traffic in the Downtown.

DOWNTOWN PLAN

POLICY 7 — IMAGE, IDENTITY AND URBAN FORM
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
7.1	1. Construct Downtown gateways at locations shown on the "Urban Design Plan."			✓			DSO/DDA	CLRS/ PVT	CIP/TIF/SID/ PVT/CDBG
7.2	2. Upgrade landscaping, and street and pedestrian facilities at the intersection of College Avenue and LaPorte Avenue.			✓			DSO/DDA	CLRS/ PVT	CIP/TIF/SID/ PVT/CDBG
7.3	3. Improve Riverside Drive between Mulberry Street and Lincoln Avenue as a tree-lined boulevard.				✓		DSO/DDA	CLRS/ PVT	CIP/TIF/SID/ PVT/CDBG
7.4	4. Add landscaping to the median of Mountain Avenue between Remington Street and Riverside Drive and between College Avenue and Mason Street.			✓			DSO/DDA	CLRS	CIP/TIF/ SID/CDBG
7.5	5. Design and construct street, landscaping and pedestrian/bicycle improvements on Lincoln Avenue between Riverside Drive and the river.			✓			DSO/DDA	CLRS/ PVT	CIP/TIF/SID/ PVT/CDBG
7.6	6. Design and construct street, landscaping and pedestrian/bicycle improvements between the river and the retail core along Linden Street.			✓			DSO/DDA	CLRS/ PVT	CIP/TIF/SID/ PVT/CDBG
	7. Strengthen Old Town through public/private improvements such as street design, street furniture and landscaping on Jefferson, Walnut, Pine and Linden Streets.			✓	✓		DSO/DDA	CLRS/ PVT	CIP/TIF/SID/ PVT/CDBG
7.8	8. Implement a coordinated, unique and attractive public signage system.		✓				DSO/DDA	PVT/US/ PS/CLRS	TIF/SID/ PVT/CDBG
9.1	9. Extend the historic trolley into the Downtown.		✓				PVT	DDA/DSO/ CMO	PVT/CIP/ TIF/SID

DOWNTOWN PLAN

POLICY 7 — IMAGE, IDENTITY AND URBAN FORM, continued
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adapt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
	10. Upgrade landscaping in existing public parking lots to current City Code requirements.			✓			DSO	DDA	PF
	11. Expand undergrounding of utilities.			✓	✓		US	DSO/DDA	
	12. Study the consolidation of railroad lines running parallel to Riverside/Jefferson Avenues.			✓			DDA	DSO	
Programs									
	13. Establish an incentive program to encourage replacement of building facades which are incompatible with the character of the surrounding area.			✓			DDA	DSO/PVT	LDC/PVT
	14. Provide "in-house" design services to assist small business persons in renovation and redevelopment projects.			✓			DDA	DSO/PVT	PVT/CDBG GRANT
	15. Establish an Urban Design Awards program which complements the existing historic preservation award.			✓			DDA	DSO	PVT/GRANT
	16. Establish a Downtown Capital Improvements element within the City's Capital Improvement Program that includes urban design improvements.			✓			DSO	DDA/US	CIP
Regulations									
	17. Create, package and distribute design guidelines for building renovation and new construction.			✓			DSO	DDA/PVT	
	18. Develop design guidelines for location and screening of trash receptacles.			✓			CLRS	DDA/DSO/PVT	PVT

POLICY 8 - PEDESTRIAN ENVIRONMENT

The vitality of a downtown is created by the people who live, work and play there. The ease of pedestrian movement and the aesthetic quality of the pedestrian environment must be considered if Downtown is going to attract more commercial and residential development. Walking should be encouraged as the major means of transportation within the Downtown area. The plan calls for the planning, development and promotion of walkways connecting major destinations in Downtown. Specific landscaping improvements, marketing initiatives, street features, and vest pocket parks will create a pleasant pedestrian setting in Downtown.

Major Policy

Strengthen the pedestrian environment in Downtown.

And Furthermore..

- A. Create a comfortable and pleasant environment for pedestrians throughout the Downtown.
- B. Provide continuous and clearly expressed pedestrian circulation linkages that interconnect Downtown and neighborhood districts and activity generators that are safe, convenient, and accessible.
- C. Encourage visitors to rely on pedestrian linkages to reach major Downtown destinations.
- D. Encourage numerous places for outdoor activities including merchandising, dining, talking, and resting throughout the Downtown area.
- E. Encourage vest-pocket parks, plazas and safe children's play areas in high pedestrian areas.

- F. Encourage the landscaping and enhancement of alleyways in the retail core to provide linkages and pedestrian connections between blocks, and between parking and major activity centers.
- G. Encourage urban design which considers factors of weather and security.
- H. Promote outdoor art and interesting landscape elements throughout the Downtown.
- I. Assure that the pedestrian network will be accessible to the elderly and handicapped.
- J. Encourage designers of new development and redevelopment to sensitively enhance Downtown's human scale of buildings, streets, and open spaces.
- K. Encourage through-block connection between parking areas and the principal retail street frontages.
- L. Avoid creating spaces of low visual interest to pedestrians on major walkways formed by blank walls, parking lots fronting on public right-of-way, siting of trash receptacles, overhead power lines, etc.
- M. Use "Design Guidelines for Pedestrian Way Improvements" in the review of development and redevelopment projects.

POLICY 8 — PEDESTRIAN ENVIRONMENT

Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
8.1	1. Design and implement an "art walk" from the Lincoln Center to the retail core, along Canyon Avenue.				✓		DSO/DDA	PVT/CLRS	CIP/TIF/SID/PVT
	2. Strengthen Old Town through a variety of public improvements such as street design, street furniture and landscaping.			✓	✓		DSO/DDA	PVT	CIP/TIF/SID/PVT/CDBG
7.2	3. Upgrade landscaping, street and pedestrian facilities on College Avenue between LaPorte Avenue and the river.			✓			DSO/DDA	PVT/CLRS	CIP/TIF/SID/PVT/CDBG
7.6	4. Design and construct street, landscaping and pedestrian/bicycle improvements between the river and the retail core along Linden Street.			✓			DSO/DDA	PVT/CLRS	CIP/TIF/SID/PVT/CDBG
7.5	5. Design and construct street and pedestrian/bicycle improvements on Lincoln Avenue between Riverside Drive and the river.			✓			DSO/DDA	PVT/CLRS	CIP/TIF/SID/PVT/CDBG
7.6	6. Improve Jefferson Street Park.			✓			CLRS	DSO/DDA	CIP/TIF/SID/PLF/CDBG
8.7	7. Improve alleys in the retail core with special paving, signage, lighting, landscaping and street furniture.			✓			DSO/DDA	PVT	CIP/TIF/SID/PVT/CDBG
	8. Improve pedestrian crossings by providing neckdowns at all intersections.			✓	✓		DSO	DDA/PVT	CIP/TIF/SID/PVT/CDBG
	9. Study and make recommendation on feasibility and location of a pedestrian/bike bridge crossing on College Avenue at the river.		✓				CLRS	DSO/DDA	
	10. Develop through-block connections between public parking and College Avenue in the retail district.			✓	✓		DSO/DDA	PVT	CIP/TIF/SID/PVT/CDBG

DOWNTOWN PLAN

POLICY 8 — PEDESTRIAN ENVIRONMENT, continued
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Near 3 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
	11. Evaluate signal timing to give priority to pedestrian crossings in Downtown.		✓				DSO	DDA/CDH	
	12. Provide handicapped ramps at pedestrian crossings where missing.			✓			DSO	DDA/PVT	CIP/SIP/PVT/CDBG
	13. Design and build informational kiosks in Downtown: Place them in areas of high pedestrian traffic.			✓	✓		DDA	PVT/DSO	PVT/TIF/CDBG
Programs									
	14. Develop a program to coordinate locations, promote donations and funding, and acquire artwork for Downtown.			✓			CLRS	DDA	PVT
	15. Explore alternative funding mechanisms for private and public pedestrian improvements.		✓				DDA	DSO/PVT	
	16. Establish a Downtown Capital Improvements element within the City's Capital Improvement Program that includes pedestrian improvements.		✓				DSO	DDA/US	CIP
Regulations									
	17. Prepare design guidelines for treatment of strategic alleys in the retail core.			✓			DSO	DDA/PVT	TIF/PVT/CDBG
	18. Provide incentives in the Zoning Code for developers to include pedestrian improvements as part of redevelopment projects.		✓				DSO	DDA/PVT	
8.19	19. Update and adopt "Design Guidelines for Pedestrian Way Improvements."		✓				DSO	DDA	

POLICY 9 - HISTORIC RESOURCES

Downtown Fort Collins provides a visible example of the diversity of change and commercial development that occurred during the past 100 years. The heritage of Downtown buildings and streets add a unique dimension to the area and distinguishes it from the rapidly urbanizing areas of the community. The cultural benefits derived from historic preservation are those that give a sense of well-being and permanence to the community. As rehabilitation of historic structures occurs, the community realizes increased property values, creation of new jobs, and additional sales and property tax revenues. Preserved and enhanced historic properties and districts attract visitors and tourists, which feeds the economic base of Downtown and enlivens the street scene. It is particularly important that future development and redevelopment in the Downtown area be sensitive to this historical foundation. Maintaining the historic character and image of Downtown is an important strategy for its revitalization.

Major Policy

Preserve and enhance the historic and architectural values of Downtown.

And Furthermore,

- A. Protect historically significant and architecturally important structures, sites, and districts.
- B. Preserve the historic character of Downtown by protecting its historic structures and maintaining street furniture and other features that are in keeping with this character.
- C. Respect and be sensitive to the historic and architectural character of Downtown in new building construction and renovation.
- D. Integrate the trolley into the Downtown.
- E. Strengthen the historic areas and buildings through a variety of public improvements such as street design, signage, street furniture, and landscaping.
- F. Increase public awareness of historic preservation.

DOWNTOWN PLAN

G. Encourage the redevelopment and adaptive reuse of historically significant and architecturally important structures, including but not limited to the Trolley Barn, Power Plant, Old Post Office, Northern Hotel, Harmony Mill, Opera House, and Linden Hotel.

H. Promote the designation of eligible structures and districts as local, state and national landmarks.

POLICY 9 — HISTORIC RESOURCES
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
9.1	1. Extend historic trolley into the Downtown.		✓	✓	✓	✓	PVT	DDA/DSO/CMO/PVT	PVT
	2. Establish a historic/architectural enclave or subdivision near the Downtown, to which significant buildings threatened with demolition may be moved.			✓			PVT	DSO/CLRS	PVT/GRANT/CDBG
Programs									
	3. Package and distribute guidelines for renovation of historic buildings.			✓			DSO	DDA/PVT	
	4. Establish architectural design criteria and public review process for exterior signage and building construction and renovation.			✓			DSO	DDA/PVT	
	5. Establish an incentive program to encourage renovation of historic structures.			✓			DSO	DDA/PVT	
	6. Expand museum services, programs and facilities.			✓	✓	✓	CLRS		
Regulations									
	7. Explore and adopt incentives for preservation of historic buildings and sites in the Zoning Ordinance and Building Codes.			✓			DSO	DDA/PVT	
	8. Study local and national historic designation of eligible structures and districts within the Downtown.			✓			DSO	DDA/PVT	

POLICY 10 - NATURAL ENVIRONMENTAL VALUES

Conserving and protecting the Downtown's natural environment is important to its revitalization, to save energy and money, and to reduce pollution and health hazards. The Downtown is unique in the quality and quantity of its natural environment. The Poudre River and large stately trees add to the uniqueness of the area. A basic philosophy of this plan is the protection, maintenance and enhancement of these features.

Major Policy

Improve the environment by reducing pollution, keeping the Downtown green, and providing opportunities to enjoy nature.

And Furthermore..

- A. Reduce air pollution in the Downtown.
- B. Enhance urban wildlife habitat areas and create opportunities to enjoy them and to use them for educational purposes.
- C. Encourage developers to provide protection and maintenance of the environment.
- D. Encourage site development and building design that promotes efficient use of energy.
- E. Support public transit in the Downtown area and facilitate bicycling, walking and carpooling.

DOWNTOWN PLAN

POLICY 10 -- NATURAL ENVIRONMENTAL VALUES

Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 or 25 Years	Lead	Coordinating	
Project									
	1. Develop urban wildlife areas in public parks and along the Downtown corridor of the Poudre River.			/			DSO	US/PVT/CLRS	PVT/GRANT
Program									
	2. Provide incentives for large employers to utilize programs to reduce peak hour traffic demands.			/			DSO	PVT/DDA	
	3. Develop a program to increase the use of ride-sharing.			/			DSO	PVT/DDA	

POLICY 11 - TRAFFIC CIRCULATION

The existing and future street system planned for the Downtown area has been carefully balanced to provide for the needs of the employee, shopper and resident, motorist, bicyclist, bus rider, and pedestrian. There are significant street improvements planned and/or programmed in and around the Downtown that will help the overall transportation access and circulation system. Some are long-range, and will require substantial study and public investment. Other improvements are minor and should be implemented immediately. Many of the proposed future improvements will be given further study as part of the City's long-range transportation planning process.

Major Policy

Provide a traffic circulation system that facilitates movement into, out of, in, and around the Downtown in such a manner that it meets the needs of both the Downtown and community and helps make the Downtown an attractive place to live, recreate, work, shop, and conduct business.

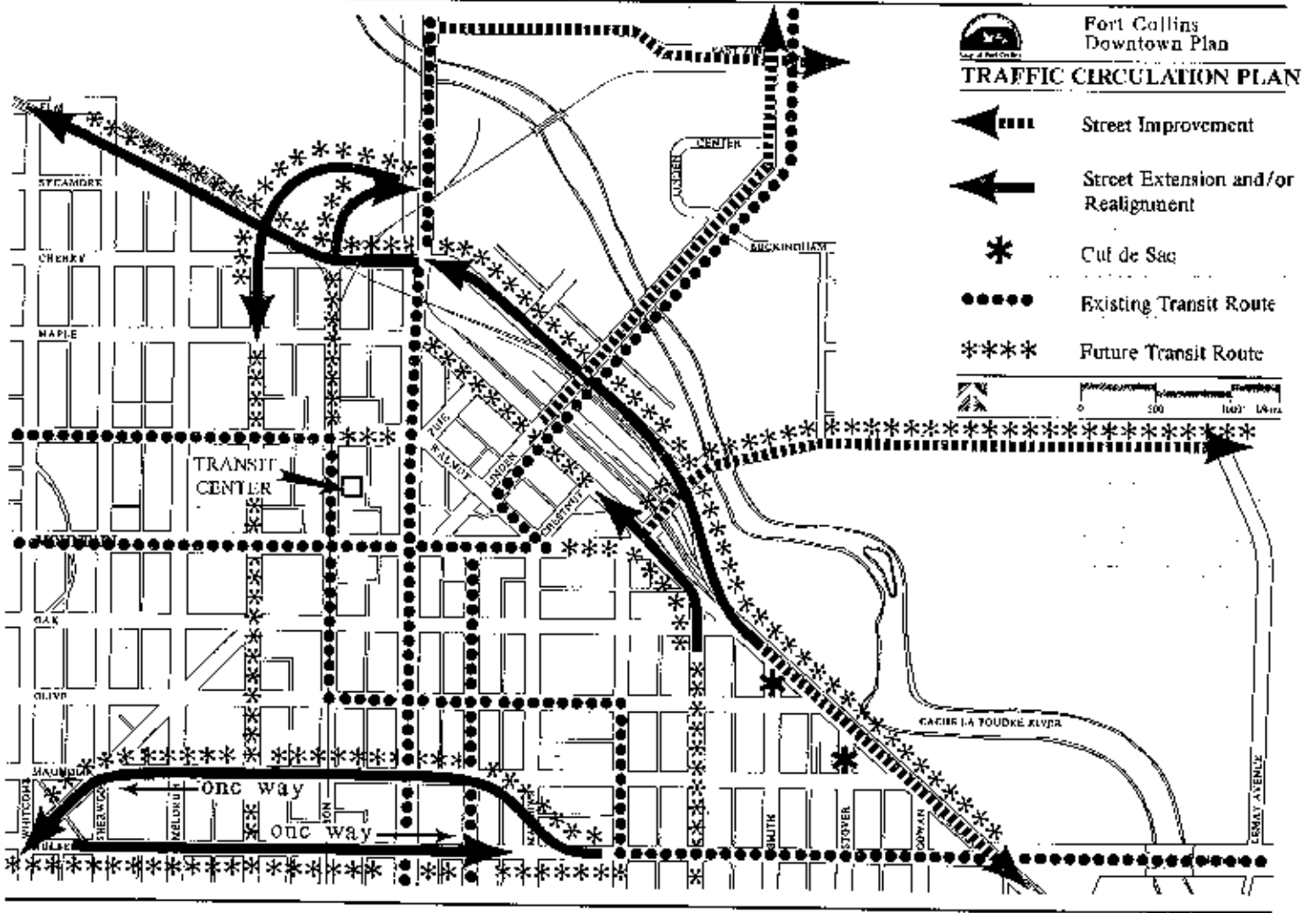
And Furthermore..

- A. Maximize the efficiency of the Downtown, regional and community street systems for vehicular access and circulation. Work with the state, county and other metropolitan area jurisdictions to locate and design a Fort Collins Parkway to best meet the needs of the Downtown and community.
- B. Support transportation facility projects that increase the safe and efficient flow of traffic to, within, and through the Downtown.
- C. Minimize the intrusion of pass-through traffic in the Downtown, especially in the retail and residential districts.

DOWNTOWN PLAN

- D. Support alternate access routes to the Downtown that reduce and/or mitigate undesirable traffic impacts on surrounding residential neighborhoods.
- E. Recognize that parking is an important element in the transportation system and ensure the coordination of the transportation system and parking facility location to provide efficient parking access.
- F. Address the transportation needs of Downtown as part of the City's comprehensive multi-modal transportation planning process.
- G. Upgrade and clarify traffic signage in the Downtown.
- H. Improve and expand the community transit system to provide access to the Downtown, access between Downtown activities, and access to important destinations in the community.
- I. Encourage the use of bicycles and other alternative means for general access into and within the Downtown.

DOWNTOWN PLAN



DOWNTOWN PLAN

POLICY 11 — TRAFFIC CIRCULATION

Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adapt. With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
11.1	1. Provide new lane separated bicycle routes and facilities.		✓				DSO	CDH	
	2. Develop informational guides, directional signs and maps explaining the location and operation of bike parking.		✓				DSO	DDA/PVT	
11.3	3. Examine transit service in and to the Downtown and develop additional routes and stops as required.		✓	✓	✓		US	DSO/DDA	
	4. Provide a major transportation center in the Downtown.			✓			DSO	US/DDA	GRANT
	5. Develop a ride-sharing program.		✓				DSO	DDA/PVT	PVT
	6. Provide incentives for large employers to utilize programs to reduce peak hour demands.		✓				DSO	DDA/PVT	PVT
	7. Realign Riverside Drive from its present alignment to a continuation of Willow Street as shown on the Traffic Circulation Plan.				✓		DSO	DDA/PVT	CIP/SID/TIF/PVT
	8. Extend Vine Drive between Wood Street and College Avenue.				✓		DSO	DDA/PVT	CIP/SID/TIF/PVT
	9. Study the extension of the Mason/Howes couplet north to College Avenue.		✓				DSO	DDA	CIP
11.10	10. Make improvements to the flow of vehicular and pedestrian traffic along Mason and Howes Streets.		✓				DSO		

DOWNTOWN PLAN

POLICY 11 — TRAFFIC CIRCULATION, continued
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
11.11	11. Examine whether there is a need for a Magnolia/Mulberry one-way couplet and include an economic impact, as well as a transportation circulation, analysis of one-way street systems as part of the City's "Comprehensive Multi-modal Transportation Plan" process.		/				DSO	DDA/ COUNCIL	
	12. Secure the necessary right-of-way for new right turn and double-left turn bays at the College/Mulberry intersection.			/	/	/	DSO	PVT	PVT
	13. Implement traffic control and special intersection treatments for local residential streets as recommended in the East Side and West Side Neighborhood Plans.			/	/		DSO	US	CIP/ SID/PVT
	14. Implement special informational, regulatory and directional signage.		/	/			DSO	DDA/US	PF/SID
11.15	15. Undertake needed maintenance and rehabilitation of streets.			/			DSO	DDA/PVT	CIP
	16. Develop alternate truck routes for pass-through large truck traffic.			/			DSO	CDH	
Program									
	17. Establish a Downtown Capital Improvements element within the City's Capital Improvement Program identifying important street improvements.		/				DSO	DDA/US	CIP

POLICY 12 - ON-STREET PARKING

Parking is one of the crucial factors in Downtown's functional existence. While aspects of an on-street parking program derive from considerations of land use, space use analysis, and transportation, parking is above all a consumer service. Public perceptions of parking affect people's entire expectations of a trip Downtown. The following policies and actions are intended to address both the real and perceived needs of on-street parking. Overall, the philosophy may be described as making Downtown "parker friendly" and presenting the parking program in a positive, friendly and helpful light.

There are other parking issues in the Downtown area which need to be addressed in the future. These include employee parking, new development parking, off-street parking, parking in residential neighborhoods, and long term administration of the parking program. There needs to be a concerted effort by both the private and public sectors to develop a long range strategy which addresses these additional issues.

Major Policy

Provide convenient, affordable, economical and accessible parking to meet diversified Downtown parking demands.

And, Furthermore..

- A. Discourage encroachment of unwanted parking into stable residential neighborhoods or other sensitive areas within or around the Downtown area.
- B. Ensure that on-street parking is adequate, safe and simple to use.
- C. Ensure that customers and employees have access to appropriate public parking.
- D. Improve the clarity of parking signage.

E. Develop regulations for customer parking that are user-friendly.

F. Provide public education and information for customers.

G. Develop parking education programs that address employee parking needs.

POLICY 12 — ON-STREET PARKING
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
7.8	1. Implement a new system of parking signage.		✓				DSO	DDA/PVT	PF/SID
	2. Explore shuttle service between parking lots and Downtown locations.				✓	✓	DSO	DDA	PF/CIP
Programs									
12.3	3. Implement an expanded education and marketing program.	✓					DSO	DDA/PVT	PF
12.4	4. Encourage Downtown businesses to take an active role in promotion and management.	✓					DSO	DDA/PVT	PF
	5. Study and make recommendations on other Downtown parking issues including off-street parking, new development requirements and parking in residential areas.		✓				DSO	DDA/PVT	
Regulations									
12.6	6. Implement new on-street parking regulations.	✓					DSO	DDA/PVT	PF

POLICY 13 - PROMOTION AND MARKETING

The successful revitalization of Downtown must come through a public and private partnership to make the Downtown a more attractive place to work, live and shop, and by promoting and marketing Downtown both inside and outside the community. Parades, events, sidewalk sales, and other special activities bring people Downtown. An aggressive marketing program that attracts new, desirable businesses can be an important factor for continued growth of the Downtown area. The policies and actions described herein present a point of beginning and are not intended to include all of the opportunities that exist. Rather, there needs to be a concerted effort by both the private and public sectors to develop a long-range strategy for promotion and marketing for the Downtown area.

Major Policy

Aggressively promote Downtown as a unique place to shop, reside, work and play.

And Furthermore..

A. Capitalize on the unique resources of the Downtown including the diverse ethnic background of the community, the unique shopping opportunities, public and private services, and the Poudre River, plus recreational, cultural, historic resources.

B. Support the Downtown promotional efforts of the Downtown Business Association, Convention and Visitors Bureau, Downtown Development Authority, Chamber of Commerce, and other public and private groups.

DOWNTOWN PLAN

POLICY 13 — PROMOTION AND MARKETING
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
	1. Create Downtown promotional materials.		✓	✓			DDA	PVT	PVT
	2. Provide tourist information at major hotels, CSU and at strategic locations in the Downtown area.		✓	✓			DDA	PVT	PVT
Programs									
	3. Develop a marketing program for Downtown.		✓				DDA	PVT	PVT
	4. Explore alternative funding mechanisms for promotion and marketing.		✓				DDA	PVT/DSO	PVT
	5. Explore creation of a public/private entity to coordinate marketing, security, promotions, maintenance, parking and leasing.		✓				DDA	PVT/DSO	PVT
	6. Establish a continuing funding source for market studies of potential destination retail uses.			✓			DDA	PVT/DSO	PVT
3.6	7. Actively recruit cultural, education and employment anchors.		✓	✓	✓	✓	DDA	PVT/DSO	PVT
3.6	8. Establish a program to recruit major retail anchors.		✓	✓	✓	✓	DDA	PVT/DSO	PVT
	9. Study the feasibility of a new cultural/performing arts center in the Downtown.			✓			CLRS	DSO/DDA	OTHER
	10. Expand activities, promotional campaigns and events that attract shoppers, visitors and residents to the Downtown area.			✓	✓	✓	PVT	DDA	PVT
	11. Encourage Downtown tours.			✓	✓	✓	PVT	DSO/DDA	PVT

POLICY 14 - MAINTENANCE AND SECURITY

Security and maintenance is an important consideration for the revitalization of Downtown. If people are expected to come Downtown they should be offered a clean, safe and secure environment at all hours of the day. Downtown businesses and the City are aware of existing security problems and are working toward solutions. Future development and redevelopment activities must be sensitive to this issue. The policies and actions provided herein are not intended to identify all of the possibilities that exist for improving maintenance and security of the Downtown area. A partnership between the City and private businesses is needed to accomplish this policy.

Major Policy

Create a clean environment in which people feel safe.

And Furthermore..

- A. Foster the development of a Downtown that encourages the presence of people, and decreases the likelihood of crime.
- B. Create safer areas through urban design.
- C. Create programs that discourage littering and provide increased litter removal.

DOWNTOWN PLAN

POLICY 14 — MAINTENANCE AND SECURITY
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
14.1	1. Study and make recommendations on street lighting needs, especially parking lots.		✓				DSO	DDA/PS/PVT	PF
	2. Provide convenient trash receptacles throughout the Downtown area.			✓			CLRS	PVT	SID/TH/PVT
	3. Include guidelines for creating "defensible spaces" in a Developer's Handbook.			✓			DSO	DDA/PS	
Programs									
	4. Study the security problems and needs of Downtown, including additional security patrol, year-around.			✓			DDA	PS/PVT	
	5. Study the maintenance problems and needs of Downtown.			✓			DDA	PVT/US	
	6. Explore assessment districts to fund maintenance and public safety programs.			✓			DDA	ASO/PS/DSO/PVT	PVT
	7. Expand crime prevention and public safety educational programs.			✓			PS	DDA/PVT	PVT
	8. Establish a crime watch program for Downtown residents/business persons.			✓			PS	DDA/PVT	PVT
	9. Establish a Downtown litter clean-up campaign.			✓			PVT	CLRS/DDA	PVT
	10. Study the problems of "cruising" and implement mitigation measures.	✓					CITY COUNCIL	PS/DDA/PVT	
Regulations									
	11. Prepare guidelines for the location and screening of private trash receptacles.			✓			DSO	DDA/PVT	PVT

POLICY 15 - ECONOMIC DEVELOPMENT

The City has had a long standing policy of emphasizing the economic revitalization of the Downtown area. The Downtown reflects the character and personality of the entire City. By improving its condition, the community can better its chances of maintaining a healthy economic base that will continue to grow and prosper. The vision of the plan for the Downtown is to improve its economic status by becoming the center for shopping, recreating and employment in the community and region. To accomplish this vision, a concerted effort by both the public and private sectors is needed. The policies and actions described herein are intended to provide a foundation for decision-making about the economic future of Downtown.

Major Policy

Build the Downtown as the economic heart of the community and region.

And Furthermore..

- A. Foster the development of new jobs in the Downtown.
- B. Support the retention and expansion of existing businesses while attracting and encouraging new businesses.
- C. Build and market the Downtown's quality and uniqueness as a central component of Fort Collins economic development strategies.
- D. Enhance the Downtown's dominance in finance, government, professional services, culture and entertainment.
- E. Utilize public incentives for the location of a quality hotel(s) nowhere else in the community but Downtown.

DOWNTOWN PLAN

POLICY 15 — ECONOMIC DEVELOPMENT
Strategic Action Chart

Index	Actions	Timing					Implementing Agency		Possible Funding Source
		Adopt With Plan	1 Year	Next 5 Years	5 to 10 Years	10 to 20 Years	Lead	Coordinating	
Projects									
	1. Update on an annual basis, the computerized building inventory information.		✓				DSO	DDA	
	2. Update on an annual basis the Downtown Market Analysis.		✓				DDA	DSO	
15.3	3. Study retail demand.			✓			DDA	DSO	PVT/TIF
	4. Establish a continuing funding source for market research of potential destination retail uses.			✓			DDA	PVT/DSO	PVT/TIF
15.5	5. Dispose of the publicly owned property on the southwest corner of LaPorte and College Avenues for redevelopment.			✓			DDA	DSO/ COUNCIL	
	6. Prepare and publish a Downtown Developer's Handbook.			✓			DSO	DDA	
Programs									
15.7	7. Investigate creating a public/private "business incubator."		✓				DDA	DSO/PVT	
	8. Explore an on-going employment and training program for small business persons.			✓			DDA	PVT/CSU DSO	



5.
Some Specific
Ideas For Change

INTRODUCTION

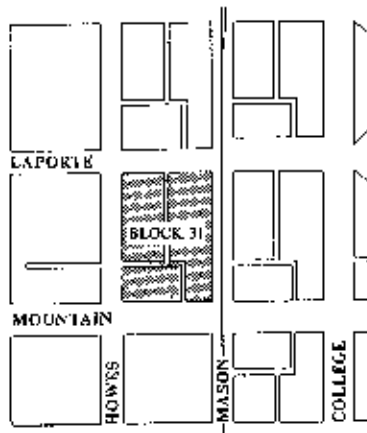
The following information contains detailed descriptions of proposed actions and strategies associated with many of the 15 plan policies described in the previous chapter. While most of the actions described below are not proposed for immediate adoption, they are presented with a level of detail provided by the Downtown Plan steering committee, by the functional advisory committees, citizens through public testimony, the Planning and Zoning Board, and City staff. Some actions were suggested by research completed during the preparation of the plan.

Many proposals shown on the Strategic Action Charts are not presented here as action details. The planning process for the Downtown Plan allowed time and resources to address in more detail, some, but not all of the ideas proposed in the plan.

Many of the action details require further study. Some of the actions described may take many years to implement. It is important, however, that these details and their associated actions have a place in this plan as they provide guidance toward achieving the vision of the Downtown Plan.

Specific proposals are listed in order of their occurrence in the plan. Proposals are identified by the numeric identification shown in the left-hand column of each Strategic Action Chart.

DETAILED STRATEGIC ACTIONS



3.1 Prepare a development study for a future government center on Block 31.

Block 31 has been jointly purchased by the City and County for a new government center. Long range plans are to develop a consolidated government center on Block 31 to provide improved administrative and legislative services to the community.

Block 31 is important for the future of Downtown. It is directly adjacent to the retail core and anchors the northern end of the office district. The site is well serviced by a street and pedestrian system capable of accommodating intensive development of the property. The development of Block 31 also can have a spin-off effect of making private redevelopment more attractive on nearby underutilized properties. Lastly, Downtown is suffering from a lack of momentum. Redevelopment of this site can have a beneficial impact on the entire Downtown by creating some badly needed activity.

It is critical that opportunities for development of the Block not be overlooked because of the lack of future vision. Block 31 has the potential to become a major activity center in the Downtown area.

Future space needs of both the City and County can be accommodated on Block 31. In addition, Block 31 is capable of accommodating additional private uses that are supportive of a government center and the Downtown area. Potential private users who should be considered include professional office occupants that need high quality space near the center of government; restaurant, business service uses, and day care facilities that desire a location in close proximity to the principal office uses; meeting space for small conferences, wedding receptions, etc.; and hotels. It is estimated that Block 31 has the capability of handling intensive development between 250,000 to 400,000 square feet of floor area with associated parking in a multi-storied facility.

Recommendation

It is recommended that the City Council and County Commissioners provide continued, financial support to pursue this opportunity.

3.2 Explore opportunities for a public and private partnership in the development of Block 31.

Coincident with the consideration of a consolidated government center on Block 31 has come new movement in the private sector to joint venture with the public sector to maximize economies of scale and private investment opportunities. One proposal is that the City and County governing bodies actively consider implementation of a joint privatization of Block 31.

Privatization involves the public sector arranging for the building of a public facility as part of a private development project. Many believe it is the wave of the future in public sector attempts to "privatize" the development of needed public facilities--from courthouses to athletic facilities.

Cities are increasingly turning to these kinds of partnerships for several different motives--to improve the local economy, to generate income or to have public facilities built as part of private development projects.

When economic development is the controlling motive, the public sector generally provides a subsidy to make a project feasible. When cities with strong economies are seeking income or space, public/private projects do not generally involve subsidies. In such cases, the public sector may participate by contributing developable land or by agreeing to lease space in a project in return for something of value--ground rent payments, favorable lease terms, participation in a project's cash flow, etc.

In any event, Fort Collins and Larimer County are in the unique position to enjoy the best of both possible worlds. They own the land and should be favorably disposed to participate as either active or passive actors in such a venture.

Recommendation

Sponsorship of privatization projects by government is an unusual but promising method of development. The City of Fort Collins and Larimer County are ready to assume the challenge to develop Block 31. The time is right, the resources are available, the private sector is interested, and the needs of the respective governments justify proceeding with the orderly implementation of a privatization project for this area of the Downtown.

It is recommended that the City and County governing bodies authorize a thorough investigation of a private/public partnership in the development of Block 31 and that they provide adequate funding to pursue this opportunity.

3.6 Establish a program to recruit major anchors to the Downtown area.

There is an urgent need to identify and attract new anchor activities to give the Downtown area the draw and prominence required to attract customers and businesses. A number of potential anchors have been identified.

- Department store(s)
- Specialty retail shops
- Home improvement or furnishing center(s)
- Quality hotel(s)
- Eating and drinking establishments
- Conference Center(s)
- Performing/Cultural Arts facility(s)

Attracting these anchors to Downtown requires a combination of factors, but with strong public sector involvement and hard work, it can be done.

The pool of anchors looking to open a Downtown establishment is not deep. Due to its rapidly expanding population base, however, the Fort Collins region is attractive to many retail and restaurant chains and hotels. The big hurdle is convincing these companies that a Downtown site is superior to alternative suburban locations.

What To Do

There are numerous approaches to attracting anchors to Downtown. It is recommended that a task force be formed composed of people interested in the Downtown representing financial institutions, developers, City Council, property owners, business people, and residents to guide this task.

The responsibility of the task force is to develop a strategy, garner support, and undertake implementation. The advice of an experienced outside consultant is highly recommended. There are several steps that this task force will be involved in.

Step 1 - Study the market. A professionally prepared study needs to be undertaken that looks at market opportunity. This is the first and most important factor. In order to attract a major retail anchor or hotel, the establishment will need to be convinced that projected sales are high enough to meet costs and profit objectives.

The area's demographics and other sources of patronage, including Downtown office workers and tourists, need to be examined. The market study will research competition in the suburbs as well as Downtown. The study will identify potential users and analyze parking needs and other physical issues.

Step 2 - Select a developer. The task force needs to look for developers and/or tenants strong enough in retail and/or hotel experience, including both development and management.

Step 3 - Develop package of incentives. An attractive financing package needs to be assembled to attract a developer and/or retail and hotel anchor. A major anchor will review and compare Downtown opportunities with those at a suburban location. The Downtown will have to be able to deliver the best deal if it is expected to successfully compete with other shopping centers or locations.

The task force should explore options for improving the economics of a project through land assembly and writedowns, sale/leaseback arrangements, or developer subsidies. The Downtown may need to provide early dollars for testing market potential and preparing development concepts. In addition, the public sector may need to invest in public improvements such as sidewalk and streetscapes to enhance the attractiveness of Downtown or a particular district.

Step 4 - Plan for Parking. Major retail and hotel anchors need parking. The Downtown must take an active role in providing off-street parking to serve these anchors. The City needs to develop a strategic plan for providing parking for new development.

Recommendation

Assemble a task force to begin exploring opportunities for recruiting major anchors in Downtown.

5.8 Explore opportunities for creating a Downtown campus.

Community colleges and public universities were established for the purpose of bringing education to areas of employment need, and to enhance the cultural background of those who wish to continue their studies. With changing technology and the continuing increase in foreign competition, the role of Colorado community colleges and public universities has become a safety valve for continued real economic growth. In Fort Collins, the Front Range Community College provides the means for students of all ages to come "on line" for an associate degree and transition to Colorado State University (CSU) for further studies and degrees. The mutual cooperation of these institutions is one of the communities' greatest assets.

Like any other public activity, both CSU and Front Range Community College are faced with the problem of solving marketing and distribution problems to achieve maximum performance in pursuit of their separate missions. Consequently the location of their efforts is important to them as well as those who will use their facilities.

Downtown Fort Collins is a logical location for CSU or Front Range Community College expansion plans. Downtown is the focal point for public services and governmental functions, it is the financial "heart" of the community, and it is the center for both cultural and community activities for the entire region. With over 6000 employees and 7000 housing units within easy walking distance, Downtown provides a ready source of both employees and prospective students. The Downtown business environment provides an excellent "laboratory" for students and faculty. Coupled with a ready supply of available office space, parking and excellent transportation access, Downtown presents a unique opportunity for new educational services and functions.

The introduction of new education facilities in Downtown simply makes sense. It would provide a setting for business and industry to work closely with the University and Community College. It would add life and vitality to the Downtown. And, it would be a positive addition to the economic base of Downtown and increase the attractiveness of Downtown for new and expanding business and industry.

Recommendation

A study should be conducted which researches the needs of an entity managed by CSU, Front Range Community College, or another similar organization, that will coordinate and present education programs compatible with the needs of residents, businesses and professional offices in the Downtown area. The study should include the participation of CSU, Front Range Community College, DDA and private financial institutions.

6.1 Establish a commitment to keep the Older Adults Center in the Downtown area.

Background

The existing facility, located at the intersection of Mountain Avenue and Remington Street, is approximately 19,000 square feet in area. The Older Adults Center currently shares the existing building with other Parks and Recreation programs.

The Older Adults Center offers a variety of programs and activities for the older (50+) population including 4,000 paid programs per year (trips, cooking and art classes, etc.), in addition to a

SOME SPECIFIC IDEAS FOR CHANGE

number of services (Well Olderster Clinic; employment, legal and medicare counseling, RSVP, etc.). The Center provides services and activities to approximately 4,000 participants yearly. The Older Adults Center provides valuable services for the entire community.

A new Center is needed to provide expanded services to the existing elderly population, to accommodate the growing population of elderly, and to consolidate other services under one roof. It is clear that the existing facility is not adequate to handle the future needs of the elderly.

A new Center will require approximately 40,000+ square feet in floor area. The Center's goal is also to provide a mixed use facility that could house other private retail and service establishments catering to the needs of the elderly. Approximately 350 parking spaces will be required.

Past Relocation Efforts

The relocation of the Older Adults Center from its Downtown location has been discussed for several years. Most recently, the Choices 95 Steering Committee discussed relocating the Older Adults Center to the Lincoln Center.

Recommendation

Keeping the Older Adults Center in the Downtown makes sense for several reasons:

- The Government presence is a major economic generator in the Downtown and the elderly population to a lesser extent. It is essential to the future viability of Downtown that these government uses continue.
- There is a significant number of elderly and they have a large impact on the success of many service and neighborhood retail establishments in the Downtown.
- There have been development proposals in the Downtown for new elderly housing that illustrate the market's orientation for a Downtown location for these kinds of uses.
- All of the existing elderly services are centered in the Downtown area. Shopping, cultural and recreational opportunities

are in abundant supply. Public transit is available. There is nowhere else in the community where these services are available in one compact location.

- The Downtown and the surrounding core area neighborhood contains significantly more elderly people per square mile than any other area of the community.

While the elderly may not be the remedy for Downtown, their presence and the government presence is important. Keeping the Older Adults Center in Downtown makes sense from a service standpoint and reinforces the Downtown as the focus for the growing elderly population.



*Downtown Community Center
on West Mountain houses
the Older Adults Center.*

7.1 Construct Downtown gateways at locations shown on the Urban Design Plan.

The first impression that a visitor has of the Downtown is at its entrances. If this impression is an extremely poor one, it is often carried through to the rest of Downtown.

Public and private investment that improves the image of these gateways is needed to encourage new development and upgrading of existing properties. In particular, simple streetscape improvements can create a distinctive environment that catalyzes private reinvestment in gateway areas by creating an amenity and an improved connection to the Downtown core.

Recommended Gateway Projects

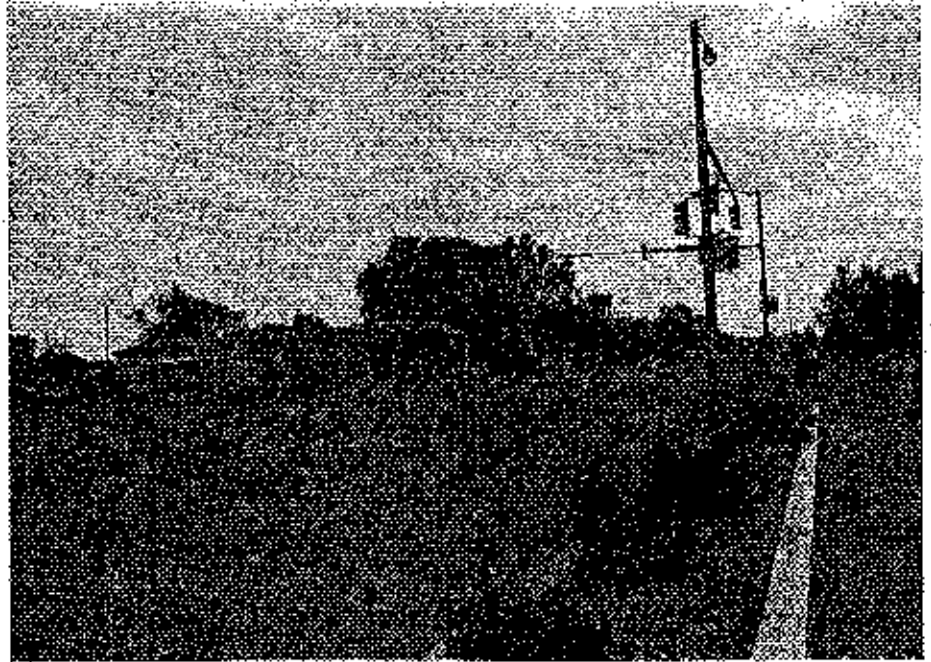
North Entry - College At Poudre River

This project will provide a major entry image for the city and enhance the visual quality of the North College Avenue streetscape. In addition, a major pedestrian and visual connection to the Poudre River is recommended.

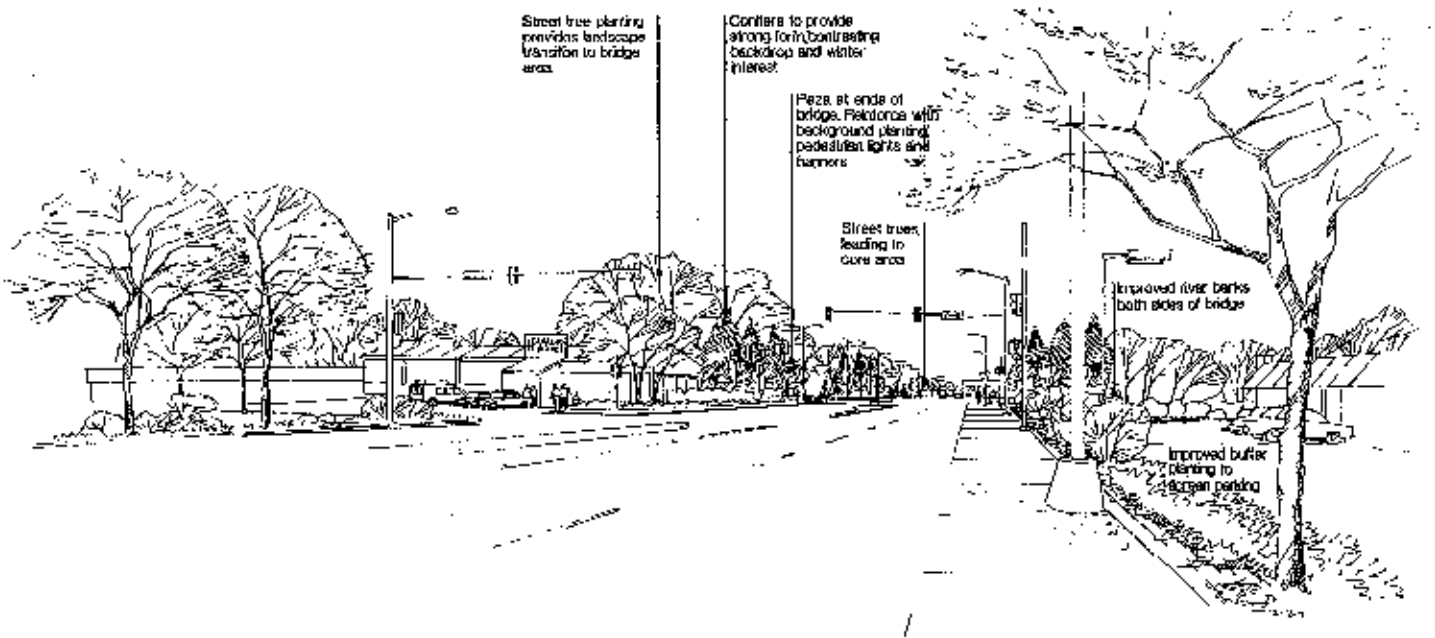
The design elements include landscaping and entry signage to the Downtown at the river, as well as the addition of sidewalks, curbs and gutter, street trees, landscaped parking medians, special pedestrian lighting and intersection improvements between Vine Drive and LaPorte Avenue. Pedestrian plazas are proposed at the ends of the bridge. Both the bridge and the plazas should have banners and lighting to celebrate the river crossing and encourage pedestrians to explore the waterway. In addition, it is recommended that a "vest pocket" park be created at the northwest corner of Cherry Street and College Avenue.

Estimated Cost: \$138,000 to \$197,000

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING



North Entry – College at Poudre River
Looking South EDAW

PROPOSED

SOME SPECIFIC IDEAS FOR CHANGE

East Mulberry at Poudre River

This is a major entrance to the city and the Downtown. A visitor's first impression will be formed at this point. The Foothills and Horsetooth Rock were used as the inspiration for the design of the proposed entrance sign. The entry signage should be placed in a park-like setting on each side of Mulberry Street. These areas should include pedestrian plazas at the ends of the bridge, as well as banners, special lighting of the bridge, and improved access to the river. The overall effect should be to invite people to experience the city of Fort Collins.

Estimated Cost: \$200,900 to \$287,000

Linden Entry at Poudre River

The purpose of these improvements is to create a pleasing entry image to the Downtown from the northeast section of the community, and to enhance the pedestrian link between the Poudre River Trail and Downtown.

It is recommended that plazas be constructed at the ends of the bridge. Other improvements include new sidewalks, street trees, banners, pedestrian lighting, and a picnic area with a shelter southwest of the bridge.

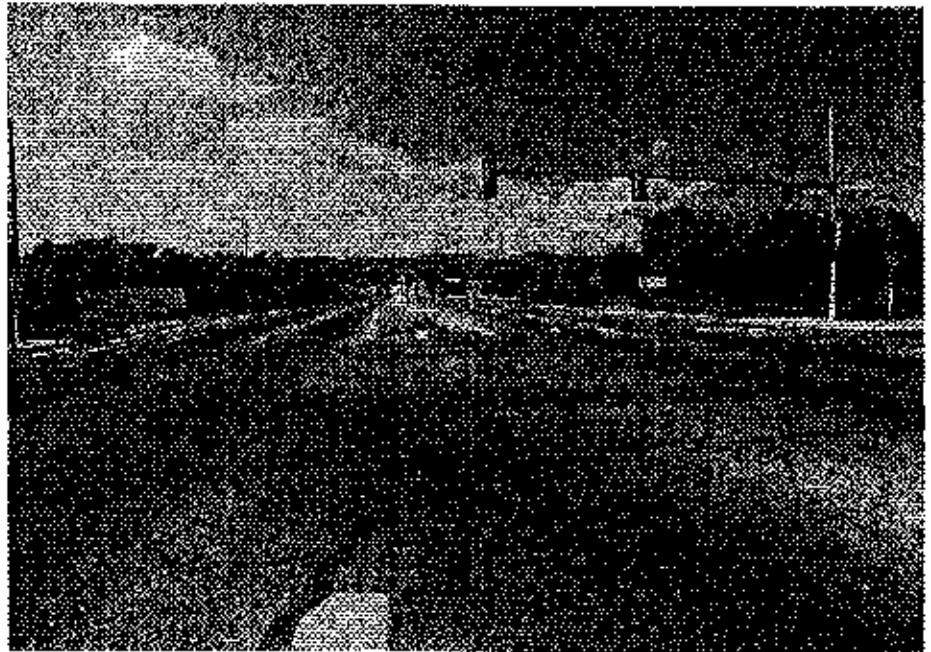
Estimated Cost: \$110,500 to \$158,200

Lincoln Entry at Poudre River

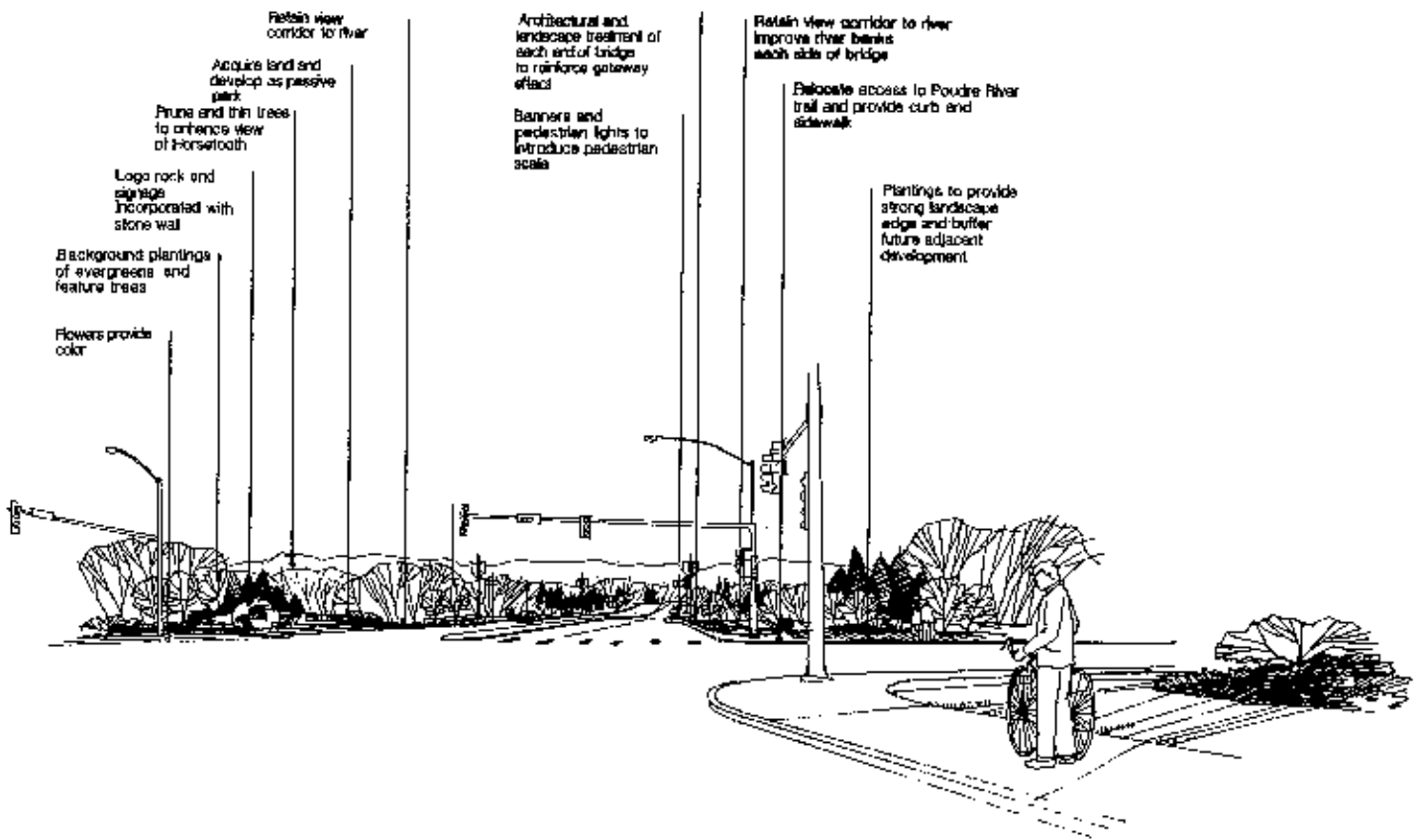
This second major entry to the Downtown from the northeast side of town also needs improving. It is recommended that improvements be made to the ends of the bridge that allow for pedestrian access to the river, that pedestrian lights be installed, that new sidewalks and banners be added, and that street trees be planted.

Estimated Cost: \$75,000 to \$107,000

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING

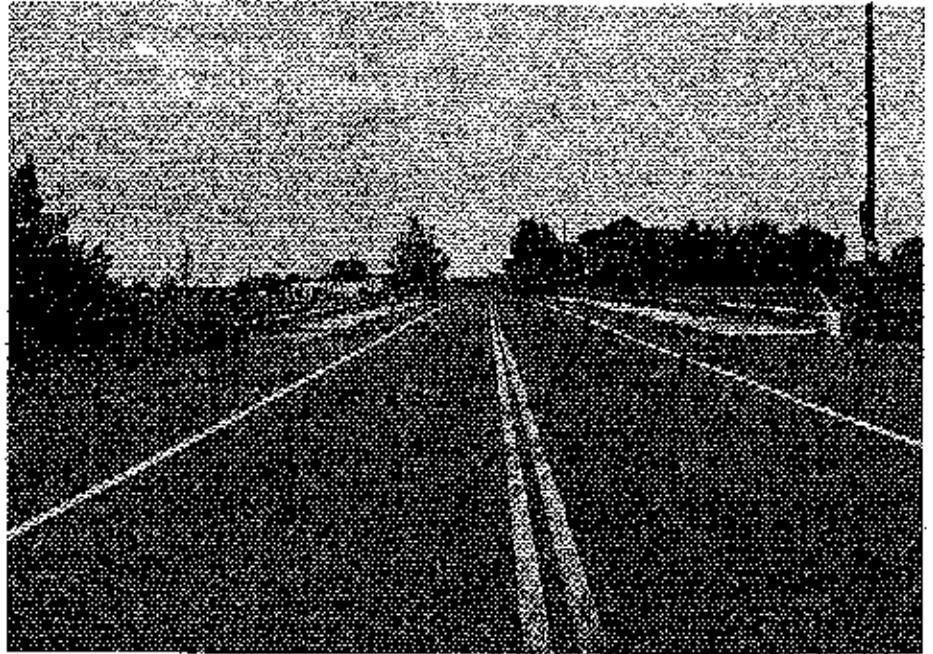


East Entry Mulberry at Poudre River
Looking West ED&W

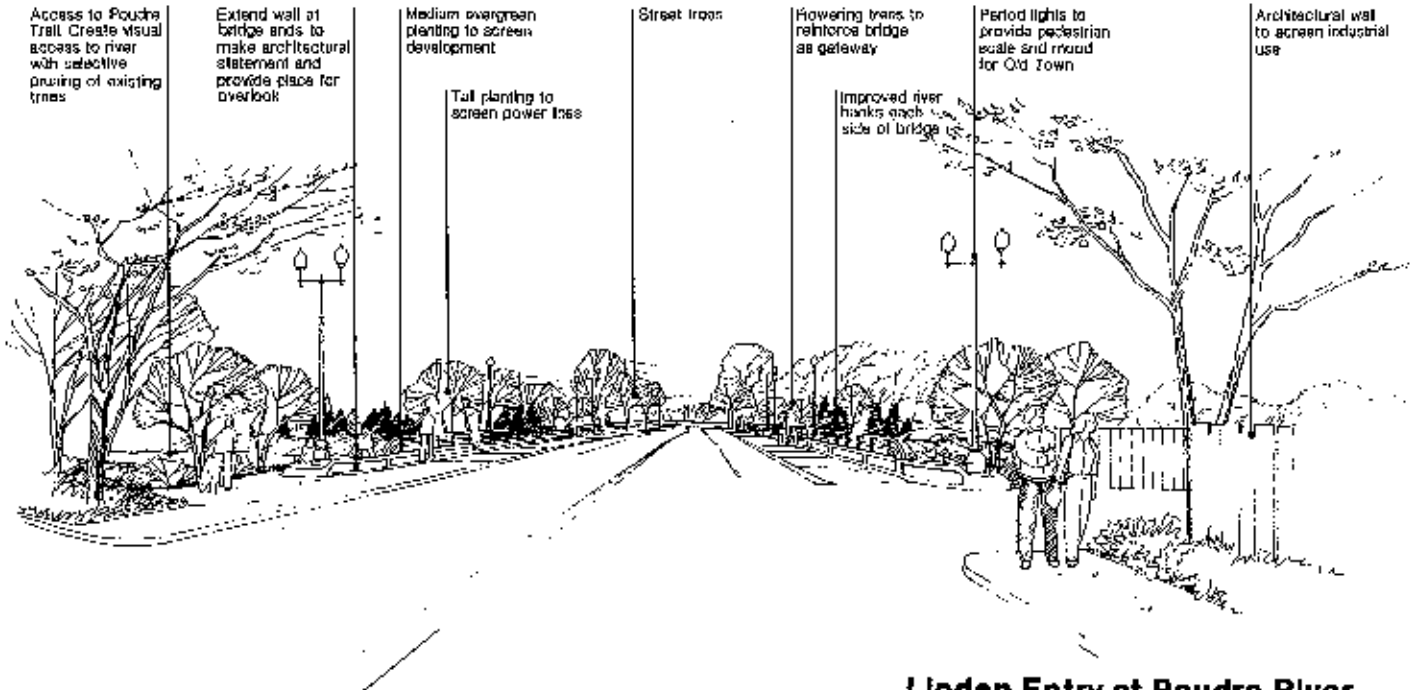
PROPOSED

SOME SPECIFIC IDEAS FOR CHANGE

126



EXISTING



Access to Poudre Trail. Create visual access to river with selective pruning of existing trees

Extend wall at bridge ends to make architectural statement and provide place for overlook

Medium overgreen planting to screen development

Tall planting to screen power lines

Street trees

Flowering trees to reinforce bridge as gateway

Improved river banks each side of bridge

Period lights to provide pedestrian scale and mood for Old Town

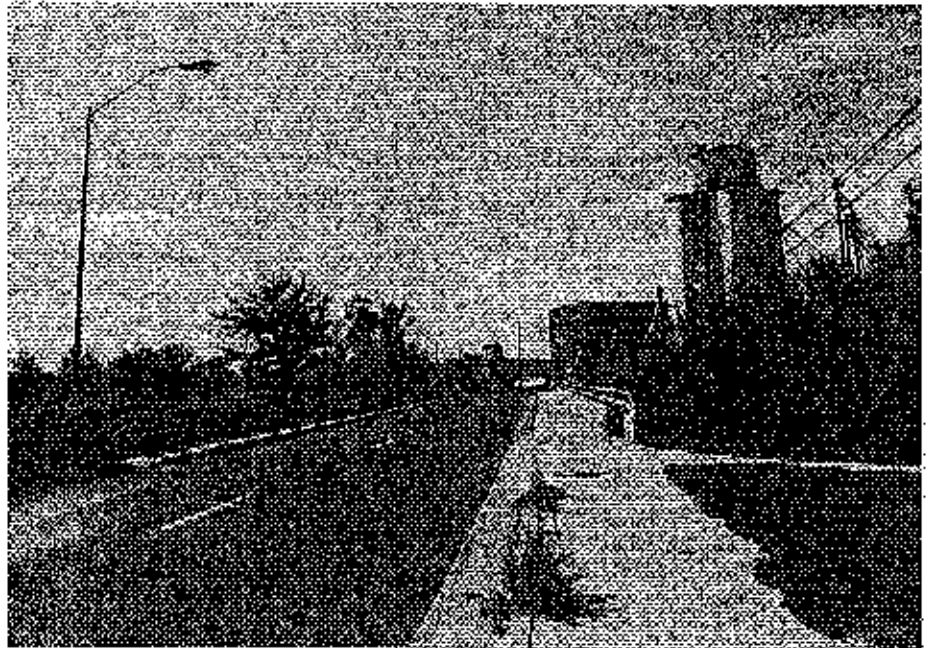
Architectural wall to screen industrial use

Linden Entry at Poudre River
Looking Northeast

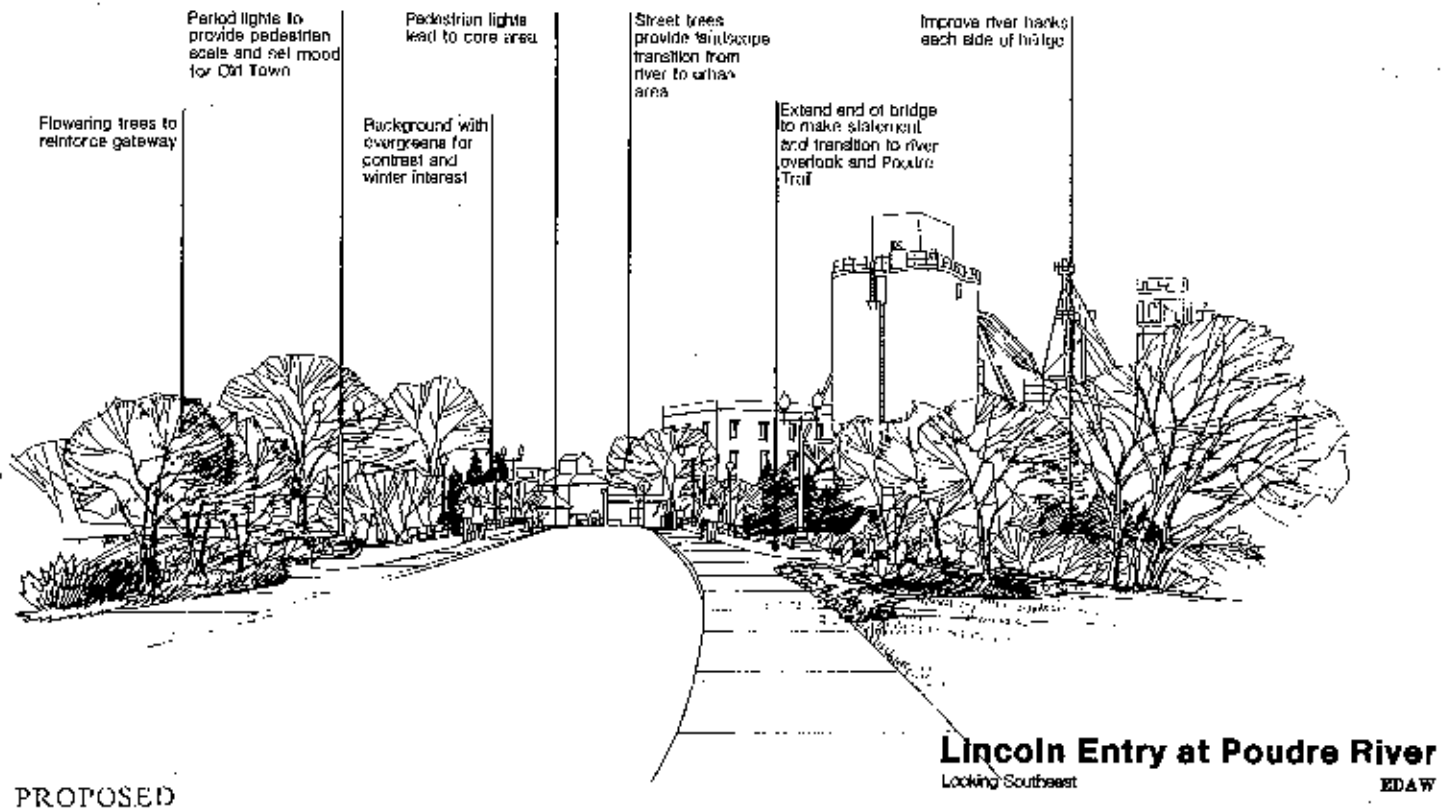
EDAW

PROPOSED

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING



South Entry - College Avenue and Mulberry Street

The purpose of these improvements is to provide design balance and to enhance the image of the Downtown along College Avenue. Because of the recent construction of the Robinson-Piersal Plaza, public improvements are needed only for the northwest corner of this intersection. The addition of street trees, pedestrian seating areas, low screen wall along existing parking areas, shrub plantings, banners, and irrigation are recommended.

Estimated Cost: \$50,000 to \$70,000

Southwest Entry - Mulberry Street at Canyon Avenue

Improving the intersection of Canyon Avenue and Mulberry Street provides an opportunity to enhance the image of Downtown at this important southwest gateway. The diagonal orientation of Canyon Avenue into the government/office district offers unique urban design opportunities. Also, the corner is important to the image of the Lincoln Center.

It is recommended that the streets be narrowed at the intersection to improve pedestrian usage and to provide special landscape areas. The design elements include curb extensions on the side streets and Canyon Avenue, architectural walls, shrub beds, turf areas, street trees, ornamental trees, landscape lighting, "Geese-in-Flight" sculpture, new sidewalks and plaza areas, and pedestrian lights with banners.

Estimated Cost: \$120,000 to \$168,000

7.2 Upgrade landscaping, street and pedestrian facilities on College Avenue between LaPorte Avenue and the river.

To create market synergy between Downtown functions, people must be able to walk between activity centers. Convenient links should be direct, physically attractive, and edged by interesting activity. They should form an integrated network defined by distinctive streetscape treatments, open spaces, and active street-level uses.

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING

Establish turf strip between curb and sidewalk as on other streets of intersection

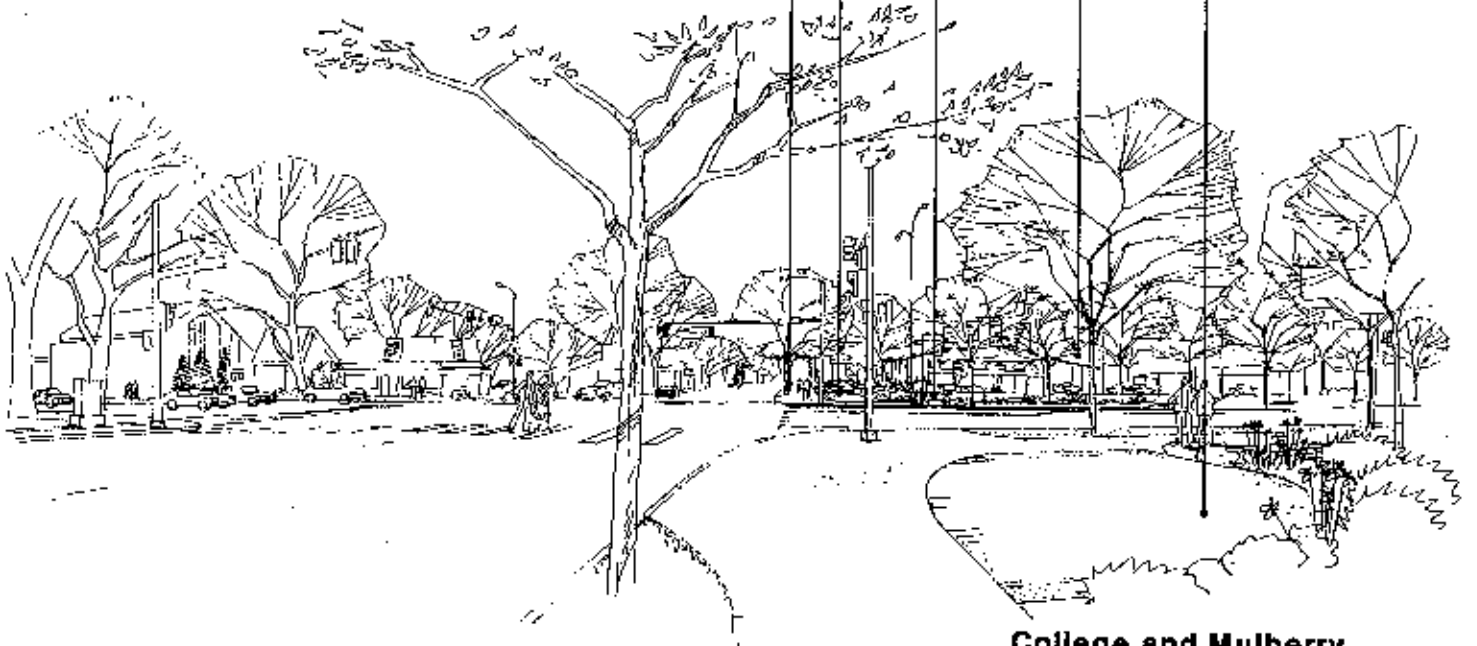
Double row of trees

Repeat corner treatment as established by Robinson Hiersal Plaza

Low architectural wall to partially screen parking lot

Double row of trees
Trim up to maintain view to retail signage

Landscape theme established by Robinson Hiersal Plaza



PROPOSED

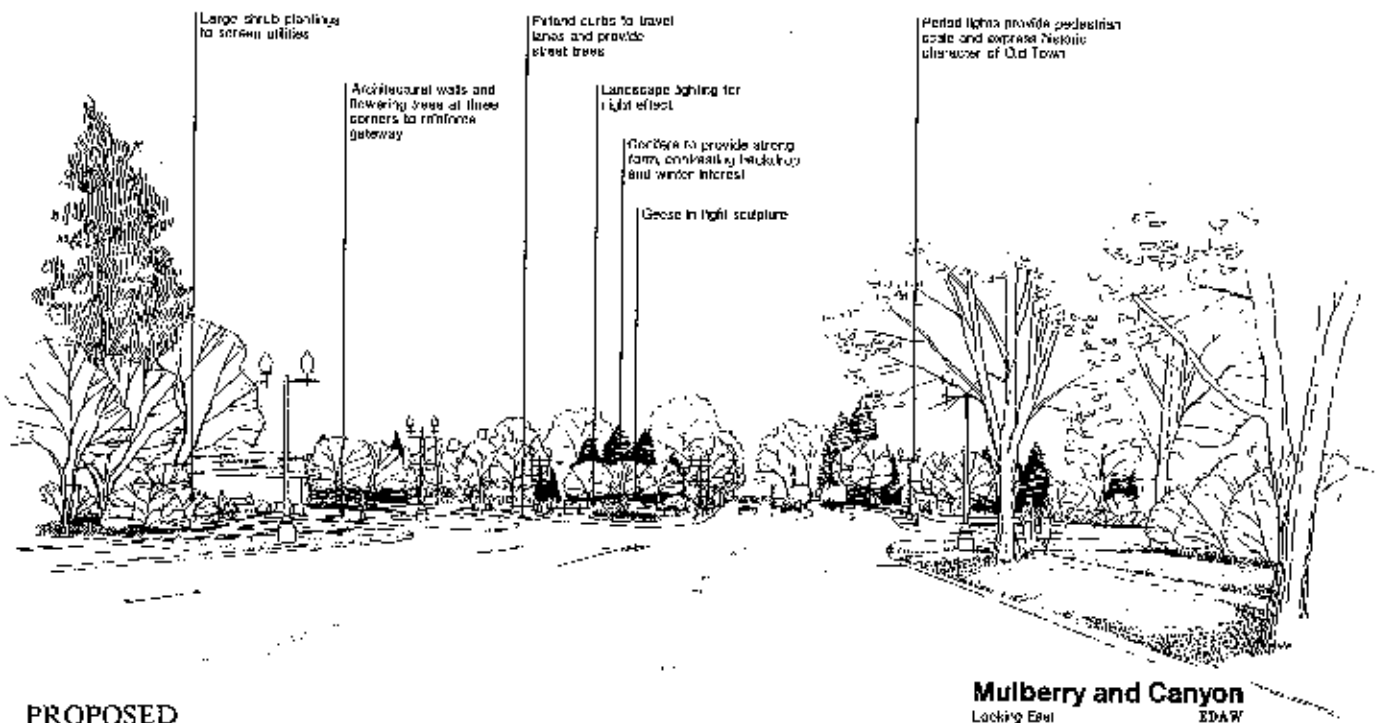
College and Mulberry
Looking West
EDAW

SOME SPECIFIC IDEAS FOR CHANGE

130

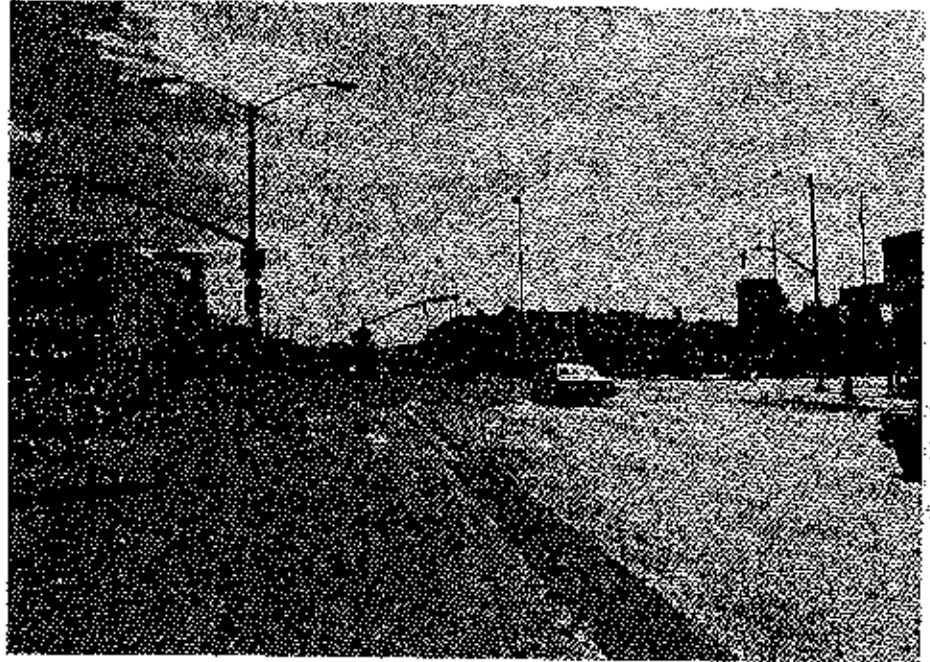


EXISTING

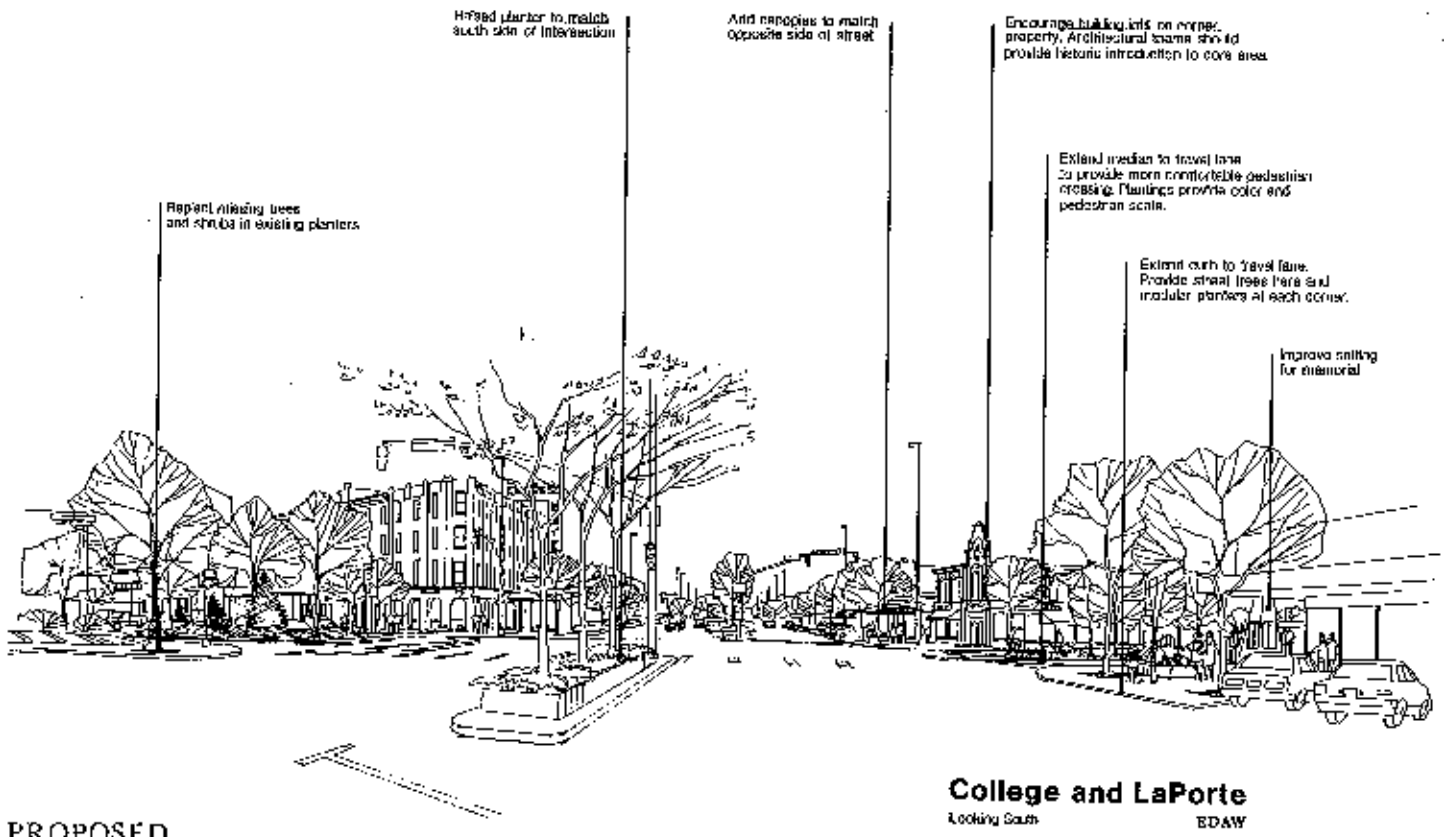


PROPOSED

CARRYING OUT THE PLAN/IDEAS FOR CHANGE



EXISTING



PROPOSED

The most recent streetscape improvements along College Avenue stopped at the corner of LaPorte and College avenues, and as a result, the intersection has always looked half-finished. It is recommended that curb extension be constructed on the northwest side of College Avenue, street trees be planted to complement those that exist, the LaPorte Avenue median be improved with a crosswalk and landscaped areas, and the parcel on the southwest corner of the intersection be redeveloped.

Estimated Cost: \$93,000 to \$132,000

7.3 Improve Riverside Drive between Mulberry Street and Lincoln Avenue as a tree-lined boulevard.

The industrial appearance of the intersection of Mulberry Street and Riverside Drive detracts from the quality image that the Downtown is trying to display. Signage should be constructed in a park-like setting on each side of Mulberry Street east of the railroad tracks. In addition, low strip planting should be installed along the railroad tracks from Mulberry Street to Lincoln Avenue, and trees planted along the riverbanks of the Poudre River.

Estimated Cost: \$138,000 to \$197,000

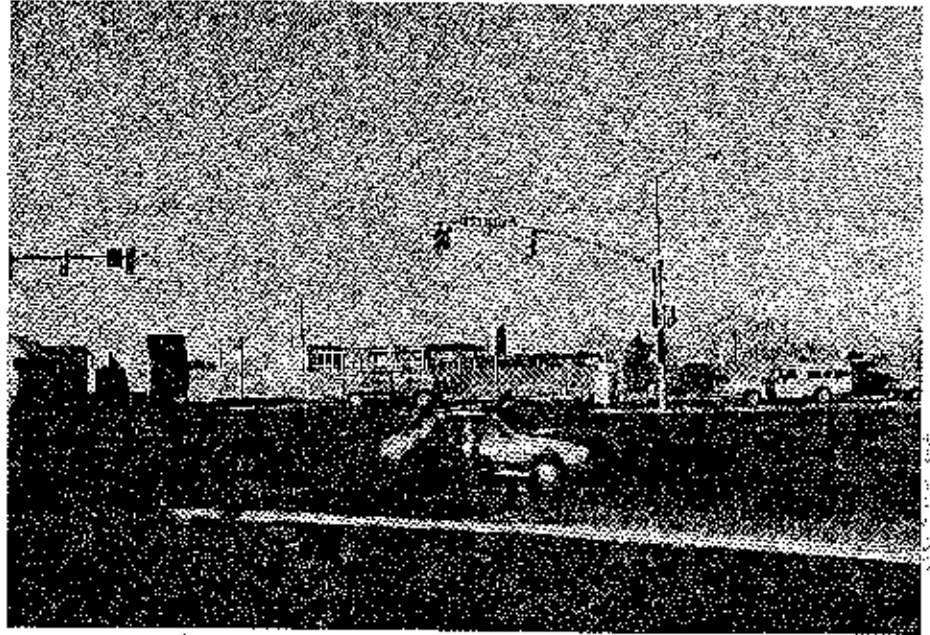
7.4 Add landscaping to the median of Mountain Avenue between Remington Street and Riverside Drive, and between College Avenue and Mason Street.

The purpose of the recommended improvements along Mountain Avenue west of College Avenue is to develop median landscape treatment and provide a setting for the future extension of the historic trolley into Downtown. Recommended improvements are to develop a landscaped median in Mountain Avenue. A portion of this median west of College Avenue should be reserved for future trolley tracks, to be installed in a fashion similar to those already in existence along Mountain Avenue.

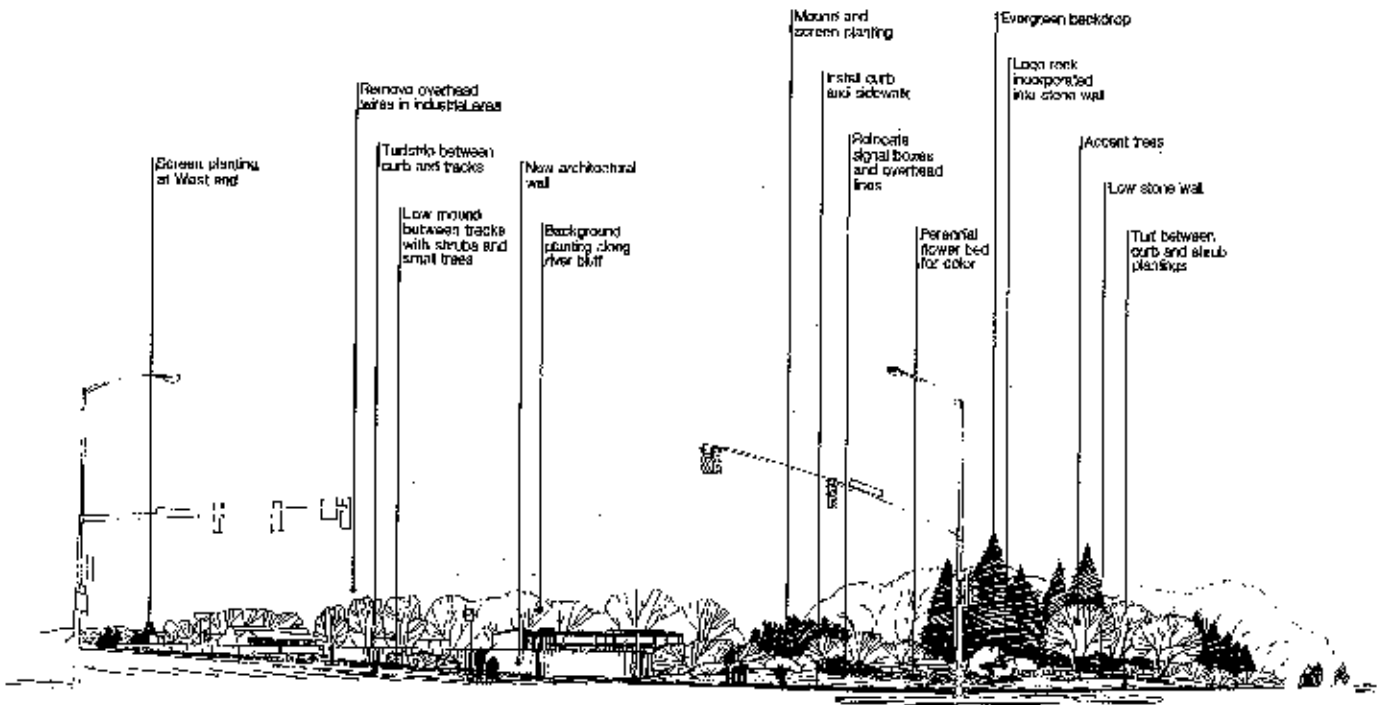
In addition, landscaping islands in the center parking of Mountain Avenue east of Remington Street are recommended to improve the appearance of the street and on-street parking.

Estimated Cost: \$265,000 to \$315,000

CARRYING OUT THE PLAN/IDEAS FOR CHANGE



EXISTING



PROPOSED

Mulberry and Riverside
Looking North
BD&W

7.5 Design and construct street, landscaping and pedestrian/bicycle improvements on Lincoln Avenue between Riverside Drive and the river.

To create market synergy among Downtown functions, people must be able to walk between activity centers. Convenient links should be direct, physically attractive and edged by interesting activity. They should form an integrated network defined by distinctive streetscape treatments, open spaces, and active street-level uses.

This project is recommended in order to improve the pedestrian connection from Downtown to the Poudre River, as well as to screen the industrial uses present along Lincoln Avenue. In order to accomplish this, screening walls, tree and shrub plantings, pedestrian sidewalks, banners, and special lighting is recommended.

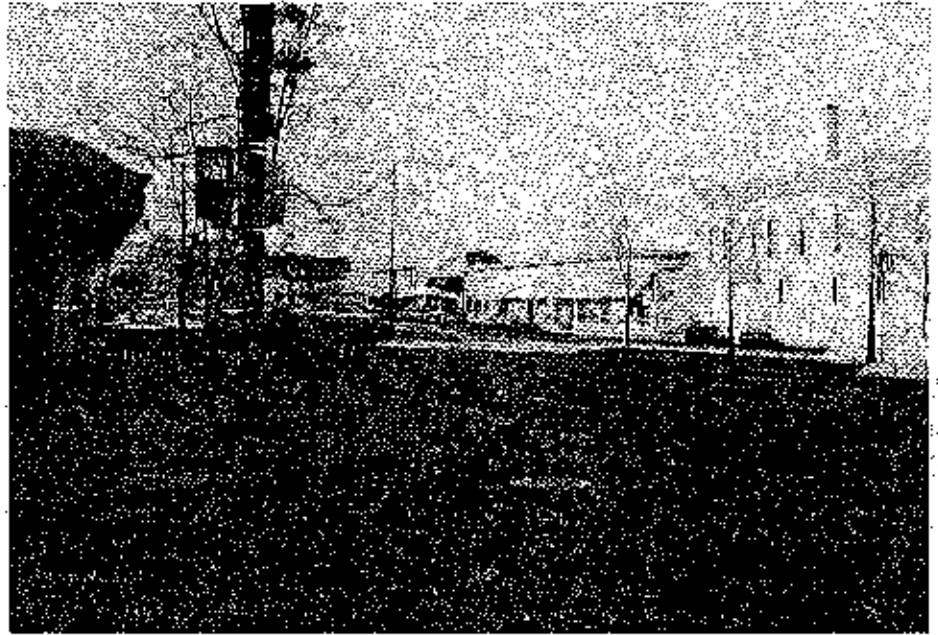
Estimated Cost: \$175,000 to \$249,000

7.6 Design and construct street, landscaping and pedestrian/bicycle improvements between the river and the retail core along Linden Street.

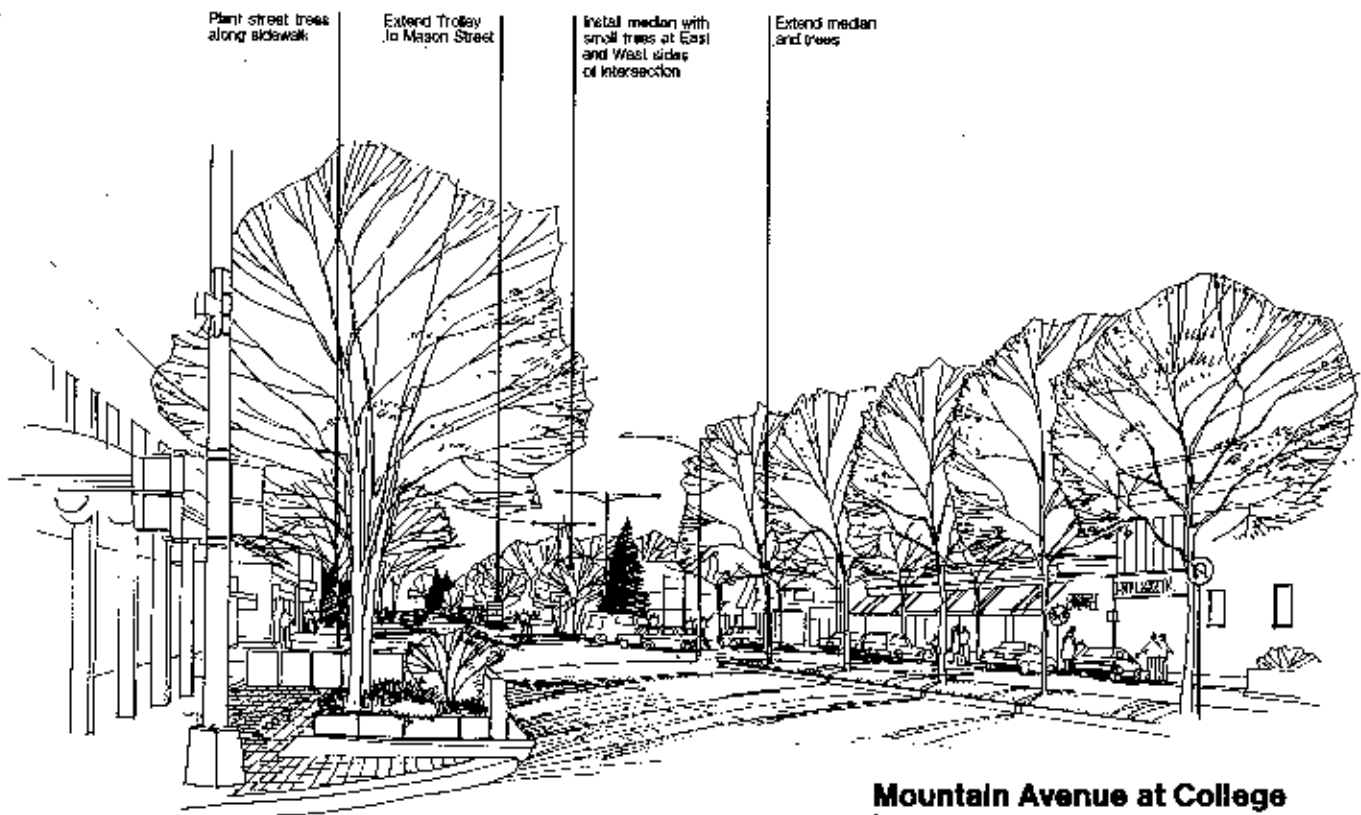
The improvements recommended for this project include a pedestrian connection to the Poudre River from Jefferson Street Park, street tree plantings, pedestrian lighting, and a screen wall at the Poudre Premix Plant. In addition, an attractive, passive area for employees and shoppers should be created at Jefferson Street Park. It is recommended that a plaza with benches, artwork, pathway lighting, and landscaping be installed in Jefferson Street Park.

Estimated Cost: \$265,000 to \$378,000

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING



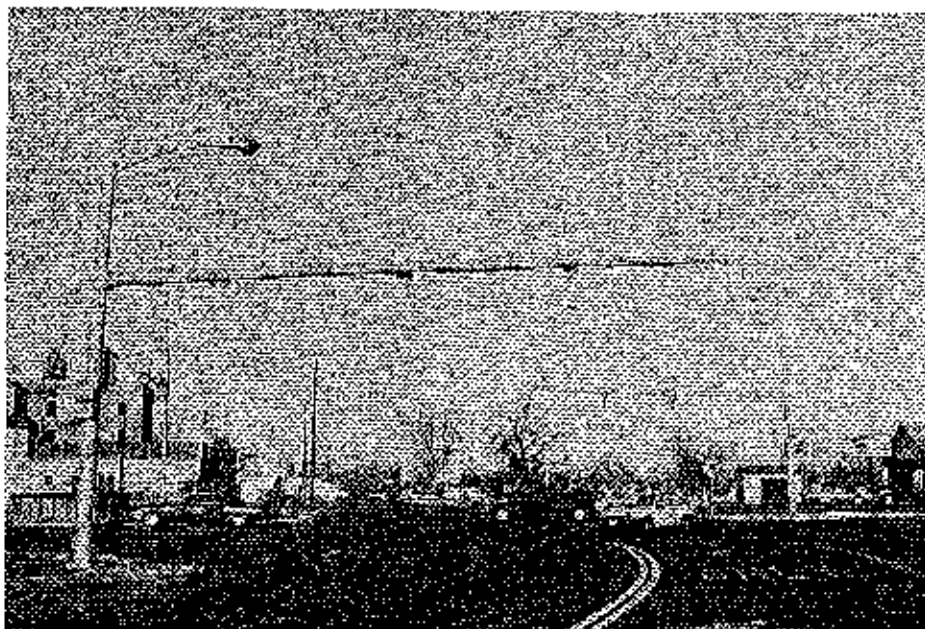
PROPOSED

Mountain Avenue at College
Looking West

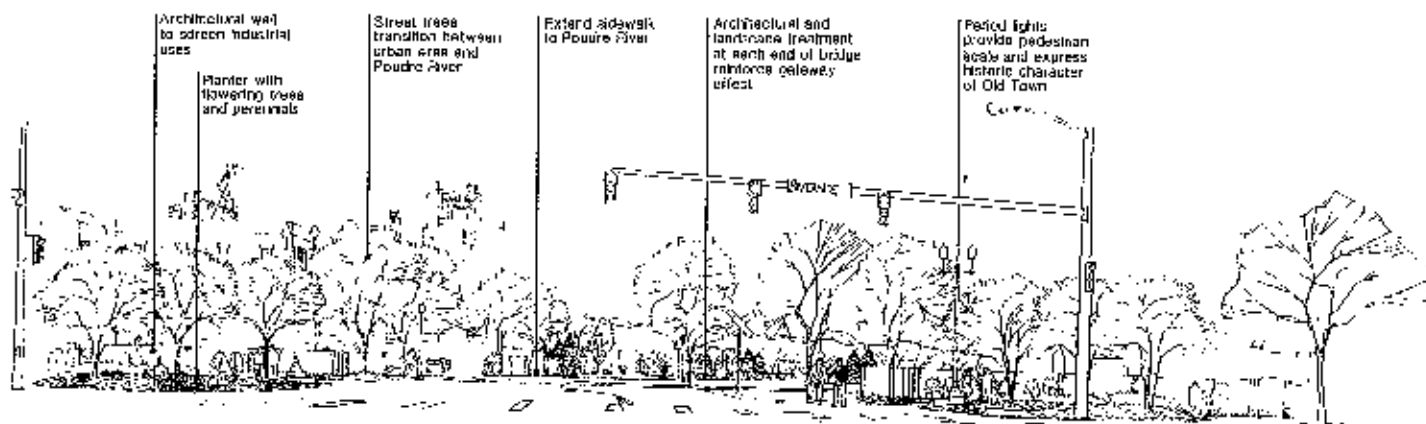
E.D.A.W.

SOME SPECIFIC IDEAS FOR CHANGE

136



EXISTING



Architectural wall
to screen industrial
uses

Planter with
flowering trees
and perennials

Street trees
transition between
urban area and
Poudre River

Extend sidewalk
to Poudre River

Architectural and
landscape treatment
at south end of bridge
reinforce gateway
effect

Pedestrian lights
provide pedestrian
scale and express
historic character
of Old Town

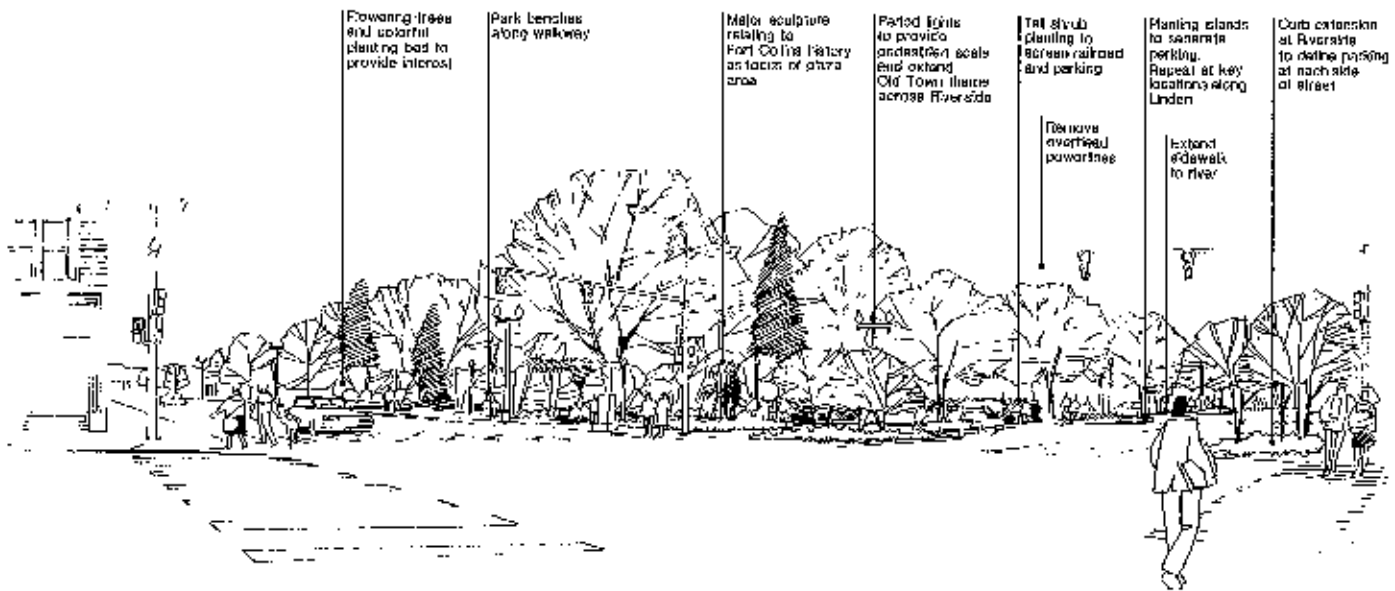
PROPOSED

Lincoln and Riverside
Looking Northeast ED&W

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING



Flowering trees and colorful planting bed to provide interest

Park benches along walkway

Major sculpture relating to Fort Collins history as focus of plaza area

Period lights to provide pedestrian scale and extend Old Town character across Riverside

Tall street planting to screen railroad and parking

Remove overhead powerlines

Planting islands to separate parking. Repeat at key locations along Linden

Extend sidewalk to river

Curb extension at Riverside to define parking at each side of street

PROPOSED

Jefferson St. Park and Linden Streetscape
Looking North

E2A/W

7.8 Implement a coordinated, unique and attractive public signage system.

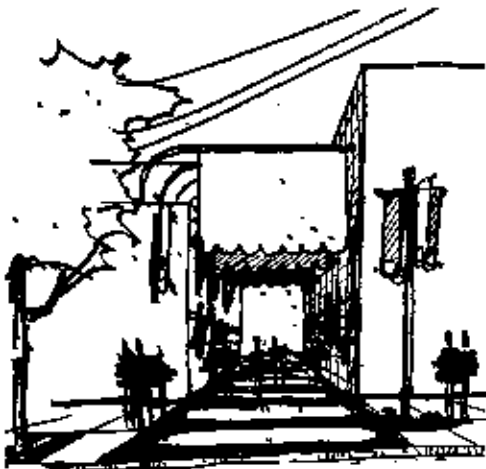
To attract new visitors and businesses to the Downtown, we must greet people when they arrive and direct them clearly and efficiently to major destinations.

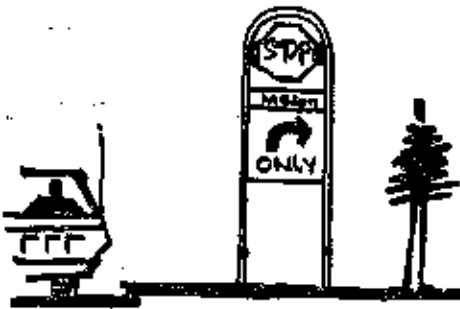
The City of Fort Collins commissioned EDAW, Inc. to develop a system of public signs to clearly identify Downtown and to create a more cohesive, safe, visually attractive and informative system that enhances the perception of a distinct downtown business district. It is hoped that the signage system will add a festive note to the streetscape and that the signs will help create an image of Downtown as an interesting and desirable place to shop, tour or conduct business. EDAW was assisted by an advisory committee consisting of City staff, DDA staff, and representatives from Downtown businesses.

EDAW's first step in designing this system was a detailed survey of existing public signage in the Downtown. A photographic inventory was compiled, along with conclusions and recommendations. The inventory can be found at the City's Planning Department.

The second phase of the work was design development focusing on a variety of sign types including parking, informational, directional, regulatory, and identification signage. The design of the new signage system was intended to take into consideration the following objectives:

- To make parking signage a top priority and to develop a system that is coordinated, informative and parker friendly.
- To develop a sign system that provides for the safety requirements of the area.
- To develop a system that contributes to the visual identity of the Downtown area.
- To develop a system that is based on the requirements of dual use for pedestrians and motorists.





- To develop signs that are flexible enough to provide for various sign groups.
- To develop a sign system that provides for ease of maintenance.

The Sign System is designed around a unified theme. All signs will be a distinctive color, Fort Collins green. Two accent colors, maroon and raspberry plus white will be used on all signs in a minor way as stripes and detail. The semicircular shape of the Fort Collins logo suggests a rounded sign form that can be adapted to a variety of uses. A common typeface is recommended for all signs.



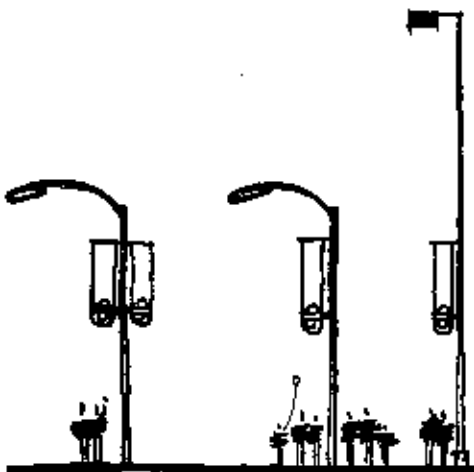
The most striking and unique component of the sign system is the rigid banner, an aluminum sign panel designed to look like a banner, with all the color and excitement associated with banners, but with the durability and function of standard signs. These rigid banners will be used extensively throughout the Downtown to identify, direct, inform, unify, enliven, and enhance the urban environment.

Parking related signs, street name signs, bus stop signs, and other regulatory signage, will be financed and installed by the City of Fort Collins. The special signage, banners, point of interest, and alley improvement signs are proposed for sponsorship by a combination of City, DDA and private business or other interested parties. Phasing of installation of signs should be considered. Installation should begin Spring 1989.

Recommendation:

The City and DDA should implement the public signage system as recommended in the report entitled "Ft. Collins Downtown Sign System."

Estimated Cost: \$150,000 to \$200,000



8.1 Design and implement an "art walk" from the Lincoln Center to the retail core, along Canyon Avenue.

To create market synergy among Downtown functions, people must be able to walk between activity centers. Convenient links should be direct, physically attractive and edged by interesting activity. They should form an integrated network defined by distinctive streetscape treatments, open spaces, and active street-level uses.

The recommendation is to develop an art walk from the Lincoln Center to the retail core along Canyon Avenue, between Magnolia and Howes streets. This avenue will become primarily a pedestrian thoroughfare. On-street parking still will be allowed, but will be subordinate to the pedestrian movement.

At key points along the walk, display areas for artwork will be developed to draw the pedestrians along the walk from one display to the next. It is recommended that sidewalk improvements be made, landscape areas be created, and pedestrian and display lighting be installed.

Estimated Cost: \$175,000 to \$250,000

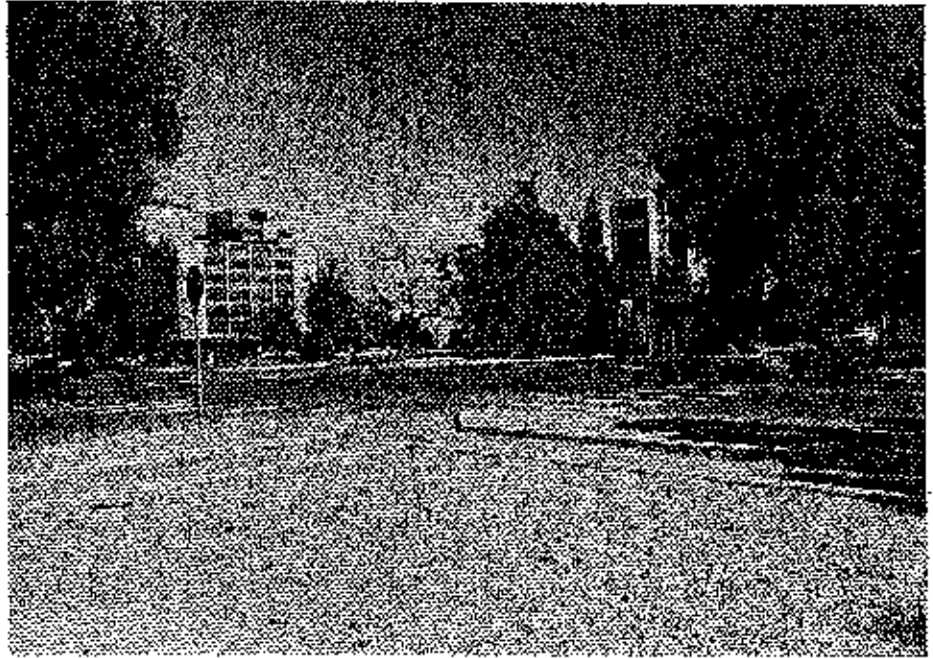
8.7 Improve alleys in the retail core with special paving, signage, lighting, landscaping and street furniture.

Several City parking lots exist behind buildings, particularly along College Avenue. The pedestrian connection between the retail areas along College Avenue and public parking is very weak. Most visitors to the Downtown area are not aware of the availability and convenience of public off-street parking. Some alleyways pose special security problems and/or have an undesirable appearance.

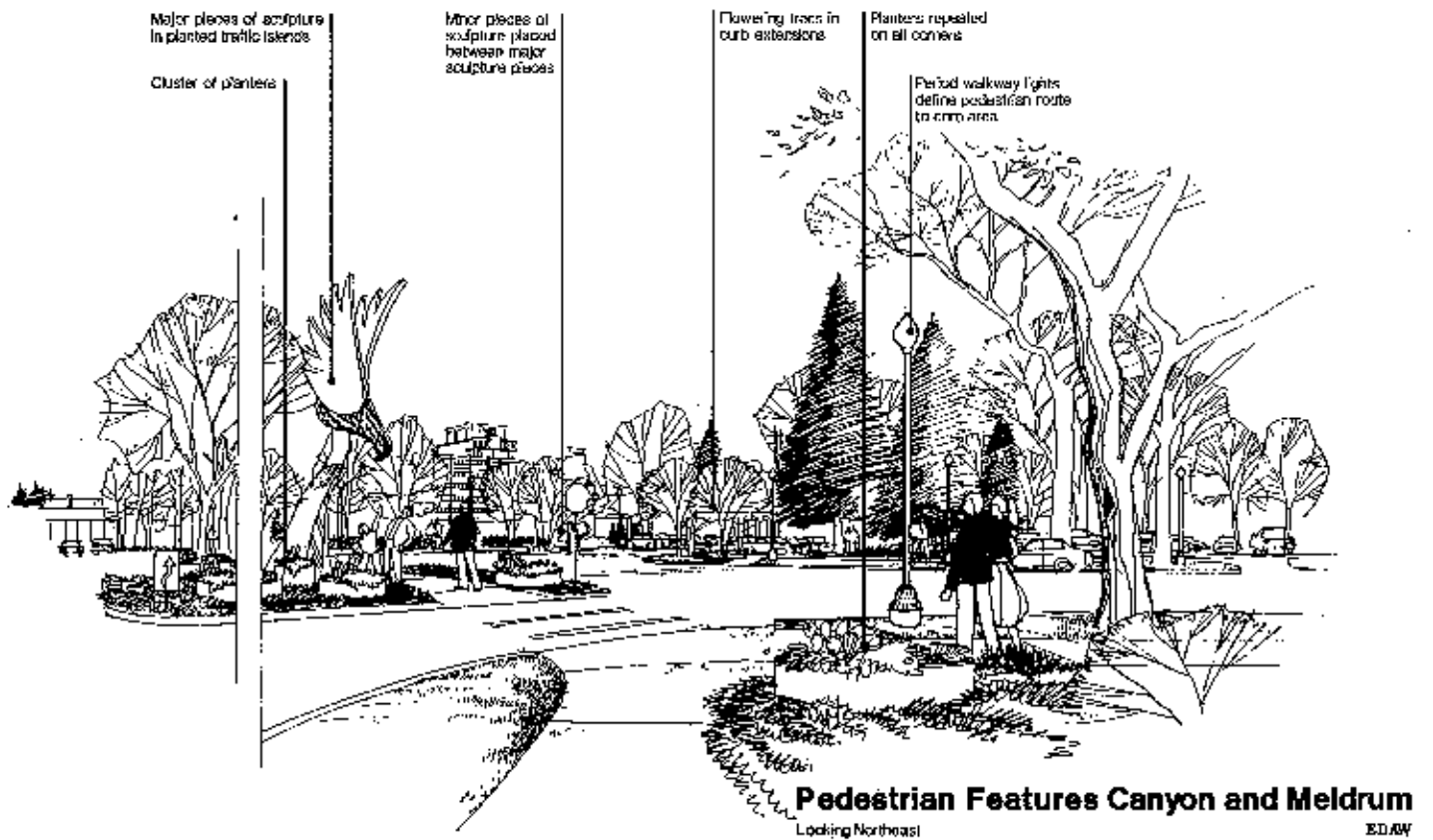
It is recommended that the alleyways connecting these parking lots be improved with special paving, unique signage and banners, pedestrian lighting, seating areas, and landscaping. It also is recommended that store owners create back entrances to their stores that directly access the parking lot and install alleyway improvements.

Estimated Cost: \$135,000 to \$165,000

SOME SPECIFIC IDEAS FOR CHANGE



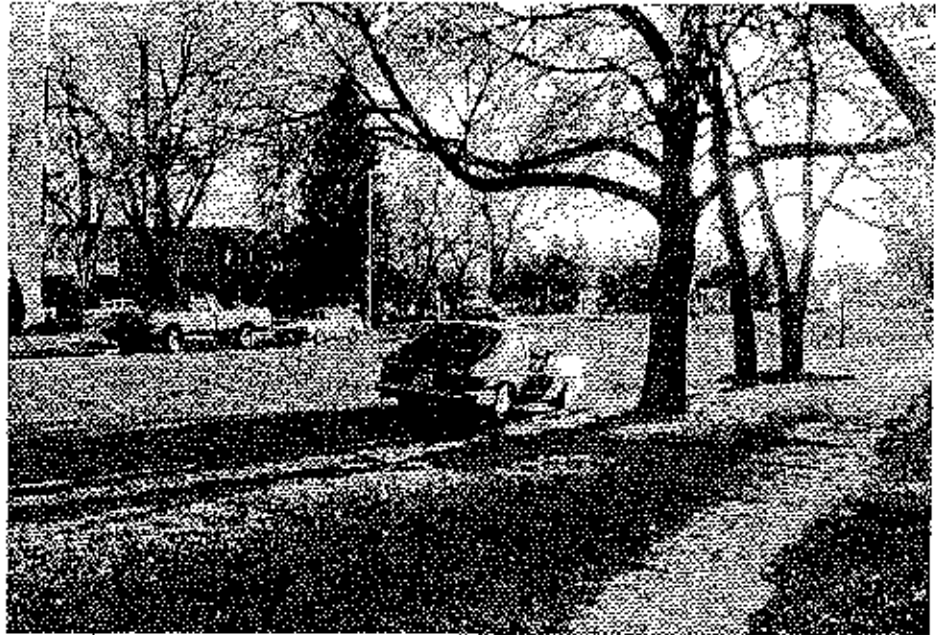
EXISTING



PROPOSED

SOME SPECIFIC IDEAS FOR CHANGE

142



EXISTING

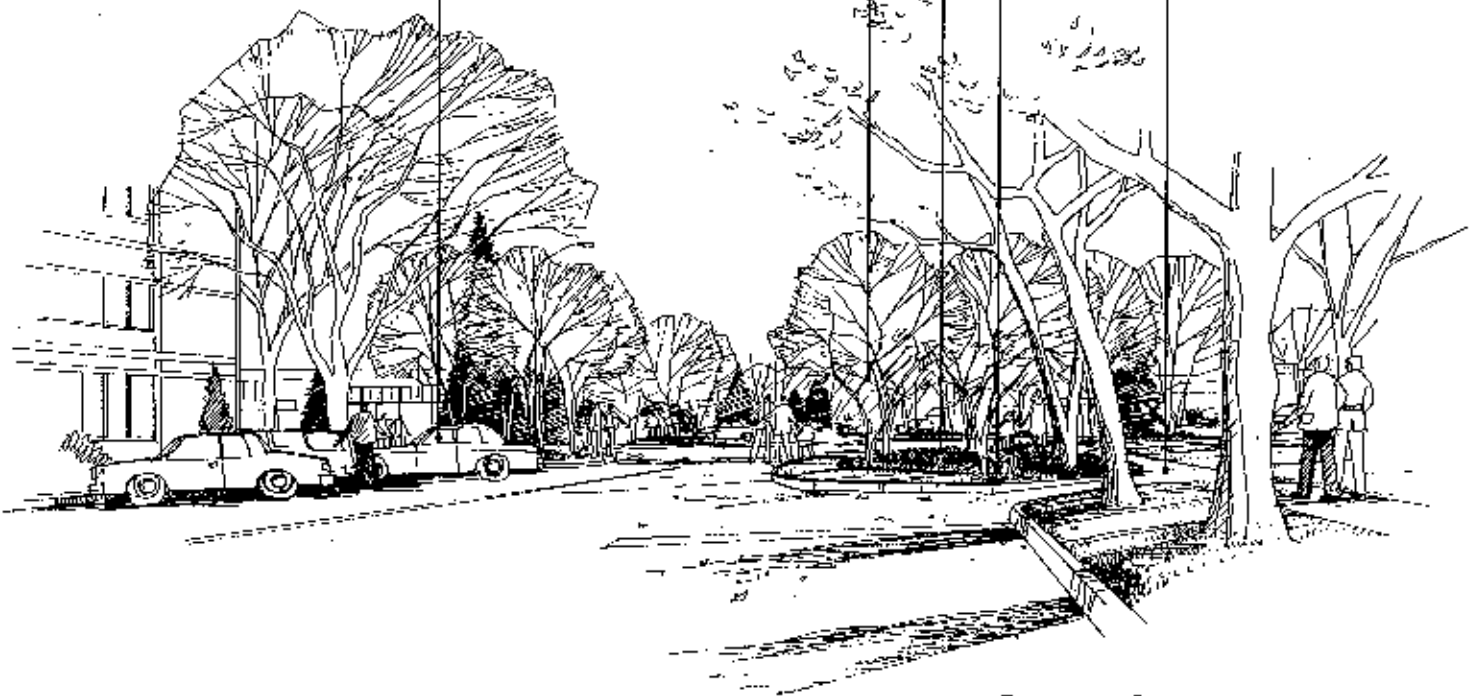
Create diagonal parking
each side of street

Plant flowering trees in curb
extensions on each corner
to partially screen parking
and improve pedestrian scale

Plant low evergreen shrubs
for year round interest

Flower bed for
seasonal color

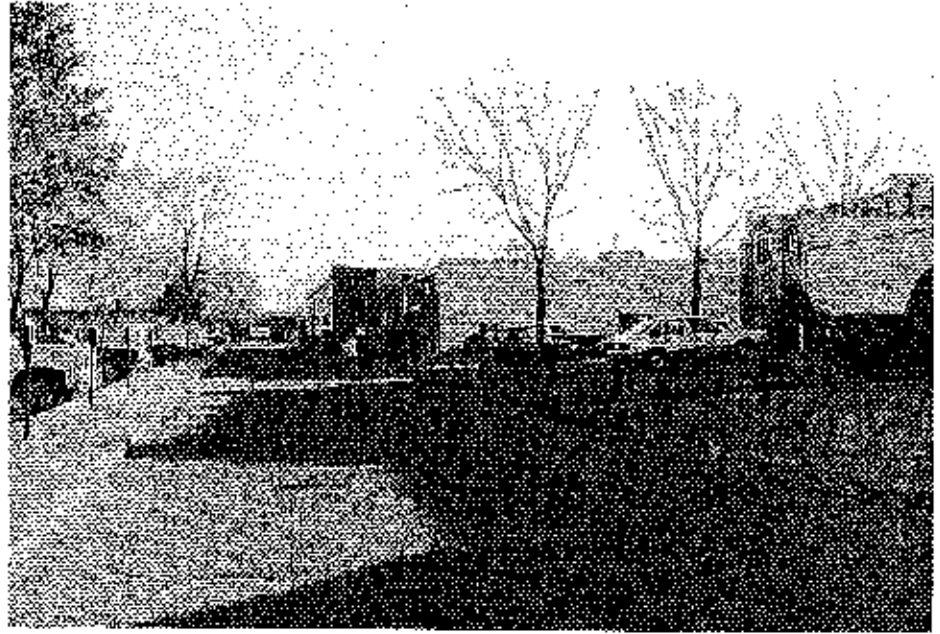
Continuous sidewalk
separated from curb
by turf panel



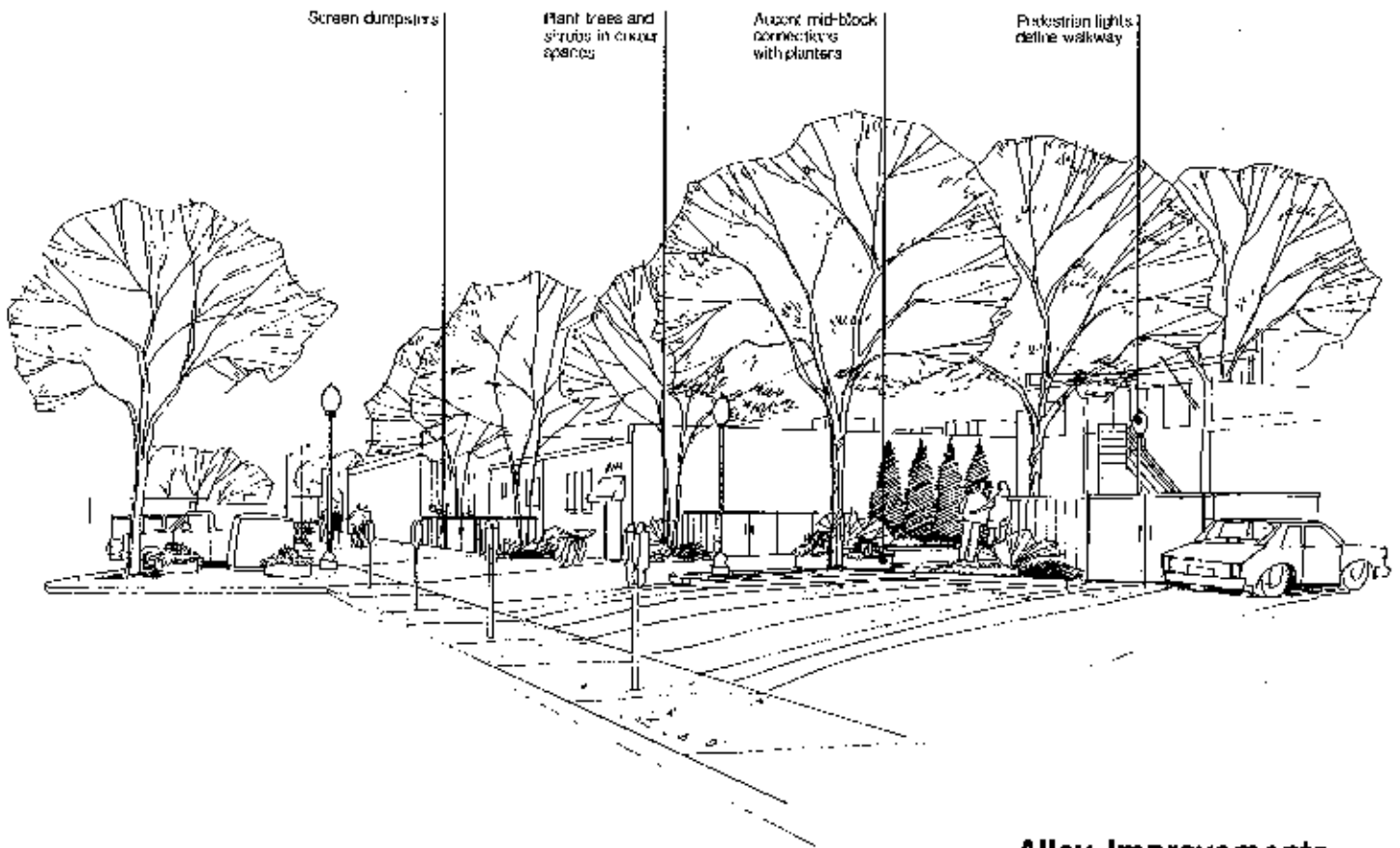
Canyon Avenue
Looking Southwest ED&W

PROPOSED

SOME SPECIFIC IDEAS FOR CHANGE



EXISTING



PROPOSED

Alley Improvements
EDAW

8.19 Update and adopt "Design Guidelines for Pedestrian Way Improvements."

In 1986, pedestrian way design guidelines were developed for the Downtown area. The intent of these guidelines was to promote a unified Downtown district made up of neighborhoods with distinct characters. To provide unity, the guidelines established a palette of hard surfaces, furniture, and vegetation for use throughout the DDA district. To promote neighborhood character, the guidelines varied among neighborhoods according to the character and function of each neighborhood.

These guidelines were formally adopted by the DDA and have been used in the review of projects seeking special funding. The guidelines have been used on a less frequent basis by City staff in the review of development proposals.

Recommendation

To adopt, by resolution, these guidelines for the purpose of providing direction for the desired level of pedestrian design in the Downtown area. Formal adoption will establish these guidelines as an official statement of public direction and enable the staff to implement them in future development projects. These guidelines should be updated before they are formally adopted.

9.1 Extend the historic trolley into the Downtown.

Background

The Fort Collins Municipal Railway played a significant role in the history of Fort Collins and provided a distinctive service to the residents of the community. While the era of the trolley was short lived, it was an efficient and colorful operation, and played an important part of early 20th century transportation history.

The Fort Collins Trolley remained in operation from 1919 until the system was disbanded in 1951. During that time, popular support remained high. On four separate occasions, referendums were passed to keep the trolley system operating. In 1951, the system was abandoned in favor of bus transportation.

Ft. Collins trolley.



The interest in trolley cars in Fort Collins has recently been revived. Beginning in 1977, volunteers restored Car #21 and reconstructed three-quarters of a mile of track along Mountain Avenue, between City Park and Meldrum Street. Plans are underway to extend the trolley to the west side of Mason Street.

The trolley is designated a local landmark and is entered on the National Register of Historic Places. Since its inaugural run in December 1985, the restored Car #21 has carried over 50,000 passengers.

There has been strong interest on the part of the Downtown community to extend the trolley from its existing terminus into the heart of the retail core district to truly make the trolley a part of the Downtown environment. Many reasons have been given for this extension including:

- **Economic Development.** The trolley has carried over 50,000 passengers since 1985 with only Saturday and Sunday operations. It carries 400-500 people each weekend or approximately 14,000 passengers per year. About half of the passengers are from outside the city, from around the state, the nation, and the world.

The trolley has the potential to be a state and national attraction similar to the Georgetown Loop railway. The trolley is indeed a major attraction for the community -- it is the place to take visitors. The trolley can attract visitors that might not otherwise come Downtown to shop, dine and stay at local hotels.

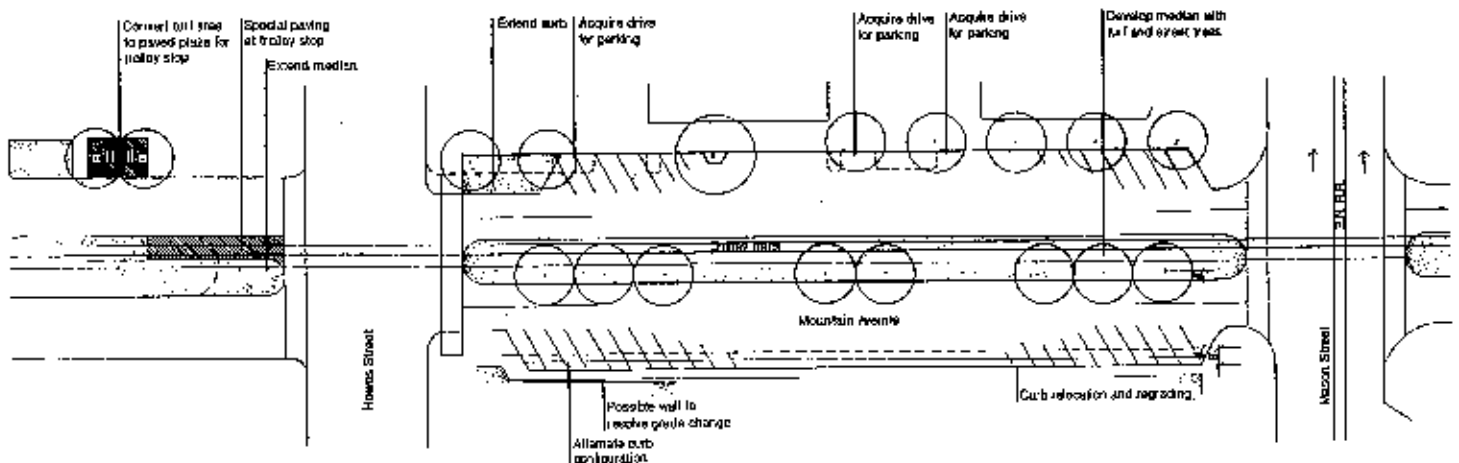
- **Educational Value.** The trolley is part of the history of this country and of this community. The trolley engenders fond memories by those passengers who remember riding the trolley in the old days. The trolley also provides young people today a unique insight into the culture and character of early 20th century Fort Collins. The extension of the trolley can reinforce the strong sense of history in the Downtown.

- **Uniqueness.** To be an active participant in today's competitive market, a Downtown must offer qualities not found elsewhere. Indeed, Fort Collins is unique to have an operating passenger trolley system. This is only the second time in the nation that an original car was put back in operation in its original location.

Downtown has the opportunity for capturing some of this uniqueness by extending the trolley into the heart of Downtown.

Recommendation

It is amazing the level of success that has been achieved over the past 10 years by a group of volunteers dedicated to restoring a small, but important part of Fort Collins past. Work remains to be done, however. The trolley is far too remote from the retail core district and the full economic, cultural, educational and recreational benefits to the Downtown have not and will not be achieved until the trolley is extended Downtown.



The recommendation is that the trolley be extended to the core of the Downtown in the following phases:

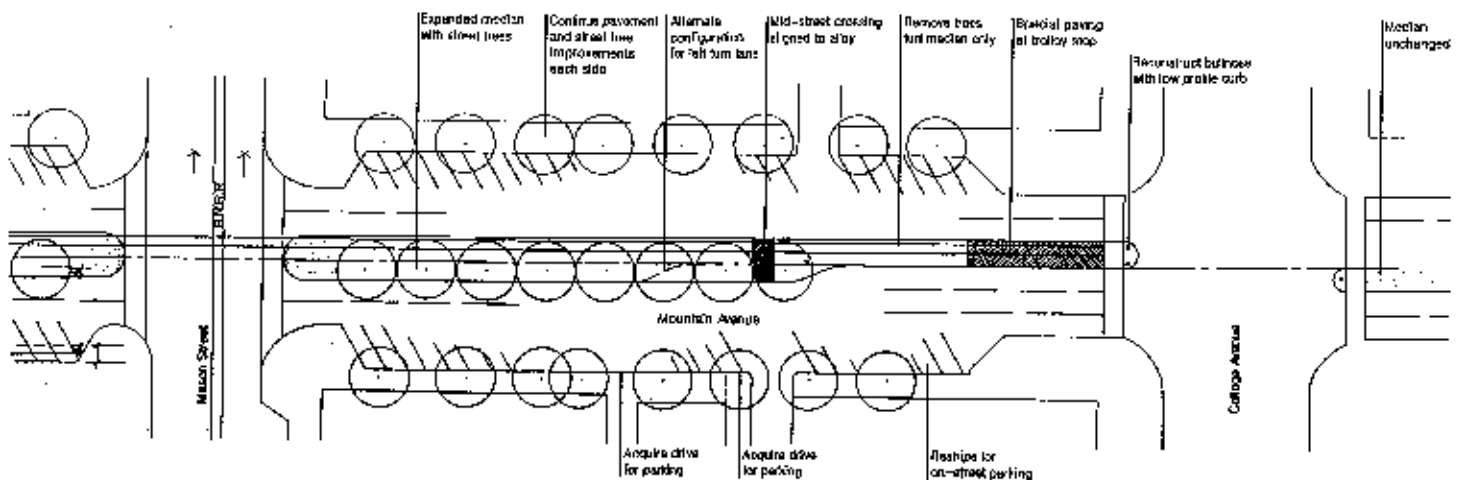
Phase 1 - One year - Meldrum Street to the west side of Howes Street.

Phase 2 - Three years - Howes Street to the west side of Mason Street. Parking would be removed from the median and replaced by more efficient on-street parking on Mountain Avenue.

Phase 3 - Five years - Mason Street to the west side of College Avenue. Parking in this phase would remain in the center median, with chains and ballards or some other device to restrict parking in the median when the trolley is in operation.

Phase 3B - Five years - Mason Street to the west side of College Avenue. The center median would be landscaped and parking removed. Alternative parking areas would be provided elsewhere on the street and in off-street parking lots.

Phase 4 - Five to ten years - West side of College Avenue to other destinations.



SKETCH PLAN
DOWNTOWN TROLLEY EXTENSION STUDY

Scale 1" = 20'
7-8-88

SOME SPECIFIC IDEAS FOR CHANGE

A design has been prepared that conceptually illustrates Phases 1, 2 and 3 extension including redesign of on-street parking and the treatment of potential trolley stops.

A study should be undertaken by the City, Fort Collins Municipal Railway, Downtown, and neighborhood interests to determine the costs and impacts of extending the trolley. Key points this study should consider include:

- Mitigating, to the extent practical, the negative impacts on local pedestrian and vehicular circulation, parking and traffic congestion.
- Resolving engineering questions including the crossing of the railway tracks at Mason Street and facilitating traffic movements and trolley movements at the College/Mountain intersection.
- Involving residents, renters and business people in the Downtown and adjacent neighborhood in the planning for this extension.
- Hours of operation.
- Need for additional trolley cars.
- Specifying installation and maintenance responsibility.
- Identifying funding sources.



Ft. Collins

11.1 Provide new lane separated bicycle routes and facilities.

Opportunities to create additional lane separated bicycle routes in the Downtown should be explored. A critical link that should be provided is between the city's trail system and Downtown.

Other improvements should be explored to increase bicycle safety including:

- Special signage to provide positive direction to and between major Downtown activity centers.
- Modifying storm sewer grates and railroad tracks to prevent entrapment of bicycle tires.

Finally, bicycle parking and storage facilities should be provided at key locations in the Downtown and in appropriate public parking facilities. Guidelines should be established for the design of these facilities to provide consistency as well as compatibility with the character of the area in which the bicycle racks are located.

11.3 Examine transit service in and to the Downtown and develop additional routes and stops as required.

The following elements should be considered as part of the Downtown transit system:

- A inter-Downtown shuttle between major activity centers.
- A shuttle between Downtown and major community destinations including major hotels and shopping centers.
- Expanded frequency of public transit service (Transfort) with schedules geared to match the needs of Downtown employees and shoppers.
- Additional independent routes in the Downtown retail core to serve Colorado State University.
- Transit stops near all major pedestrian gathering points.
- Coordination of public transit with future extension of historic trolley.

11.10 Make improvements to the flow of vehicular and pedestrian traffic along Mason and Howes streets.

There are minor improvements that should be made to improve the flow of vehicular and pedestrian traffic along the Mason/Howes couplet as follows:

- Provide a pedestrian signal at the intersection of Oak and Mason streets.
- Improve the southbound, right-turn bay at the intersection of College Avenue and Cherry Street.

11.11 Examine the need for a Magnolia/Mulberry one-way couplet as part of the City's "Comprehensive Multi-modal Transportation Plan" process.

The Mulberry/Magnolia couplet as recommended in the Parsons-Brinckerhoff Study (1982) is a matter of controversy in the Downtown. The couplet is a long-range improvement - 15 to 25 years hence. The purpose of the couplet is to relieve traffic on Mulberry Street as east-west volumes increase over the coming years. Other options were considered for handling this traffic including widening of Mulberry Street. A one-way couplet appeared to have the least negative impact.

If an east/west one-way couplet is needed in Downtown, however, there are no other streets that could serve this function without having more impact upon the Downtown area and surrounding residential neighborhoods. The timing for the need for increased capacity in the Mulberry Street corridor needs to be further analyzed.

It is recommended that the City continue studying the need for the Mulberry/Magnolia couplet. It is important that this long-range improvement be evaluated in conjunction with other planned and/or programmed, community transportation facilities such as the Fort Collins Parkway. Should the couplet receive a favorable recommendation, careful attention must be given to preserving the integrity of the Downtown and adjacent residential neighborhood.

It is further recommended, that the Magnolia/Mulberry couplet be analyzed and resolved as part of the City's planning process known as the "Comprehensive Multi-modal Transportation Plan." In the interim period between adoption of the Downtown Plan and resolution of this issue, any development plans submitted in the area should be reviewed both in terms of the couplet being and not being implemented to avoid missed opportunities.

11.15 Undertake needed maintenance and rehabilitation of streets.

The conditions of existing streets in the Downtown vary. The condition and appearance of Downtown streets impact traffic circulation as well as appearance. For this reason, special attention should be given to maintaining high quality streets and sidewalks including the following:

- Rehabilitation of Mountain Avenue between Mason Street and Riverside Drive.
- Rehabilitation of College Avenue between Maple Street and LaPorte Avenue.
- Rehabilitation of Linden Street between Jefferson Street and the Poudre River.
- Rehabilitation of Willow Street between College Avenue and Lincoln Avenue.

12.3 Implement an expanded education and marketing parking program.

The existing marketing/education program for on-street parking should be expanded as follows:

- The concepts of the holiday parking promotions should be extended year-round. The friendly, helpful attitude of Parking Services Officers exhibited during the holiday season should be common all year.
- The City, DDA and DBA should work closely to promote special events.

SOME SPECIFIC IDEAS FOR CHANGE

- An annual marketing/advertising program should be developed that provides for consistent, year-round advertising augmented by special holiday promotions. A solid, consistent advertising basis should be in place.
- A Parking Management representative should visit with new Downtown businesses to provide information about responsible parking.
- Packets of information about parking should be distributed to new businesses.
- Parking staff should receive additional public relations training.
- Continue token parking and extended parking programs for flexibility and positive public perception.

12.4 Encourage Downtown businesses to take an active role in promotion and management of on-street parking.

Downtown businesses in partnership with the City should take an active role in identifying problems, opportunities and solutions for Downtown parking. Downtown businesses should play an active role in overcoming misconceptions that parking is limited, difficult to use and costly. Downtown businesses also should play a critical role in reducing the problems of employee parking in needed customer parking areas.

- Businesses should promote Downtown parking as easy to use, convenient, free and plentiful in advertisements as well as in their direct contact with customers.
- Downtown businesses should apply peer pressure to one another to encourage proper use of on-street parking facilities. The Downtown Development Authority, Downtown Business Association and other Downtown organizations should devote portions of their meetings to these issues.
- Downtown employers and property owners should take a strong position and direct their employees and tenants to park in long-term parking areas rather than in customer places.
- The Downtown Development Authority, Downtown Business Association and Downtown business people should actively participate in the City's parking program planning and development process.

- Businesses should consider incentives for employees to use long term parking facilities. Incentives should be considered for encouraging customers and employees to use bicycles or Transport as primary means of transport to Downtown. For example, employers could offer subsidized bus passes or parking permits, offer reimbursement in whole or part to employees who car or van pool, adjust work hours to fit bus schedules, and/or distribute bus schedules to workers.

12.6 Implement new on-street parking regulations.

The existing enforcement policies and procedures have been examined as part of this plan for consistency with the philosophy of being parker friendly. The regulations will be consistent from one block to another, simple to use and understand, stress a positive rather than punitive approach, and be responsive to the unique needs of all businesses. The recommendations are as follows:

- Extend current parking regulations to two hours. Two spaces on each end of the block, not to exceed 10 percent of the total available parking, will be designated 30 minute parking.
- Continue the practice of allowing Parking Officers to void tickets if a person returns to their auto while the Officer is in the same block. At the discretion of the Officer, frequent violators may still be ticketed.
- Update ticketing with hand-held computerized ticket machines.
- Install an additional six drop boxes (for easy payment) at various Downtown locations.
- Increase times between re-chaulking routes at discretion of Parking Officer.
- Implement reduced fines for in-person payment of overtime parking tickets. Payments received at the Parking Office on the same day the ticket was issued, fine will be reduced from \$5 to \$1.
- A benefit of the doubt attitude will be given to customers who overpark. Frequent abusers should expect to receive a ticket.

- Parking Services uniforms will be changed to brighter colors to promote a friendly, positive and approachable image. Uniforms need to retain official appearance and be flexible for seasonal conditions.
- Provide financial incentives in the form of reduced permit costs for multiple purchases for a business and permit renewals for greater than two months.

14.1 Study and make recommendations on street lighting needs, especially parking lots.

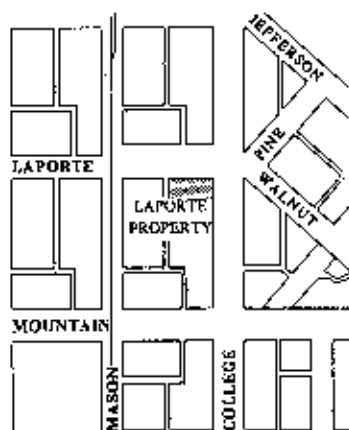
Providing adequate security lighting of streets, alleyways, buildings and public places is critical to the security of businesses, residents and shoppers. Immediate attention should be given to the following:

- Increasing wattage in existing lights in the pedestrian canopies along College Avenue.
- Increasing lighting in the Mason Street and Oak/Remington parking lots.
- Increasing lighting levels in the alleyway between the Mason Street Parking Lot and Oak Street Plaza.
- Increasing lighting levels in the alleyway between the Laporte Parking Lot and Mountain Avenue.
- Increasing lighting levels in the pedestrian alleyway between the Oak/Remington Parking Lot and College Avenue, adjacent to the Christian Science Reading Room.

15.3 Study retail demand.

A customer survey should be conducted to determine the specific kinds of retail opportunities needed in the Downtown area to serve Downtown employees, and the surrounding neighborhood, community and regional markets.

Customer preferences may be conducted through structured telephone interviews of sample trade-area households, on-site personal interviews with a random selection of people on the street in Downtown, and/or focus group discussions with small groups of consumers to determine attitudes and opinions.



15.5 Dispose of the publicly owned property on the southwest corner of LaPorte and College avenues for redevelopment.

The purpose of this report is to present pertinent data and a conceptual land-use statement to aid in the proper use, disposition and redevelopment of the publicly owned property located on the southwest corner of the intersection of LaPorte Avenue and College Avenue (referred to as the "LaPorte Property").

This report briefly addresses the market potential for the site, identifies certain planning factors as a basis for reuse of the property, and offers a recommendation for potential use and conceptual design. The market study prepared by Ross Consulting Group for the Downtown Plan was used in this analysis.

General Background

The site is located on the southwest corner of the intersection of LaPorte and College Avenues and is approximately 9500 square feet in land area. The property is currently zoned B-G, General Business which allows a variety of retail and office uses as a use-by-right. The surrounding uses are retail, restaurant, and public parking.

The property was most recently used as an automobile repair and service station (Small Wonder). The garage building remains on the site. The tanks have been removed. The property has been vacant since 1986. The property was purchased spring 1986 by the Downtown Development Authority.

Locational Characteristics

The site is located on one of the most important blocks in the retail district of the Downtown area. This block also includes several major historic structures, including the Opera House building. The block anchors the northern end of the existing College Avenue retail district and is directly west of Historic Old Town and Old Town Plaza. The site is also adjacent to a public parking lot.

Market Potential

The subject property is at the northern end of the retail district of the Downtown area. Downtown has the opportunity to create a specialty retail and fine dining environment in this district. Potential uses include arts and crafts goods, fashionable clothing and shoes, and specialty goods. Fort Collins is lacking in a concentration of this type of retail, and Downtown is a logical place to capitalize on this market opportunity. As Downtown expands, new restaurants that are open for lunch and dinner also will be an attractive use for this property.

Findings and Recommendation

The 100 Block of North College Avenue is in need of immediate attention. Much of the problem on the block is due to the slow progress of the Opera House redevelopment project. Regardless of recent attempts by a few of the property owners to rehabilitate and upgrade buildings on the block, the abundance of vacant store fronts presents an image to the visitor of a stagnating Downtown district. Except for the availability of on-street parking, most visitors to the Downtown are not drawn to this block to the extent that they should be.

The City has the opportunity to have a positive influence on the future of the entire block through the appropriate disposition of the LaPorte Property.

Several alternatives for the future use of the LaPorte Property were studied including a pedestrian plaza, additional public parking and private development. The corner of LaPorte and College avenues is not a good location for a pedestrian plaza. There are more preferred locations identified in the Downtown Plan for this kind of activity.

The frontage of College Avenue in the retail core is not appropriate for parking. The small size of the site and limited access make public parking not attractive. Furthermore, even relatively small gaps in the continuity of building edging the major street frontage--created by vacant lots or parking--can interrupt the flow of pedestrians on Downtown streets and reduce the integration of uses along the entire block face.

It is recommended that the block face remain as building frontage to enhance the intensity of activity along College Avenue. The disposition of the property as an incentive for private development whose use(s) contributes to the economic viability of the block and Downtown is preferred.

The site should be intensely developed with a building with a minimum of two and a maximum of three stories in height, with a gross floor area ranging between 18,000 to 28,500 square feet.

The first floor of the building should be occupied by one to three tenants who would attract a large number of pedestrians to this end of Downtown, e.g. ice cream shop, theatre, restaurant with outdoor seating, etc. The second floor may be used for professional offices, apartments, and/or a small hotel with meeting space.

It is critical that the exterior design of the building be compatible with the historic theme of the rest of the block. The retail store fronts should be oriented to both Laporte and College avenues. Covenants and/or similar controls should be placed upon the property prior to disposition to assure the preferred use and architectural design requirements are adhered to.

15.7. Investigate creating a public/private "business incubator."

For many years, the community has preferred to look outside the region for new business in the form of recruiting to enhance our growing diversity. The Downtown Plan recommends an addition to that effort, a "business incubator." A business incubator is a business of businesses. Start-up businesses and those searching for assistance are kept "in house" while they work out the kinks for the long haul.

The benefits of a business incubator are many. The opportunities for long term success are enhanced for the owners and the community benefits from the job growth that is supplied. Opportunities for local investment are provided where personal tabs can be kept on the activity. Venture capital firms are provided an extraordinary opportunity for reducing risk. Local people are provided an opportunity to make their own ideas grow. And there is opportunity for those who cannot find work in their specialties to learn the basics of running a business in a controlled risk environment.

The Downtown area provides an excellent environment for this kind of activity. The Downtown area represents the second largest employment center in the area. Downtown is the financial "heart" of the community and region. It is also the center for public services, governmental functions, and community activities. Available building space, abundant parking and good transportation access are ingredients that Downtown can provide to assure the success of a business incubator.

Recommendation

The City should investigate the potential for creating a public/private development company designed to help small, generally start-up businesses get off the ground by providing facilities, equipment and various assistance in a centralized location in the Downtown.

Among the services that a business incubator may or can provide is financial assistance, affordable space, reduced overhead, access to clerical and administrative help, marketing services and financial planning, bookkeeping, and accounting.



Credits

CREDITS

Fort Collins City Council

Bob Winokur, Mayor
Chuck Mabry, Assistant Mayor
Ann Azari
Dave Edwards
Gerry Horak
Susan Kirkpatrick
Loren Maxey

Fort Collins Planning and Zoning Board

Laurie O'Dell, Chairperson
Sanford Kern, Vice-Chairperson
Rex Burns
Jim Klataske
Jan Shepard
Lloyd Walker
Joseph Carroll, Jr., Alternate

Downtown Development Authority (DDA)

Lucia Liley, Chairperson
David Bailey, Vice-Chairperson
Alice Auer Connor, Secretary
Chuck Wanner, Treasurer
Jeanne Abdelnour
Carcy Hewitt
Rick Goodale
Jim Martell
Ann Azari (Council Liaison)
Chuck Mabry (Alternate Council Liaison)

City Manager

Steven C. Burkett

City Attorney

Steve Roy

City Staff

James M. Davis, Director of Development Services
Tom Peterson, AICP, Director of Planning
Joe Frank, AICP, Planner-in-Charge
Rick Ensdorff, Transportation Administrator
Robert Steiner, Executive Director, DDA
Ken Waido, Chief Planner
Rita Davis, Parking and Bikeways Manager
Kirsten Whetstone, Planning Technician
Carol Tunner, Planning Technician
Stacy Swearingen, Planning Technician
Gail Ault, Planning Technician
Kayla Ballard, Secretary III

Special Consultants:

EDAW, Inc.
Ross Consulting Group

Downtown Plan Steering Committee

Steve Barbier
Carr Bieker
Shelby Dill
David Dunn
Dave Edwards
Jane Folsom
Harvey Frye
Gary Haxton
Barbara Liebler
Bob Osterhout
Charlotte Rehnberg
Eldon Ward
Mary Anne Martell, Alternate
David Cross, Alternate

Functional Advisory Committees

Urban Design:

Carr Bieker
David Dunn
Jane Folsom
Mark Goodrich
Dana McBride
Charlotte Rehnberg
Bill Wade

Land Use:

Carr Bieker
Walter Brown
David Cross
Dave Edwards
Ken Frazier
Harvey Frye
Eldon Ward

Traffic Circulation:

Deane Drury
Dave Edwards
Jane Folsom
Barbara Liebler
Mary Anne Martell

Public Signage:

Jeanne Abdelnour
Deane Drury
Anne Fernan
Mark Thieman
Linda Wildman

Parking:

Letty Coykendall
Ed Horejs
Bob Osterhout
Kay Rios
Sam Shepard
Mark Thieman
Delores Turman
Chuck Wanner
Ed Zdenek

RESOLUTION 89-145
OF THE COUNCIL OF THE CITY OF FORT COLLINS
APPROVING THE CITY OF FORT COLLINS
DOWNTOWN PLAN AND INCLUDING IT
AS AN ELEMENT OF THE COMPREHENSIVE
PLAN OF THE CITY OF FORT COLLINS

WHEREAS, the Goals and Objectives of the Comprehensive Plan provide for the development of a planning document for the downtown area; and

WHEREAS, the Goals and Objectives are the foundation element of the Comprehensive Plan which is a policy guide to decisions concerning the physical, social, economic and environmental development of the City; and

WHEREAS, the Land Use Policies Plan (August 1979) provides that the City shall prepare a core area development plan for the re-development of the downtown area; and

WHEREAS, the Poudre River Trust Land Use Policy Plan of 1986 and the Parks and Recreation Master Plan of 1988 provide additional guidance for the development of a downtown plan; and

WHEREAS, the Downtown Plan is a public statement of the City's policies with regard to the future development and preservation of the downtown area in terms of land use, transportation, urban design, appearance, parking, maintenance, security and economic development; and

WHEREAS, after lengthy discussion, debate, study and public input, a planning team composed of a citizen steering committee, the City staff and professional planning and marketing consultants, has developed the City of Fort Collins Downtown Plan of 1989 as a proposed element of the City's Comprehensive Plan; and

WHEREAS, upon review and examination of said proposed Plan and upon further hearings by the Planning and Zoning Board, the Board has adopted said Plan, and presented it to the City Council for approval and inclusion as a part of the City's Comprehensive Plan.

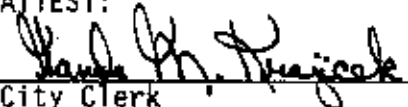
NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS that the City of Fort Collins Downtown Plan, dated June, 1989, be and hereby is approved for incorporation into the City of Fort Collins Comprehensive Plan for the purpose of encouraging and guiding development in the downtown area and for providing policy guidelines for any subsequent changes to the Code of the City which the City Council may deem necessary and appropriate for the purpose of regulating development in the downtown area.

Passed and adopted at a regular meeting of the City Council held this
5th day of September, A.D. 1989.



Mayor

ATTEST:



City Clerk

RESOLUTION NO. PZ89-4
OF THE PLANNING AND ZONING BOARD OF THE
CITY OF FORT COLLINS APPROVING THE CITY
OF FORT COLLINS DOWNTOWN PLAN AND RECOMMENDING
ITS INCLUSION AS AN ELEMENT OF THE COMPREHENSIVE
PLAN OF THE CITY OF FORT COLLINS

WHEREAS, the Goals and Objectives of the Comprehensive Plan provide for the development of a planning document for the downtown area; and

WHEREAS, the Goals and Objectives is the foundation element of the Comprehensive Plan which is a policy guide to decisions concerning the physical, social, economic and environmental development of the City; and

WHEREAS, the Land Use Policies Plan (August 1979) provides that the City shall prepare a core area development plan for the re-development of the downtown area; and

WHEREAS, the Poudre River Trust Land Use Policy Plan of 1986 and the Parks and Recreation Master Plan of 1988 provide additional guidance for the development of a downtown plan; and

WHEREAS, the Downtown Plan is a public statement of the City's policies with regard to the future development and preservation of the downtown area in terms of land use, transportation, urban design, appearance, parking, maintenance, security and economic development; and

WHEREAS, after lengthy discussion, debate, study and public input, a planning team composed of a citizen steering committee, the City staff and professional planning and marketing consultants, has developed the City of Fort Collins Downtown Plan of 1989 as a proposed element of the City's Comprehensive Plan; and

WHEREAS, upon review and examination of said proposed Plan and upon further hearings by the Planning and Zoning Board, the Board has determined that the Plan should be adopted as a part of the City's Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING AND ZONING BOARD OF THE CITY OF THE CITY OF FORT COLLINS that the City of Fort Collins Downtown Plan (1989) be and hereby is approved for incorporation into the City of Fort Collins Comprehensive Plan for the purpose of encouraging and guiding development in the downtown area and for providing policy support for the subsequent establishment of enforcement tools in the Code of the City, as deemed necessary and appropriate by the City Council, for the purpose of regulating development in the downtown area; and

BE IT FURTHER RESOLVED that the City of Fort Collins Downtown Plan (1989) be and hereby is recommended to the City Council for incorporation into the Comprehensive Plan of the City; and

BE IT FURTHER RESOLVED that the Planning and Zoning Board recommends that the Senior Center, as referred to in Chapter 5, Action 6.1, of the Downtown Plan, be located downtown.

Passed and adopted at a regular meeting of the Planning and Zoning Board of the City of Fort Collins held this 26 day of June, A.D. 1989.

Gene A. Klotzke
Chairperson

ATTEST:

[Signature]
Secretary

**RESOLUTION 89-12
OF THE BOARD OF DIRECTORS OF THE
FORT COLLINS DOWNTOWN DEVELOPMENT AUTHORITY
APPROVING THE ADOPTION OF THE DOWNTOWN PLAN
AS AN ELEMENT OF THE COMPREHENSIVE PLAN**

WHEREAS, the Fort Collins Downtown Development Authority has been duly organized in accordance with the Colorado Revised Statutes 31-25-804, 1973 as amended; and,

WHEREAS, the primary objectives and purposes of the Fort Collins Downtown Development Authority are "to promote the safety, prosperity, security and general welfare of the downtown and its inhabitants...to assist the City of Fort Collins in the development, redevelopment and planning of the economic and physical restorations and growth of the district" as stated in the Plan of Development adopted by City Council in 1981; and

WHEREAS, in January of 1987, a planning team composed of a citizen's steering committee, City staff and professional planning and marketing consultants, set out to study the Downtown area and propose physical changes and capital improvements to revitalize the area; and

WHEREAS, the Downtown Plan is now complete and ready to be adopted.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE FORT COLLINS DOWNTOWN DEVELOPMENT AUTHORITY that it adopts the Downtown Plan as an element of the Comprehensive Plan.

Passed and adopted at a regular meeting of the Board of Directors of the Fort Collins Downtown Development Authority this 7th day of September, 1989.


Lucia Liley, Chair

ATTEST:

Rick Goodale, Secretary