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Draft Downtown Plan Announcement

Thank you for reviewing and providing comments on the Draft Downtown Plan. We appreciate your time and interest in this planning effort. The feedback we receive during the public comment period (November 7 – December 11) will be used to revise the Downtown Plan prior to its adoption by City Council. City Council will consider adoption of the Plan in January 2017.

Please note that this draft is a working document. Over the next two months, City staff will continue to revise and refine the draft Plan to incorporate public comment, ensure consistent policy direction throughout the Plan, resolve any inconsistencies, and further develop the implementation strategy. **Online feedback for the draft plan will be accepted from November 7** – **December 11** at <u>fcgov.com/downtown</u>. Note: Public Review has been extended until December 23, 2016.

The public comment period is not the only opportunity you have to provide feedback about the draft Downtown Plan. The City will host two drop-in open houses to present the draft Plan, as well six "coffee chats" in the Downtown area.

Draft Plan Open Houses:

Share input on policies, strategies and recommendations for Downtown and the Old Town Neighborhoods. Both events will be held from 6-8 p.m. and light refreshments will be served. Drop in at any time during the events.

- Monday, Nov. 14, Centennial High School Gymnasium, 330 E. Laurel Street
- Wednesday, Nov. 16, Lincoln Center Columbine Room, 417 W. Magnolia Street

Draft Plan Coffee Chats:

Drop in to chat with City staff about the recommendations in the draft plans. All coffee chats will be held from 9-11 a.m.

- Thursday, Dec. 1, Wolverine Farm Letterpress and Publick House, 316 Willow Street
- Friday, Dec. 2, The Bean Cycle, 144 N. College Ave.
- Tuesday, Dec. 6, Mugs Coffee Lounge (Downtown), 261 S. College Ave.
- Thursday, Dec, 8, The Crooked Cup, 147 W. Oak Street #101
- Friday, Dec. 9, Harbinger Coffee, 505 S. Mason Street
- Saturday, Dec. 10, Dazbog Coffee, 401 Mason Court #105

Dates and times could change; please check <u>fcgov.com/downtown</u> for the most up-to-date information.

Again, thank you for your time and interest in the Downtown Plan. We look forward to receiving your comments!

The Fort Collins Downtown Plan







This plan is a guide and inspiration for budgets, projects, programs, investments, regulations and other related efforts to keep Downtown vibrant and successful as the vital heart of the community. It replaces the previous plan, which was adopted in 1989 to spur the dramatic turnaround and revitalization that shaped Downtown as it exists today. The City of Fort Collins collaborated with the Downtown Development Authority and the Downtown Business Association to engage everyone with a stake in Downtown, and the general public, in an open exploration of all issues and opportunities.

This plan describes a renewed vision, policy direction for achieving the vision, and action items to pursue over the next 10-20 years to continue success.

For more information or to share questions, thoughts, or comments, please contact us. We intend for this plan to be a forum for ideas as Downtown continues to evolve.

- Fort Collins Planning Services: 970.221.6750 fcgov.com/planning Downtown Development Authority: downtownfortcollins.org Downtown Business Association: downtownfortcollins.com
- This Plan online:
- fcgov.com/downtownplan





A Letter from Our City Manager

Since Fort Collins' earliest days, the area we call Downtown has been the heart of the community. With its distinctive historic buildings, unique shopping and dining, and beautiful Old Town Square, Downtown is Fort Collins at its finest.

This hasn't happened by accident. The Downtown that we enjoy today is the legacy of community leaders who, in the late 1970s, began developing a vision for a revitalized Downtown. They saw the amazing potential, took risks, and committed their time, talent and treasure to bringing the vision to life. In 1989 the City of Fort Collins created the first Downtown Plan to continue momentum that was building. Through thoughtful planning and diligent work to implement those plans, Downtown has seen transformative change and enjoyed long-term success.

Vision. Ideas. Initiative. Risks. Relentless efforts. Complex partnerships on complex challenges.

These are the things I want to recognize as we publish this latest plan about how to continue Downtown's success over the next 20 years.

The 2016 Downtown Plan reflects the input of engaged residents, businesses and community partners. And this time, unlike in the 1980's when the first Downtown Plan was created, individuals and groups are already expending effort on almost every issue and idea that has come up. It's exciting to see so much positive momentum!

I want to express my deep appreciation to all of the community members who participated in this process, the Mayor and City Council for their support of these efforts, and City, DDA and DBA staff for their hard work.

Our commitment to Downtown Fort Collins remains – to sustaining its unique character and authentic sense of place; to creating an inclusive and welcoming environment for all residents, businesses and visitors; and to embracing new opportunities.

Sincerely,

DEA

Darin Atteberry City Manager













Acknowledgments

City Council

Wade Troxell, Mayor Gerry Horak, Mayor Pro Tem, District 6 Bob Overbeck, District 1 Ray Martinez, District 2 Gino Campana, District 3 Kristin Stephens, District 4 Ross Cunniff, District 5

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Section 1: Introduction

Children play at fountains at Oak Street Plaza

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Downtown is Fort Collins at its finest. Along the historic blocks, in and out of restaurants and shops, on brewery patios, across Old Town Square and Oak Street Plaza, at the Poudre riverbank and through the steam of a coffee cup, one sees and hears something singular, something essential. The places there anchor the life of the community.

Today's success seems so natural, it is easy to forget that Downtown Fort Collins has seen its share of transformations. In the years following the founding of the original fort, the area blossomed into a center of commerce and activity for the agricultural town. But after World War II, Downtown stalled out amidst a rush of suburban development and automobile traffic. Downtown Fort Collins, like urban centers around the country, was down and out.

In the late '60s, the community responded with a concerted effort to bring vigor back to the city center. The 1989 Downtown Plan helped guide that era of revitalization, and it has shaped the development of the lively, prosperous Downtown of today. Yet this revitalization has created a new set of challenges, which must be addressed by a new set of creative solutions and approaches in this 2016 Downtown Plan.

How will Fort Collins look and feel in the decades to come? The answer hinges on the management

of our Downtown. The 2016 Plan highlights action areas where a consensus exists and sets the stage for ongoing community dialogue about the form, identity and values of the Downtown area. Recognizing that a vibrant city culture is dependent on the input of many groups with differing ideas and values, the Plan turns on an axis of cooperation. In it are strategies that will help Fort Collins meet challenges and make headway toward shared aspirations.



Background

Fort Collins was founded as a military fort along the banks of the Poudre River in 1864, nestled advantageously into the crook of the Rocky Mountain foothills, from which the Great Plains unfold to the east. The settlement saw many changes in its first hundred years: a period of thriving agriculture; the rise and transformation of industry; droughts and reservoir construction; the arrival of Colorado Agricultural College and its evolution into Colorado State University. One glimpses each of these periods today, where they are inscribed into the architecture of Downtown.

Following World War II, downtowns across the country—including Fort Collins'—experienced a period of decline and deterioration amid a new rush toward modernization and suburban living. Streetcars fell out of service and stores closed down as shoppers flocked to the new malls to the south. Investment in Downtown slowed to a trickle and property values slipped. Many of the historic buildings we recognize today were deteriorating, or else hidden behind a modern veneer. Frustrated by a two-decade slide, members of the community began taking serious steps to improve Downtown's fortunes in the late 1960s.

1989 Downtown Plan

The extent of revitalization since the late 1960s has been enormous, thanks to countless difficult decisions and hundreds of millions of dollars in public and private investment. The 1989 Downtown Plan provided a coherent working strategy to continue this revitalization efforts. It directed community efforts toward Downtown, and spelled out a clear vision for the Downtown: "a first class, economically vital center for shopping, living, recreation and employment."

The Plan went on to describe an enjoyable Downtown with attractive buildings and streets, diversified modes of transport emphasizing walking, new market opportunities and a dynamic culture of activity and ideas that would support both business and culture. In these areas, the Downtown has made tremendous progress. The mission of the 1989 Downtown Plan—to spur revitalization following decades of decline—has been achieved. Downtown Fort Collins has been recognized as one of the most successful downtowns of its size in the nation..



Why a new plan?

Since 1989, the context for decisions about Downtown has changed radically. Change of this magnitude has warranted a comprehensive public discussion about the path forward. Thus, while many of the aims are similar, the 2016 Downtown Plan's strategies differ in many ways from those of its predecessor. The new Downtown Plan is about managing and building on success in a time of prosperity and growth, while evolving to meet the needs of the coming decades. The question begs an answer: How do we manage and build on the ok of revitalization?



Many of Downtown's recent challenges are a function of its success. Because Downtown is desirable, we face issues stemming from low vacancy rates and rising land values. Due to the established character and charm, we must ask questions about the compatibility of large infill development projects. Because of spatial, social, and economic growth, we confront new environmental concerns. Downtown's popularity has heralded new concerns about design, and questions about transportation options and how to best manage parking.

Downtown's success has also raised the issue of equitable access to its amenities. The Plan calls for an atmosphere that is inclusive to all. It contains economic, community, and design strategies intended to open up participation and promote comfort for all workers, visitors and residents. The Downtown area is successful today because individuals from all cultures, backgrounds and socioeconomic classes have increasingly felt at ease Downtown.

The way forward must foster innovation. Fort Collins, and especially Downtown, is touted for its innovative and creative culture. It should be a place to showcase forward-thinking practices of environment, technology, culture, and design. While buildings and streets reflect the community's past evolution and frame the contemporary life of the citythey should also reflect the city's ongoing evolution. Downtown will hopefully be seen, decades from now, as a record of decisions made today. The Plan brings coherence to these decisions—reflecting the ideas of downtown's many stakeholders and visitors—and puts forward an actionable framework.

We retain our commitment to Downtown—to its strong character, its warmth, its accessibility, and its place in Fort Collins' identity.





Public art at Old Town Parking Garage

Who is This Plan for?

This Plan is intended to serve as more than a snapshot in time – it should be a living and evolving policy document that is constantly used and referenced by community leaders, decision-makers, property owners, businesses, residents, developers and City staff. Additionally, as an element of Fort Collins' City Plan, the Downtown Plan coordinates needs and priorities for the Downtown area with broader community goals. The purpose of the Downtown Plan is to:

- Renew the vision for Downtown
- Serve as a practical guide
- Target scarce resources
- Build understanding and buy-in
- Communicate and educate
- Build on the momentum of previous decades of work

The recommendations contained in this Plan should be used to inform decisions by City Council, the Downtown Development Authority (DDA), the Downtown Business Association (DBA), the Planning & Zoning Board, other City boards and commissions, staff, key partners, residents, property owners, developers and other stakeholders in the Downtown area. **Staff & Decision-Makers:** The City, DDA and DBA should reference the Plan when developing work plans, allocating funding for programs and projects, reviewing development proposals, and adopting new regulations that impact this area.

Residents, Businesses & Property Owners: Property owners, business owners, residents and community interest groups should use this Plan as the foundation for conversations with decisionmakers and developers about the needs and priorities for this area.

Developers: Applicants for building and development projects should reference the Plan when proposing new infill or redevelopment projects and as a starting point for a dialogue with neighbors and stakeholder groups about such proposals.

Partners & Other Stakeholders: Private sector partners, non-profit organizations, Colorado State University, Larimer County and other partner organizations should review the Plan to better understand the community's vision and priorities for Downtown.



Downtown Plan Area

The Downtown Plan encompasses more than the historic "Old Town". The Plan boundary incorporates areas planned and zoned for commercial activities, stretching from Vine Drive south to the Colorado State University campus and from Canyon Avenue eastward to Lemay Avenue. The boundary has evolved since the 1989 Downtown Plan to include additional commercial areas, correspond to zoning boundaries, exclude residential areas and reduce overlap with Old Town Neighborhood plans.



How to Use the Plan

Based on extensive community outreach and a thorough exploration of challenges and opportunitie, this Plan establishes a renewed vision for the Downtown area. Which provides the foundation for updated policy guidance and action items in the Plan.

A series of principles, policies and action items are organized into six topic areas:

- Urban Design
- Transportation & Parking
- Market & Economy
- Arts & Culture
- Energy & Environment
- Management & Maintenance

The Plan also recognizes Downtown is comprised of distinct and varied areas that need to be addressed individually. Ten character subdistricts (opposite page) were identified through the planning process. The Plan describes desired future character of each and identifies specific needs, priorities and opportunities.

Actions needed to support the principles and policies outlined in the Plan – in other words, what it will take to achieve the community's vision for Downtown – are consolidated and summarized in the Implementation chapter.





Character Subdistricts



How the Plan Was Developed

Perhaps more than any other Fort Collins planning project to date, the Downtown Plan was driven by input from community members. It captures the results of a wide-ranging, 18-month community conversation involving thousands of stakeholders, residents, business owners, representatives of various interests and visitors. The issues raised throughout the Plan, and the priorities given the most attention, directly reflect what community members had to say. Traditional engagement techniques like focus groups and public workshops were supplemented with more innovative grassroots efforts, such as text message surveys and interactive booths at community festivals and events.

The policies and action items in the Downtown Plan were developed over five phases, each with its own purpose and objectives:

- Issues Identification To kick off the Downtown Plan and explore key issues, the first phase of the planning process asked community members to describe what they loved about the Downtown area and what they thought could be improved. Oneon-one stakeholder interviews, open houses, text message questionnaires, a First Friday event, and booths at other community events helped reach a broad cross-section of Downtown residents, business owners, visitors and employees.
- A Renewed Vision Phase 2 culminated in a renewed vision for Downtown. At festivals, through online questionnaires, at farmers' markets and at public meetings, community members shared their ideas about what Downtown could be like in the future. Walking tours of the 10 Downtown Character Subdistricts explored how different parts of Downtown might look, feel and develop over time.
- Choices & Strategies The third planning phase asked difficult questions about which choices and strategies could best achieve the renewed vision for Downtown. A series of open houses and workshops facilitated in-depth community conversations about the benefits and trade-offs of key strategies to address parking, Climate Action Plan implementation, building compatibility and more. An online questionnaire and a multi-day Character Subdistrict Charrette provided additional guidance for the implementation of the Downtown Plan.
- **Document Development** As the Downtown Plan was being drafted, members of the six working

First Friday Artwalk



New West Fest



Visioning workshop



groups provided their expertise to shape the overall direction of the Plan, draft content and review draft policies and action items. A roundtable of all working group members provided an opportunity for collaboration across topic areas as policies and action items were being developed.

• Implementation & Plan Adoption – Prior to adoption by City Council, the draft Downtown Plan was shared with the public at two open houses and a series of informal "coffee hours" in convenient locations around Downtown. The draft Plan was also available online for a one-month public comment period. The Plan was further refined to reflect comments received from the community and from City Boards and Commissions. Boards and Commissions also offered recommendations to City Council prior to plan adoption.

Working Groups

The development of the Plan was guided by six interdisciplinary working groups, each focused on a topic area. Members of the working groups represented a cross-section of over 60 Downtown stakeholders from both the public and private sectors, including City and DDA staff, business owners, residents, subject matter experts, developers and architects, community leaders, representatives from nonprofits and social service agencies, and more. This structure allowed for an integrated dialogue that transcended organizational boundaries.

The contributions of the working groups were an essential component of the Plan. Working group members helped facilitate workshops, ensured all perspectives were represented, provided content for the Plan, reviewed the Plan's policy guidelines and edited the draft Plan document. Each of the working group members invested time and energy into the Downtown Plan.





Engagement by the Numbers

The Downtown Plan utilized a broad range of public engagement approaches and techniques including public events, small group meetings, online and mobile engagement, participation in community events, and broadcast notification and outreach.

- More than **30** total public events
- Participated in **15** festivals and community events
- Over **30** one-on-one stakeholder
 interviews
- **5** Downtown walking tours
- **64** working group members in **6** working groups
- **36** working group meetings
- 2 working group roundtables
- **3** online questionnaires
- **1,655** respondents to online questionnaires
- 175 text message survey respondents
- 241 keypad polling respondents
- Over 900 email newsletter
 subscribers
- **15** Presentations to **5** community groups
- 57 presentations to 17 City Boards and Commissions , plus 1 combined "Superboard" meeting

Where Have We Been?

Downtown Fort Collins as we know it began in 1866 with Jack Dow and Norman Meldrum's survey, which platted the town site in anticipation of permanent settlement. The plat established a street grid with a diagonal orientation parallel to the Poudre River north of Jefferson Street. The first homes and businesses established after the army closed the old fort site marked the beginning of historic Downtown architecture and commercial activity, including a general store, floor flour mill, post office, hospital, hotel and blacksmith shop.



Fort Collins Original Town Plat

College Avenue Looking South from N. Hotel



Increasing use of the automobile in the 1920s brought greater mobility to many residents and led to paving and expansion of roadways, which in turn brought more traffic and continued growth. Meanwhile, Downtown Fort Collins continued to add retail establishments, a second hotel and theater. City leaders adopted a new zoning ordinance to cope with changing uses of urban space.

1920

1930



In 1872 the Larimer County Land Improvement Company purchased and incorporated 3,000 acres of land outside the original town plat. Unlike the original town plat, Franklin Avery's 1873 "New Town" survey established a grid based on the compass points, which created a contrasting intersection of old and new streets still present today. The survey created a grid pattern with smaller lot sizes that transition into larger lot sizes further from the Downtown core. Avery's plat also included wide streets of 100 to 150 feet to take advantage of the "wide open spaces" the new frontier provided. The generous intersection of College and Mountain Avenues established by Avery's plat became the new hub of the commercial district in the 1870s. The arrival of the Colorado Central Railroad (1877), Colorado State Agricultural College (1879), the Great Western Sugar factory (1903), the Denver Municipal Railway system (1907) that extended from Downtown to the western and southern periphery and the Union Pacific Railroad (1911) brought new changes to the growing town of Fort Collins and ushered in a significant period of growth and development.



Linden Street, (date) (Old Town Square)

Development continued until the slowdown brought on by the Great Depression and World War II. Though Downtown did not see much growth during this period, it quickly recovered as returning soldiers from World War II, seeking employment and pursuit of college degrees on the GI Bill, created unprecedented demand for new housing and services. The modern postwar period changed the character of the original Downtown. The streetcar system closed in 1951 and many historic buildings were demolished to make room for automobile-oriented services. Some historic buildings that remained received "facelifts" with new facades that reflected architectural styles.



College Avenue Looking North, Date

By the early 1980s, the commercial growth of the Downtown area was suffering due to development and physical contition in other parts of the City. The effort to reflect and establish Old Town Square and the Old Town Historic District led to a revival of interest and activity in the original Downtown core.



Walnut Street, Date

$1940^{\circ} 1950 1960_{\circ} 1970 1980^{\circ} 1990 2000 2010_{\circ} 2020$



College Avenue, Date

Linden Hotel, Date



As the 21st century began, Fort Collins' Downtown has again become the vital heart of the City with rehabilitated historic buildings and businesses that act as a regular draw for locals, visitors from around the region as well as a booming tourism industry. Today, creative public spaces, dense housing and public transit-oriented lifestyles are reinvigorating Downtown. The market has shifted to demand a higher quality urban lifestyle options with spaces for multifamily residential, retail, live-work opportunities and commercial services.

Where Are We Now?

Issues & Opportunities

In developing this Plan, Downtown stakeholders, residents, visitors and City staff used a Strengths, Weaknesses, Opportunities and Threats (SWOT) framework to identify issues and priorities. (See Appendix X for a SWOT summary.) The SWOT analysis helped guide the structure and policy direction for the Downtown Plan. A thorough exploration of current conditions, direction from other related planning documents, and guidance from the 1989 Downtown Plan further supported the findings of the analysis.

Selected Findings

Strengths	Weaknesses
 Lincoln Center, museums, other art and music venues Full of destinations and attractions for residents and visitors Close proximity to recreational opportunities and natural settings Unique shops; locally owned and operated businesses Compact, walkable and bikeable Vibrant, authentic and unique character Historic buildings 	 Lack of organizational support for arts, culture and the creative network Disruptive behavior Aging water and sewer infrastructure Decreasing affordability of housing and commercial space Perception that there is not enough parking New construction lacking "charm" and of lower quality
Opportunities	Threats
 Establish a Creative District or find other sources of funding Improve wayfinding Pilot greenhouse gas reduction strategies Downtown Increase residential development Investigate additional transit service frequency, especially for MAX Balance higher densities and mixed use development with "small-town feel" Adaptive reuse of older buildings 	 Competition from elsewhere in the region (Loveland, Denver) for arts, culture and creative industries Potential for "event fatigue" Overuse of Poudre River corridor Competition from nearby malls and potential "corporatization" of Downtown Impact of growth on traffic of all kinds; unintended consequences for the transportation network Potential for loss of character, historic buildings and distinctive sense of place



A few of the top issues identified through public outreach included:

- Increasing demand for short-term and longer-term **parking**, including bicycle parking
- Affordability of both residential and commercial space and the impacts of **rising rents** and property values
- Homelessness both availability of resources for people in need, and concern about the contrast of homelessness in public spaces designed for business and entertainment
- Architectural **compatibility** of new buildings with the original historic character
- Protecting **natural resources**, particularly the Poudre River corridor, while balancing recreational use and providing access to nature
- Sustaining the success of police, parks, and others in providing a **safe and clean** environment, while keeping up with Downtown's growth
- An increase in the scope and number of large community **events and festivals**, which raises questions about reasonable limits and use of public space
- The **expanding boundaries** of what has traditionally been considered "Downtown"

Many of the key issues facing Downtown could be considered "good problems to have." Downtown's intensive popularity and activity in a compact area create complex challenges. The increasing levels of activity in all areas of Downtown. These areas are strengthening their own identities and are becoming desirable areas to live, work and play outside the historic core.

What do you love about Downtown?

"A lot of the charm of the [Downtown] area comes from the history evident in the buildings and surroundings. Preserving and highlighting these unique features (with focused lighting, small interpretive signs, etc.) is a must."

"The number of small, locally owned businesses is very important to the overall character. Downtown has a vibrancy unlike many communities in the US. I believe the small, local shops contribute to this greatly."

"There is a lot going on amidst the museums, theaters, restaurants, and shops, and these together create a unique and creative culture to the town."

- survey respondents

What is Downtown's biggest challenge?

"Downtown has become dominated by bars and restaurants. I would like to balance this with venues for creativity. We have hit the tipping point with parking and garages. Time now to convince people public transportation, walking or bikes are the way to negotiate Downtown."

"I strongly feel that all the new development in this area is ruining the feeling of this town. I do not like the over tall buildings and the heavy unhappy traffic. I have been here since 1987 and I do not like the LA style city we are losing our meadows to."

"I don't want old town to be a place only for the wealthy, and where only larger businesses can afford the rent. What makes it special is the smaller, locally owned, unique businesses."

- survey respondents

Economic Insights

Downtown Fort Collins is flourishing as a local and regional hub for arts, entertainment, shopping, and an authentic Downtown experience. To support Downtown's continued economic vibrancy, the Downtown Plan began with a market assessment. This assessment helped identify strengths and opportunities for the Downtown area, which in turn supported the development of effective policies and actions.

Who Lives Downtown?

The majority of Downtown residents are in their 20s and 30s, with a mix of college students and working young professionals. Most Downtown residents are renters who live alone or with roommates, and most are childless.

No Vacancy

Due to its popularity and unique offerings, Downtown is currently experiencing very low vacancy rates for both residential and commercial property. A vacancy rate around 5% is generally considered a healthy balance that will maintain growth in property values and encourage the construction of new buildings.



Key Facts

- Population: 1,400 (within Downtown Plan area), 24,000 (within a 10-minute bike ride)
- Downtown's population is projected to grow 8% by 2020
- Average rent: \$700-1,000 per bedroom
- Just 1% of Downtown's housing units have been built since 2010, but about 1,300 residential units are currently proposed

	Downtown	Fort Collins
Residential vacancy	1% or less	2%
Office vacancy	2.9%	4.1%
Industrial vacancy	0.9%	6.2%
Retail vacancy	1%	5.8%



Room to Grow?

The very low vacancy rates Downtown indicate a need for more infill and redevelopment projects that maintain the existing character and features associated with its current desirability/success. But how much can Downtown really grow? The map below depicts opportunities for new development and redevelopment, parcel-by-parcel. Darker areas have more likelihood for redevelopment, while the lighter areas are considered more stable and less likely to experience development activity.



Redevelopment

Redevelopment

Redevelopment



Who Works Downtown?

Fort Collins offers an attractive market for both job seekers and employers. With its existing supply of office and warehouse space, Fort Collins has become a hotspot for innovative start-ups and tech companies, fueled by educated young talent from Colorado State University.



Downtown Business Mix (by number of businesses)

Who Visits Downtown?

The regional market for Downtown Fort Collins (Southern Wyoming, Eastern Colorado, etc.) is growing, with its population increasing by 27% between 2000 and 2015. Visitors travel to Fort Collins for vacation, to visit family and friends, for outdoor recreation, and to shop, dine, or visit the local craft breweries.

Downtown Events:

- Top 5 Downtown events of 2014 attracted a combined total of about 255,000 visitors: New West Fest, Streetmosphere, Tour de Fat, Colorado Brewers Festival, and the Sustainable Living Fair
- Top 5 arts and culture attractions (Lincoln Center, Fort Collins Museum of Discovery, Fort Collins Museum of Art, Global Village Museum, and French Nest Market) draw a cumulative 280,000 people in annual attendance.

Downtown Tourism (2011):

- More than 100 million people visited Fort Collins in 2011
- Visitors spent \$120 million, resulting in the creation of 1,600 jobs, \$58 million in household income, and \$11.3 million in city tax revenue.

Downtown Retail

Downtown delivers a unique retail experience, offering independent and local shopping and dining options that appeal to a variety of local and regional customers. While the Foothills Mall attracts name-brand retailers and offers department store shopping, the local authenticity of Downtown is a unique asset in the region and demand for Downtown retail and restaurants continues to be strong.

According to a 2010 Downtown retail analysis by the City of Fort Collins, restaurants and bars generate approximately 50% of Downtown retail sales but account for just 30% of Downtown's retail space. Conversely, retail shopping generates approximately 30% of retail sales and accounts for 60% of retail space.

Economic vitality (within DDA boundary):

- Downtown comprises only 1.8% of City land area, but generates 15% of sales tax revenues
- Downtown annual sales tax revenues: over \$16 million in 2015
- Downtown annual retail sales: over \$331 million in 2015, 11.5% of total retail sales in Fort Collins

National Trends, Local Impacts

Since 2000, small cities in the United States between 100,000 and 250,000 residents have experienced a 13.6% growth in population, approximately 10% faster than the national growth rate. A market assessment conducted for Fort Collins by Progressive Urban Management Associates (PUMA) identified several national trends that will likely affect the Downtown economy in future years:

- Millennials are driving a resurgence in downtown living.
- Skilled talent is in high demand, driving businesses to locate in the compact urban centers they prefer.
- Strong demand for and use of alternative transportation modes (i.e. walking and biking).
- Strong demand for healthy lifestyles, including fresh food and active living options.
- Rising awareness of social inequity, leading to demands for more affordable housing in and near Downtown.
- Demand for commercial and residential property will increase and supply will decrease; risk of pricing out unique local businesses.
- Growing consumer preference for local retail and experience shopping.



Where Are We Going?

The vision outlined in this plan is, above all, about vitality. Every principle, policy and action item is intended to make Downtown a place where people can live fruitfully—to work and be fulfilled; to play and think new thoughts; to meet and reside in community; and to enjoy the beauty and opportunities that Downtown has to offer.

Because of Downtown's history—and continued efforts toward revitalization—the area is already infused with participation and investment. This Plan will ensure access to a Downtown where meaningful business and creative encounters are commonplace, comfortable and sustainable. Such a place takes on a dynamism of its own. Where this is already true, the Plan explains how to preserve success and makes provisions for equity. Where obstacles to vitality exist, the Plan offers guidance on the path forward.

Recognizing that Fort Collins is a changing and growing community, and that the future is ultimately uncertain, this plan lays the groundwork for moving toward the community's vision in a way that aligns with Fort Collins' values.



A Renewed Vision for Downtown

Designed to be Unique – Innovative – Inclusive

The Downtown will be designed to provide ample transportation options and streets, buildings, and places that put pedestrians first. It will remain a unique urban setting, where historic buildings and the Poudre River corridor blend seamlessly with new development to create a regional destination for arts, culture, retail, entertainment and recreation. It will thrive as a center for innovative approaches to social, economic and environmental resiliency. And it will be an inclusive, welcoming place for people of all ages and backgrounds to use and enjoy.

Sunset over Downtown / Mountain Avenue

Section 2: Topic Areas

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BEGIN REAL THE CAN



While this set of topic areas are useful in working with related issues, it's also critical to recognize that the topic areas are interdependent. Issues have to be considered from multiple perspectives. Ultimately, what matters is the real world where everything works together. Grounded in the broad public input received during the planning process, the topic areas provide a framework for people of different perspectives to work productively together around common interests.

The Downtown Plan's ultimate success relies on the coordinated implementation of strategies and action items across all of the topic areas. A flourishing arts and creative business sector (Arts and Culture) will depend heavily on the organizing functions of a Downtown management entity (Management and Maintenance). Thoughtful allocation of land uses (Urban Design) is key to improving access and parking (Transportation and Parking). Thus, application of any strategy must support related strategies.

Working groups were formed for each of the topic areas at the outset of the planning process. Working groups included technical specialists, City staff, and key stakeholders with related interests and topic-area specific knowledge. Throughout the planning process, staff collaborated with the working groups and the public to explore each topic area in depth.



Urban Design



Vision

Downtown Fort Collins embraces its rich heritage of design by preserving existing historic structures and creating new buildings of architectural merit. A variety of distinct character subdistricts are recognizable within the Downtown, each evoking a unique sense of place. Streets, sidewalks and common public spaces are attractive and comfortable. Transitions between Downtown and the surrounding neighborhoods, as well as between different character subdistricts, are seamless. Downtown gateways provide an inviting sense of arrival.

Construction of hotel down Old Firehouse Alley from Linden Stree

Overview

Downtown's historic core is a quintessential American Main Street, with pedestrian-friendly, small-scale brick and stone buildings and inviting storefronts along comfortable sidewalks. Its authentic character inspired Fort Collins native Harper Goff to create the design for Disneylands Mainstreet USA based on memories of his hometown.

Distinctive historic character gives Downtown its famous charm. Thanks to the extraordinary efforts of local citizens and the City's historic preservation program, residents and visitors enjoy the unique concentration of preserved historic buildings in the Old Town District that made such an impression on Mr. Goff and many other historic buildings spread throughout Downtown's walkable grid of streets and blocks.

Downtown includes much more than the historic district. The vitality generated by the core extends into other areas, spurring redevelopment to the east and north of the original Downtown.

Below: the classical town layout with historic buildings provides a thousand points of detail and interest for strolling and enjoyment.

Downtown's trajectory of revitalization is attracting

new residents, businesses, and visitors, fulfilling the vision of the original 1989 Downtown Plan for an economically vital center with a wide range of land uses that is pleasing in appearance, offers diverse transportation options based around walking and is a dynamic, progressive, competitor in the marketplace.

In 2016, a strong market for a wide range of commercial and residential uses is driving interest in taller and larger new buildings, and there is significant capacity for infill. Underutilized sites will accommodate denser redevelopment as Downtown continues to evolve.

Downtown's distinct character not only needs to be preserved, but further enhanced. New forms of architecture and creative design that can help Downtown evolve into an even more dynamic place. Clarifying how new development can be compatible with the existing context is one of the primary goals of the 2016 Downtown Plan.





Urban Design Considerations

Planning issues related to urban design encompass a range of forms and characteristics that combine to create Downtown's unique personality. The classic street-and-block pattern, the streetscape components, the gathering areas, plazas, the buildings, parking, trees and other landscaping combine to shape our shared public experience of the Downtown area.

"A sense of place is built up, in the end, from many little things too, some so small people take them for granted, and yet the lack of them takes the flavor out of the city...." Jane Jacobs

The Downtown Plan development process drew attention to three primary areas.

Buildings

First, and most prominently, there is a need to articulate the community's sense of appropriate size and design

of larger new buildings in redevelopment and infill projects. Recent development proposals have spurred disagreements about design compatibility of new buildings with the existing historic context, particularly in cases where small older buildings or parking lots are replaced with larger new buildings.

Streetscapes

Second, streetscapes need careful attention a welcoming and engaging environment for pedestrians. The streetscape encompasses streets, sidewalks, and alleys, and makes up almost 50% of the Downtown's land area

Outdoor Spaces

Third, public and private outdoor spaces - parks, plazas, patios and seating areas - provide opportunities for social interaction and a welcome break from the density and intensity of urban development and need to be incorporated when possible.




Character Subdistricts

Due to the variety of design characteristics present throughout Downtown, the Downtown Plan area was divided into distinct character subdistricts. These 9 subdistricts each have attributes that provide unique identities in terms of building patterns, streetscape type and outdoor space configurations.



Building Height and Size

Larger buildings can have positive impacts: increased density can result in more housing options, as well as greater energy efficiency per unit and greater pedestrian activity. The inherent challenge with larger developments, however, is ensuring that they positively contribute to the established charm and character rather than detract from in the Downtown area.

Given their advantages, how can larger buildings be designed to be compatible additions to the Downtown? Although participants in the planning process differed in their opinions, it was agreed that mitigating factors can make taller buildings acceptable. The overall bulk, mass and scale of larger buildings is of greater concern to many people than building height. Currently, height is the primary method for regulating the size of buildings Downtown. This approach needs to shift to a more holistic perspective that evaluates how and where the volume of a building is placed on a site and how it relates to adjacent buildings. The pedestrian experience, shadow impacts, and transitions in building scale and form should all be critical factors in evaluating the compatibility of new development Downtown.

Traditional pedestrian-scale was created through Downtown buildings designed with a single, dominant building mass and no setbacks or upper story stepbacks. Handsome examples include the Northern Hotel, Linden Hotel, Armstrong Hotel, the Avery Building, the Miller Block, and more modern interpretations like the Opera Galleria. Most of these buildings are lower in height, narrower in width, and have relatively low floorto-ceiling heights, compared to many contemporary buildings. Heights of these traditionallydesigned buildings are primarily two - to three stories, with a few noteworthy 4-story buildings.











Appropriate building setbacks and upper-story stepbacks for mid-rise and tower-style development can help ensure a positive pedestrian experience when buildings become taller than Downtown's traditional 2-4 story scale, by minimizing shadow impacts, and providing compatible transitions to adjacent buildings. Stepbacks should be designed so that buildings essentially 'read' as no more than a 4-story building when viewed by pedestrians. This stepback line can also create a pedestrian-scaled base to the building, drawing the viewer's attention to materials and details on the first few stories.



Setback:

The horizontal distance between the nearest projection of a building and the property line upon which the building is located.



Stepback:

The setting back of upper stories of a building behind the base stories.



Well-designed building with upper story stepped back



Building massing for buildings taller than the historic height showing upper story setback

Floor Area Ratio (FAR): Floor Area Ratio is calculated by dividing the total building floor area of all levels in a multi-story building by the lot area. FAR is commonly used to measure the intensity of development.

Maximum Building Heights



40

Entryway Corridor

Historic District

Campus North

College P

Campus North District **Existing Code Requirements by District**

Historic District:

Maximum height is 3 stories, with a 4th allowed if stepped back to a 35 degree angle from the top of the 3rd story. *

Mason North, Civic Center, and Canyon Avenue:

Maximum height is carefully stated based on extensive public discussion among strongly competing interests during the Downtown Strategic Plan (2006).

Stated height limits vary block-by-block. Limits are stated in both stories and feet with explanation of the intent, rather than simply stating exact numerical limits. Buildings over 3 stories must step down to a 1 or 2 story base portion along streets. *

Campus North:

Maximum height is 5 stories. *

River District:

Maximum height is 5 stories. Buildings must be stepped down to 3 stories abutting streets and 1 story abutting the river. *

Entryway Corridor:

Maximum height is 3 stories.

* All zoning height limits work in conjunction with regulations for compatibility. If historic buildings are adjacent, those existing buildings and the pattern of development are a major consideration in shaping new buildings, and can require lower heights than the stated limits. This issue would benefit from clarification in zoning district standards compatibility.



6 Stories

Stories



5 Stories

The Downtown Plan outlines several urban design policies governing Downtown building height and size:

- Vary building heights based on location and follow a prescribed height zone map that aligns with the Character Subdistricts.
- Preserve Downtown's traditional pedestrian scale and character through upper floor building stepbacks when buildings exceed the traditional height and massing proportions.
 Four stories would be the maximum stepback line; two or three stories would also be an appropriate stepback line depending upon the site context.
- Set buildings back from streets based upton the streetscape classification (see streetscapes)
- Promote slender buildings that allow view corridors and solar access to be maintained.
- Define appropriate transitions to and compatibility with adjacent historic structures and neighborhoods to provide limits on larger development and to mitigate detrimental visual, shading and privacy impacts.
- Implement Floor Area Ratio (FAR) standards to mitigate the bulk of new buildings.



Building Design and Character

There is a variety of buildings throughout Downtown, with a wide range of architectural styles representing different eras. Within this variety, however, there are basic design elements and patterns that unite Downtown's 9 character subdistricts and define both current and desired future character.

Buildings at the Street Level

Well-designed buildings are essential to make the street-level experience pedestrian-friendly. In the future, taller buildings will be appropriately oriented on lots and broken down in mass to limit shadowing on the streetscape and public places. Plazas, promenades and other outdoor spaces within private developments will further break down the scale of each block and provide additional outdoor space and relief, as well as ventilation and natural light. Buildings should be designed, first and foremost, with the pedestrian in mind. Careful detailing, durable materials, and a defined base help create an approachable, humanscaled building.

Active, pedestrian-friendly street-level building design will employ a variety of tools:

- Maximize building transparency at the street level, with at least 60% transparency along highly traveled pedestrian routes.
- Rich building facade designs and materials that provide visual interest.
- Pedestrian-oriented building features such as awnings, canopies, ornamental lighting, and appropriately-scaled signage.
- Entrances that are oriented and connected directly to the sidewalk.
- Emphasis on Pedestrian Priority Zones identified in the Larimer County Urban Area Street Standards (LCUASS).

Historic Building Character and Compatible New Construction

The unique character of historic Downtown Fort Collins is defined by natural, durable building materials, and one- to three-story commercial buildings of solid construction. Densely developed blocks on wide streets were designed to support pedestrian and streetcar access from the nearby residential areas east and west of the Downtown, known today as the Old Town Neighborhoods.



Old Town National Register District

To protect the existing character of Downtown and to avoid the environmental costs of demolition and new construction, infill development is most appropriate on vacant and underutilized parcels. Additionally, retrofitting existing buildings for new and mixed-uses that increases both density and intensity of daytime and nighttime uses is a valuable and appropriate strategy. Creative adaptation and re-use of existing buildings not only creates enduring quality of life in the Downtown, but also contributes to achieving the community's Road to 2020 energy efficiency goals. This is also known as preserving the embodied energy in existing buildings.

New and rehabilitated buildings in areas that exhibit rich historic character can maintain and extend the continuity of that character even as the area changes over time. Architectural style can vary if buildings from different eras are brought together through the use of compatible and related design principles for building proportion, scale, height, balance and rhythm of building elements, ornament, character and arrangement.



Architecture of different eras and styles (Art Deco, Victorian, Classical Revival and Mid-Century) sharing similar building scale and proportion (four corners of Mountain and College).

With the overarching goal of harmony and compatible character in mind, the Downtown area can accommodate infill projects that include many unique architectural styles that are timeless and represent the era in which they were built, as well as buildings inspired more directly by the traditional regional vernacular architecture of Northern Colorado. This approach allows for a variety of stylistic solutions to meet the needs of particular sites while preserving the integrity of the existing historic character.

Transitions

Sensitive design solutions are required at the edges of Downtown, where commercial uses interface with residential areas, at the interface areas between historic and non-historic resources and at the boundaries between Downtown character areas. New compatibility standards will promote/encourage seamless transitions in building scale at these interface areas. Gradual height transitions prevent taller buildings from feeling out of character with shorter buildings. New construction should consider the height and proportion of neighboring structures. In those situations where proposed buildings, such as mid-rise and towers, are significantly taller than the surrounding context, which will be most common in the subdistricts outside the historic core area, matching of building floors and horizontal design features should be employed along with building stepbacks beyond the building base.



Commercial to Residential Transition

Strategies for Transitions to Historic Structures (to be further explored)

Match existing historic area building heights



Stepping down to match existing adjacent historic area/remainder of building higher



Match maximum permitted historic area building heights



Stepping down to match permitted adjacent historic area/remainder of building higher





Transitions at the Interface between Downtown and surrounding Old Town Neighborhoods.

Impact of Parking Requirements on Building Form and Streetscapes

Every year more and more people call Downtown home, yet the majority of people bustling on the streets live outside the Downtown Plan boundary. About 90% of individuals drive to Downtown, 4% take public transportation, and 6% bike or walk. This creates high demand for vehicle and bicycle parking spaces, which limits the potential programming, space allocation and design of new buildings and outdoor spaces.

The 3D modeling and pro forma exercises used during the Plan's creation indicate that current vehicular parking requirements for private land development have a detrimental urban design impact. Allocating space for all these vehicles on private property constrains creative and innovative building design and creates a negative ripple effect on building, streetscape and outdoor spaces. Until Recently, Downtown parking needs were accommodated through a combination of curb side parking spaces and public parking structures. As intensification increase demand for more parking has put pressure to construct additional private and public parking spaces, particularly within parking structures. The recent increase in the required private, off-street parking serving new construction has resulted in increased surface parking or lots tucked under or behind buildings. The cost to provide these off-street parking spaces directly impacts the design and construction costs, which often translates to lower quality building materials, and building forms and common outdoor spaces that do not match the community's design expectations.

Reductions in the off-street parking standards are a significant action item recommended in the Downtown Plan.

Streetscapes

Most of Downtown's streets are exceptionally wide, and contribute significantly to the area's character and form. On Franklin Avery's 1873 map of the town, which built upon the initial 1867 pioneer settlement along the Poudre River, College and Mountain Avenues were laid out at a 140-foot width. All other streets were 100 feet wide. Such wide streets, while giving aren't typically associated with walkable downtowns that have short distances for pedestrian crossings and more controlled traffic speeds that come with narrower streets.

This ample street width gives Downtown several unique functional and aesthetic qualities, along with opportunities to change with the times. Trolley cars once made their way down some of Downtown's streets. Center parking and landscaped medians were later incorporated into College and Mountain Avenues. Generous, wide sidewalks were constructed, and the planting of trees along streets and medians created today's urban tree canopy.

Downtown steets have multiple functions. Railroad cars carry freight several times per day down the center of

Mason Street. The whole range of utilities, from water and sewer, storm drainage, electric and digital lines have all been accommodated within Downtown's wider rights-of-way along with the space required for sidewalks, trees, flower pots, street furniture, bicycle racks, and private outdoor seating areas.

1950's photo of 17 cars across College Avenue and a contrasting photo from the same spot today





Streetscape Design

The streetscape is the totality of the visual elements and pedestrian improvements that form the character of a street. It is much more than building facades. The streetscape includes layers of space – parked cars, sidewalks, outdoor dining areas, places to sit, street trees, landscape planters, windows and doorways. This interface between public space and private buildings is the crux of Downtown's charm. Two types of evolving Downtown streetscapes have distinctively different character: a main street storefront streetscape with wider paved sidewalks and trees with steel grates; and a landscape setback streetscape that includes a parkway strip between the sidewalk and street along with more greenery.



Streetscape classifications are different than the functional street classification reflected in the Transportation Master Plan and the Larimer County Urban Area Street Standards (LCUASS), and will serve as the basis for future lot frontage improvements, whether public or private, that are associated with private development projects.

Convertible Streets

Future public gathering spaces will include "convertible streets," which can be temporally closed to automobile and bike traffic during events and function as public gathering areas. Downtown contains three potential convertible streets:

- 200 block of Linden Street (between Walnut and Jefferson)
- 200 block of Howes Street (between LaPorte and Maple)
- 200-400 Block of Canyon Avenue

All of the convertible streets share locations and functions that make them appropriate for additional public uses.



Rendering of possible streetscape improvements on Linden Street

Outdoor Spaces

In addition to the Poudre River corridor, Downtown includes urban outdoor spaces of all shapes and sizes, both on public and private land. These include public assembly areas like Old Town Square, Oak Street Plaza, and Civic Center Park, numerous improved alleys, privately-owned land such as the Music District and the back patios at the Rio Grande and Equinox brewing that front on alleys, and even streets that are converted for special events like Bohemian Nights at New West Fest. These outdoor spaces are encouraged through Downtown, and should be designed to promote positive social interactions.

The function and vitality of outdoor spaces can be maximized by:

- Using solar orientation that will allow spaces to be used year-round.
- Understanding wind patterns to protect outdoor spaces from high wind impacts.
- Flexible design accommodating multiple activities.
- Conducting public space-public life surveys to understand both the level of support for active and passive activities within the Downtown's outdoor spaces and how behavior influences outdoor space design.
- Incorporate various features that will enhance public use of the area, including ample seating
- Entrances or private outdoor spaces that are oriented and connected to the sidewalk.
- Be designed to enhance user safety and security.
- Include public art.
- Be creatively-designed.
- Allow for a strong indoor-outdoor connection through the use of awnings, canopies, overhead or sliding doors, operable windows, and similar wall openings on abutting buildings.

Public Plazas

Old Town Square, one of Downtown's defining features and central gathering spaces, is a pedestrian-use section of former Linden Street within the Old Town Historic District. Old Town Square was recently renovated from its original 1985 design. The revised design features a more flexible space that continues to allow stage performances while also enabling open air market events to take place, a water feature for children to play in and tables set up in a café style atmosphere to provide a convenient and inviting place for social interaction.

-photo Old Town Square during an event

Similarly, Oak Street Plaza was renovated in 2006 as a gathering spot to better serve the needs of families and as a place for music and entertainment performances. It is a hardscape, cobblestone area with cafe tables and chairs where people can sit to enjoy a break or to socialize. In warmer months, it's also a fun spot for kids to enjoy a splash park that incorporates jet of water within a field of sculpted rocks.

-photo Oak Street plaza during event

🗐 Urban Design

Outdoor Spaces in Private Development

Private development should include engaging public and private outdoor spaces that expand and enrich the street experience. This is particularly true of residential or mixed-use projects which should provide relief from urban density through accessible and well-designed private outdoor spaces. Outdoor spaces must be of adequate size and for user needs within the development. Private residential outdoor spaces may consist of areas serving an individual unit, such as decks or balconies, or a usable common area shared by residents. In the Downtown, rooftop decks can capture unused space that takes advantage of attractive views of the foothills, surrounding buildings and the urban tree canopy, and adds vibrancy to the Downtown experience.



Outdoor spaces should be oriented to receive the maximum solar exposure, using trees, overhangs and overhead retractable covers, like awnings or umbrellas, to provide shade in the warmest months.

Reclaimed Residual Spaces

As Downtown continues to evolve, there will be opportunities to consider cretive use of spaces like gaps between buildings, former railroad rights-of-way, or areas of shallow flooding. These spaces could potentially provide small-scale public space opportunities.





Enhanced Alleys

The concept of improved, pedestrian-friendly alleys was introduced in the 1981 DDA Plan of Development. In 2006, the DDA and the City initiated two pilot projects: Trimble Court and Tenney Court. Two more alley projects, Old Firehouse Alley and Montezuma Fuller Alley, were completed in 2010 and a fifth alley network, including the Dalzell, Wattles and Corbin alleys, was completed in 2011 in the Campus North subdistrict.

Alley enhancements were selected and prioritized by the scoring results of an assets, opportunities and challenges analysis included in the Downtown Alleys Master Plan.

Urban design enhancements were made to the alleys, with the goal of increasing pedestrian connectivity and access to local businesses. Enhancements also included upgrades to drainage, the installation of pavers, pedestrian-scale lighting, planting (in-ground and planters), signage, seating and art. The program also consolidated trash dumpsters to a single location and single service provider, and introduced recycling to some businesses that previously were not able to recycle due to the limited space to house multiple receptacles.





Tools Used to Create the Urban Design Recommendations

What is the economic impact of parking requirements on commercial development? How might removing a story of a building affect both the pedestrian experience and a developer's ability to finance the project? A photo-realistic 3-D model of Downtown and a pro forma financial analysis were the primary techniques used to analyze questions like these and assess the potential effects of Downtown urban design recommendations.

Photo-realistic 3-D Model

A computer-generated model was created for the Downtown area that depicts existing buildings and streetscapes. The model can be used to evaluate hypothetical building forms by "dropping in" a developer's proposed building footprint. The model helped to: • Examine a variety of options for building heights and massing

- Evaluate building stepbacks from both a structural and aesthetic standpoint
- Explore a range of building material treatments
- Function as a tool for increasing predictability in the development review process --screen capture of model with multiple design options on the same site

Pro-forma Analysis: Modeling Financial Feasibility

Financial implications for development of multiple candidate sites were evaluated through a pro forma analysis that evaluated development costs versus income streams. The gap between what a project costs and what buyers/tenants are willing to pay was central to the analysis. More specifically, the pro forma:

- Weighed the financial tradeoffs among various building design options
- Analyzed a range of methods to increase affordability for example, choice of materials
- Provided clarity on the financial impacts on a development project of providing when on-site parking is required

Sidebar:

A pro forma analysis is a tool used by developers and real estate professionals to calculate the likely financial return of a proposed real estate development project. It compares estimated revenues to construction and operating costs, and calculates the net financial return of the project. The results of a pro forma analysis determine whether a development project is financially feasible.

--pro forma summary graphic from one of the development sites analyzed

Urban Design Principles, Policies & Action Items





Principle UD 1: Recognize and promote differences and defining characteristics in the varied character subdistricts that make up the Downtown.

Policy UD 1a: Unique Character Subdistricts.

Support the unique qualities within each Character subdistrict by defining which characteristics should be preserved and enhanced.

Action Items:

UD 1a (1): Amend the Land Use Code to include new Downtown Character subdistrict boundaries

UD 1a (2): Amend the Downtown (D) Land Use Code provisions to incorporate desired building character and site design for each character subdistrict, including ground floor activity, private open space, floor area ratio (FAR), solar access, parking location, building materials and appearance.

UD 1a (3): Develop Land Use Code regulations that set specific building mass, bulk and scale standards unique to each subdistrict.

UD 1a (4): Establish appropriate building setbacks within each subdistrict.

UD 1a (5): Establish guidelines for character subdistrict improvements that support the unique identity of the subdistrict.

UD 1a (6): Amend the Land Use Code standards to ensure elegant transitions between Downtown and the surrounding neighborhoods and between subdistricts.



This building is designed with a composition of simple geometric building forms of various size in horizontal and vertical orientation, reflecting the industrial character of the area. This is an appropriate building design.



These buildings are designed with simple geometric shapes that reflect th

The River Downtown Redevelopment (RDR) Zone District Design Guidelines promote the community's vision for the area through context sensitive design considerations.





Principle UD 2: Allow taller buildings in appropriate character subdistricts while maximizing compatibility through appropriate design.

Policy UD 2a: *Maximum Building Height.* Maintain maximum building height consistent with the maximum building heights map as a baseline, and establish requirements to ensure compatibility with the adjacent context.

Action Items:

UD 2a (1): Amend the existing Land Use Code building heights map to reflect the expanded Downtown boundary.

UD 2a (2): Evaluate Land Use Code regulatory height incentives for projects with more sensitive building massing.

Policy UD 2b: *Building Stepbacks.* Use upper-story stepbacks to ensure a sense of openness, access to sunlight and a pedestrian scale.

Action Item:

Canyon Place

UD 2b (1): Develop Land Use Code building stepback regulations based upon results of a financial proforma analysis, desire to enhance the pedestrian environment, and need to ensure compatible massing and scale with the existing built environment.







Block One Penny Flats Stepbacks help reduce the impact of large buldings on the pedestrian environment



Policy UD 2c: *Design Incentives.* Provide incentives for enhanced building design and compatibility.

Action Item:

UD 2c (1): Evaluate the economic impact of building design standards regulating Floor Area Ratio (FAR), height, massing, materials and facade design, and develop performance incentives in order to provide a balance between design performance and cost.

Policy UD 2d: *Building Massing.* Mitigate the impacts of larger buildings and additions through massing techniques that respond to positive, defining patterns in the surrounding area.

Action Item:

UD 2d (1): Develop Floor Area Ratio (FAR) and building massing regulations in the Land Use Code based upon results of a pro-forma analysis.

Policy UD 2e: *Transitions between Character Subdistricts.* Provide appropriate transitions in building mass, bulk, and scale between character subdistricts that have a different desired building scale, and at the edge of Downtown adjacent to the Old Town Neighborhoods.

Action Item:

UD 2e (1): Develop Land Use Code regulations that set specific building mass, bulk and scale transition standards to ensure scale compatibility between character subdistricts, and adjacent to the Old Town Neighborhoods.



Policy UD 2f: Compatibility of Larger Development Projects. Clarify compatibility requirements for mitigating the impacts of larger development projects, and the effect they have on the surrounding area.

Policy UD 2g: *Building Towers.* Articulate requirements for tall and slender tower components where heights greater than 6 stories are allowed, including size limits and space between tower components.

Action Item:

UD 2g (1): Develop incentives for taller, slender building based upon results of a pro-forma analysis and impacts to solar access, view corridors, and subdistrict character.



Principle UD 3: Promote high-quality building design and materials.

Policy UD 3a: *Context Sensitive Building Design.* Clarify City requirements for the design character of new buildings to be context sensitive, drawing on existing patterns terms of typology, building proportions and massing. in the surrounding area.

Action Item:

UD 3a (1): Develop Land Use Code regulations that set specific design metrics in which to base design compatibility within its context.

Policy UD 3b: *Building Materials and Fenestration.* Clarify City requirements for building material and fenestration compatibility, while acknowledging the need for designs that are unique to the contemporary era of development.

Action Item:

UD 3b (1): Revise the Land Use Code to include greater specificity on the range of appropriate building materials, and window glazing and door options.



Principle UD 4: Preserve resources that contribute to the historic character and authenticity of Downtown.

Policy UD 4a: *New Buildings/Additions to Historic Buildings.* Design new construction and building additions to individually designated buildings within the Old Town Historic District and adjacent to historic buildings to be consistent with the Secretary of the Interior Standards and adopted historic preservation standards.

Action Items:

UD 4a (1): Revise the Land Use Code standards to protect and complement the unique character of historic Downtown buildings and the historic district

UD 4a (2): Inventory designated and eligible historic resources throughout the Downtown.

UD 4a (3): Revise the definition of adjacency as it relates to the physical relationship of new buildings to historic structures.

Policy UD 4b: *Historic Building Retention and Reuse.* Retain and reuse historic buildings that contribute to Downtown character and provide opportunities to maintain a distinctive sense of place.

Action Item:

UD 4b (1): Update and distribute the Downtown Buildings historic building inventory

UD 4b (2): Encourage use of preservation tax credits, grants for structural assessments and programs that may incentivise the retention and reuse of historic buildings.

Policy UD 4c: *Historic Commercial Signs*. Restore existing historic signs and allow for the reconstruction of previous historically significant signs.

Action Items:

UD 4c (1): Revise the Sign Code to include provisions to re-create historic signs if sufficiently documented

UD 4c (2): Provide grant opportunities for historic sign rehabilitation or reconstruction.



Principle UD 5: Continue to develop a framework of attractive streetscapes. Placeholder Image

Policy UD 5a: *Street Level Interest.* Street level space is activated with building entrances, openings, windows and outdoor spaces for people.

Action Items:

UD 5a (1): Develop Land Use Code regulations that identify performance standards for design elements that activate buildings and private outdoor spaces along public streets.

UD 5a (2): Amend the Sign Code to require pedestrian-oriented signs

Policy UD 5b: Streetscape Design. Continue a program of improving sidewalks along Downtown streets with paving details, street trees, pedestrian and landscape lighting, benches, planters, and other street furnishings appropriate to each character subdistrict.

Action Items:

UD 5b (1): Construct the Jefferson Street Streetscape Enhancements project (Mountain-College Ave)

UD 5b (2): Adopt a streetscape hierarchy map depicting desired parkway widths and landscaping, hardscape and building setbacks



DRAFT The Downtown Plan 61

Policy UD 5c: *Surface Parking Design.* Site surface parking lots to minimize gaps in the continuous 'street wall' of a block and make all surface lots subordinate to buildings and open spaces.

Action Item:

UD 5c (1): Amend the Land Use Code to ensure that all Article 3 site and parking area design standards match the intent of this policy

Policy UD 5d: *Structured Parking Design.* The design of parking structures is encouraged to include an active use along the street level if it is located on an arterial or collector street, appropriate for the site context and financially supportable.



Policy UD 5e: Access Management. Limit curb cuts, driveways, and drop-off areas, and restrict drive-through facilities that interrupt the continuity of pedestrian movements.

Action Item:

UD 5e (1): Uphold adopted Access Management Plans for State – controlled streets Downtown and amend the Land Use Code to ensure that all Article 3 site, parking area design and engineering standards match the intent of this policy





Principle UD 6: Invest in new publicly accessible outdoor gathering spaces and improvements to existing publicly accessible spaces.



Young musicians busking



Enhanced Firehouse Alley



Wayfinding along Linden

Policy UD 6a: *Public Gathering Spaces.* Support the creation of plazas, pocket parks and temporary installations that promote social interaction and programmed and informal events

Action Item:

UD 6a (1): Create an Urban 'Micro-Space' Design Plan.

Policy UD 6b: *Downtown Alley Improvements.* Continue to redevelop key Downtown alleys into shared streets and enhanced walkways.

Policy UD 6c: *Connected Outdoor Space Design.* Locate private publicly-accessible outdoor space amenities where they will best activate the street (e.g. gardens, courtyards, pocket parks, plazas, promenades, etc).

Action Item:

UD 6c (1): Amend the Land Use Code to clarify the required quantity and location of private open space amenities.

Policy UD 6d: *Outdoor Space Solar Orientation.* Orient publicly accessible outdoor space areas to maximize solar access during winter months.

Action Item:

UD 6d (1): Amend the Land Use Code to include shadow analysis for all private outdoor spaces to maximize solar access, if possible, during winter months.



Principle UD 7: Provide clear and inviting Downtown Gateways.

Policy UD 7a: *Gateway Corridors*. Use redevelopment, urban design and signage to identify major gateway corridors into Downtown (e.g., Riverside, North College at the River).

Action Item:

UD 7a (1): Develop final engineering and landscape design for the Riverside (Mulberry to Mountain) Streetscape Improvements

Policy UD 7b: *Gateway Intersections.* Improve key intersections that function as gateways and transitions within Downtown



Urban Design



Transportation + Parking

Vision

Downtown residents and visitors enjoy multiple travel choices. More people are biking, walking, and taking public transit to Downtown than ever before. For tourists, visitors and other drivers, vehicle parking is available in well-marked parking structures that serve longer-duration parking needs, as well as convenient on-street parking spaces and off-street lots for shorter trips. Bus service to Downtown is frequent, convenient and comfortable. There are multiple low-stress (low-speed and low-volume) routes for bicyclists with ample, convenient bicycle parking near destinations, and the sidewalk network is well-connected and in good condition. Once Downtown, it is easy for people of all ages and abilities to move about on foot, with a stroller or mobility device, by bus, or by bicycle.

Overview

Downtowns are typically the most pedestrian-oriented and walkable areas within cities, and Downtown Fort Collins is no exception. Pedestrian-focused public space is one of the characteristics that distinguishes Downtown from other parts of the City. This emphasis on pedestrians is reflected in the generous amount of space devoted to sidewalks and outdoor gathering spaces, the compactness of development, and the pedestrian-friendly scale of buildings, in addition to special amenities like curb bulb-outs and signal timing that starts the pedestrian walk signal a few seconds before vehicle traffic gets a green light. Transportation and parking options play a key role in the vibrancy of Downtown and how people experience the area. Currently, driving is the primary means of transportation for Downtown visitors. About 90% of individuals drive to Downtown, 4% take public transportation, and 6% bike or walk.

To increase the share of people biking, walking, and taking transit while accommodating those who need a car there are some key challenges that need to be addressed:

Walking/Mobility Devices:

Except for a few notable missing sidewalk sections (e.g., along Cherry Street and Vine Drive), sidewalks are relatively well-connected, and many include parkway strips or extra width so pedestrians are further from traffic. However, because streets in Downtown were developed before the Americans with Disabilities Act (ADA) standards, some existing sidewalks are not as wide as required under the most recent federal regulations. Furthermore, corner treatments like ramps and pedestrian pushbuttons are not always fully accessible for people who use mobility devices (wheelchairs and walkers) or have other mobility impairments. The City has a sales tax funded program to upgrade the sidewalk network to current standards; however, the needs far exceed available financial resources. One of the major challenges along sidewalks, particularly in the historic core of Downtown, is providing street furniture, outdoor seating areas and bicycle parking, while keeping sidewalks clear for travel.



Bicycling:

While Downtown is served by some enhanced bikeways, such as the Remington greenway, it lacks fully connected east-west, low-stress bicycle routes. Many of these roads are relatively low volume and low speed; however, intersections of those roads with large arterials like College and Mulberry can feel car-dominated and deter bicyclists. There is also a need for convenient bicycle parking. Some areas of Downtown are well-served, while other areas do not have enough bicycle racks to accommodate demand. Some high-pedestrian-traffic areas suffer from congestion of competing uses (dining, signage, and bike racks) and new areas for bicycle parking are needed to accommodate demand in a way that also maintains and enhances ground floor vibrancy.



Driving:

Downtown's economic success depends on the ability of tourists, visitors and Fort Collins residents to be able to easily access the area. Most tourists, visitors and residents travel to Downtown by vehicle. This leads to busy roadways, slow speeds and congestion at some intersections, particularly during peak hours. College Avenue and Mulberry Street is a good example of a regularly congested intersection where right-of-way (ROW) is constrained. There is a need to balance vehicular movements to increase efficiency, improve safety and reduce emissions with the interests of pedestrians and bicyclists. Even with relatively heavy traffic, Downtown sees fewer traffic crashes than other places in Fort Collins, and with parking-related crashes the most fequent crash type. High activity on roadways -especially in the historic core-means that drivers must stay alert and use slower speeds. One of the biggest challenges for drivers is finding convenient parking (see p 68 for further in-depth discussion on parking). Some people spend extra time driving around looking for a parking space close to their destination. There is usually parking available further from their destination, typically in underutilized parking structures.



Transit:

With over 5,000 riders per day, the MAX Bus Rapid Transit (BRT) route is a primary way to get to and from Downtown. However, its north-south orientation serves limited parts of the community. Low-frequency feeder bus routes and limited parking at many stations on the southern leg of the MAX route further deter ridership. Lack of Sunday service means that taking MAX to Downtown is not an option every day of the week and therefore less likely to become a habit. Other transit routes serving Downtown are less frequent and not as successful as our Bus Rapid Transit route at serving both riders who are dependent upon transit and others who choose to use transit. In recent years new regional routes like FLEX to Boulder and the Bustang to Denver have started serving Downtown. However, these regional routes are still relatively limited.



Key Considerations

When considering possible Downtown Transportation & Parking options, one way to frame the discussion is to look at travel to/from Downtown, as well as getting around Downtown. In addition, communication about travel choices has become increasingly important and can ultimately influence travel choices.

Getting to/from Downtown

One of the keys to supporting the vibrancy of Downtown is to provide a robust set of transportation options for residents and visitors. This includes new and continuing investments in infrastructure and systems related to all modes, as well as a comprehensive way to add to and manage parking for vehicles and bicycles to increase the availability of parking spaces.

When a person is deciding about how to travel somewhere, they often consider several factors:

- Distance from start to destination
- Cost
- Time
- Number, age and ability of people traveling
- Ease of travel at destination (How do I get around Downtown?)

- Ease of parking (vehicle, bike, longboard)
- Convenience of mode (weather, baggage, shopping, time of day)

Key plans that guide transportation investments include:

- Master Street Plan
- Bicycle Master Plan
- Transit Strategic Operating Plan
- Pedestrian Plan







Downtown Parking Community Dialogue

The difficulty of finding convenient parking Downtown was a common theme heard during the public outreach process. A comprehensive community dialogue about parking was undertaken, which included a discussion about how to increase parking turnover to reduce unnecessary hunting for parking spaces and to make it easy for people to park in a location that is most appropriate for their trip, whether short-term or longterm.

Background

Parking has been a subject of public policy discussion in Fort Collins for more than 30 years. When the Foothills Fashion Mall was developed in 1973, parking meters were removed from Downtown streets to avoid unfair competition from the free parking at the shiny new shopping center. They have not since been replaced. Since then, Downtown has seen an economic resurgence but the 1989 Downtown Plan identified issues similar to those we still see today: parking is perceived as full, some employees park in close proximity to businesses and move cars every two hours, and there is a need for a parking fund to invest in infrastructure. The 2004 Downtown Strategic Plan recommended on-street paid parking as the primary strategy to promote parking turnover. In recent years, demand for Downtown parking has increased, but there is no funding source to correspondingly increase parking supply. Thus, the 2013 Parking Plan suggests that "parking is a giant unfunded liability." In 2014, the Transit-Oriented Development (TOD) Parking Study recommended the implementation of on-street paid parking as a solution to manage parking and create a revenue source to invest in new parking infrastructure.

Also in 2014, the City of Fort Collins Parking Services Department proposed an on-street paid parking pilot program. At that time, City Council's perspective was that additional public outreach was necessary. Funding was limited to a community dialogue aimed at exploring the merits of various parking management strategies. The Downtown Parking Community Dialogue took place as a separate but integrally related public outreach and policy assessment project that was fully coordinated with the Downtown Plan.



Public engagement

As an element of the Downtown Plan, the public engagement effort has included thousands of people through numerous engagement methods such as open houses, focus groups, public events, workshops, charrettes, boards and commissions, community groups, and online and text message questionnaires. In addition, collaborating with the Downtown Business Association (DBA), some parking-specific outreach has been targeted at Downtown business and property owners.

Issues and objectives identified in the Downtown Plan dialogue and the 2013 Parking Plan:

Issues:	Objectives
 Perceived lack of adequate parking turnover	 Increase the availability, ease of access to and
and accessibility.	turnover of on-street parking.
 Concern about potential neighborhood	 Develop a parking management system that
impacts due to the increased pace of	is supportive of businesses, neighborhoods,
development.	and visitors.
 Need for better communication about	 Provide and communicate a variety of
parking locations and availability.	options for parking and for traveling to and
 Desire to move away from a punitive, enforcement-driven funding model. 	around Downtown.Encourage the use of alternate modes of transportation to reduce parking demand.
 Methods for adding on-street bike parking. 	 Identify a sustainable funding source for future access and transportation infrastructure investment.


Feedback

Parking has been identified as one of the biggest challenges for continued economic health and vibrancy in Downtown. There is a perception that a lack of convenient parking is available, however, we do not currently have the funding or tools to collect data that could verify this perception. Feedback about potential solutions to the perceived lack of parking Downtown reveal divergent opinions across the board. Some agree that on-street paid parking would effectively manage parking demand and also create a revenue source for future investment, while others think paid parking would change the welcoming character of Downtown. Others are concerned that paid parking could negatively affect businesses in the retail sector, especially with the Foothills Mall redevelopment opening in 2016.

A continued problem as identified in past plans is the management of employee parking Downtown. Employees often park in the most convenient onstreet parking spaces and then "game the system" by moving their cars every two hours to avoid receiving a ticket. Because parking structures charge a fee and are typically less convenient, employees and visitors alike avoid them and will "troll" around for free on-street parking. The 2013 Parking Plan identified "upside down pricing" as a contributor to parking structure avoidance.

On-street parking spaces should be available for those visiting Downtown for shorter trips, while the parking garages are appropriate for those staying longer.

Upside down pricing

The most convenient and desirable on-street spaces are free while less convenient garage parking costs money. This discourages use of the parking garages and encourages driving around looking (trolling) for available on-street spaces. This practice of creates congestion, air pollution, a perception that there is no parking available and general frustration.



Parking on-street is appropriate for a short trip to Downtown and spaces should be available in convenient locations. Garage parking is appropriate for long trips to Downtown (extended shopping, employees). On-street parking spaces should be available for those visiting Downtown for shorter trips, while the parking garages are appropriate for those staying longer. Thus, the primary question asked during outreach was: "How should we encourage people to park in the location most appropriate for their type of trip?"



Above: How should we encourage people to park in the most appropriate locations based on the length of stay? (select 3) (Multiple Choice - Multiple Response)

Funding Parking Supply

Most people agree that parking supply needs to increase in coming years but disagreed about how to pay for construction of new parking structures, which cost \$30,000+ per parking space. Public-private partnerships are a popular idea to fund new parking infrastructure but there are many opinions on how the public revenue should be generated. Some suggestions are to create a parking district, employ tax-increment financing (TIF) or a new tax, use the City's general fund, require new development to pay a parking fee or a fee-in-lieu, or to implement on-street paid parking.





Options for managing on-street and structured parking



Summary

Stakeholders are eager for change in Downtown parking but are adamant that the change should not "shock the system". Employees should be required to park in the parking garages and demand for parking should be reduced by increasing transit ridership and bike commuting. Alternatives should be exhausted before implementing an on-street paid parking program. Some alternatives to investigate include adjusting enforcement so people can no longer "game the system", creating a Transportation Demand Management (TDM) program to reduce employee parking demand, and to continue studying the problem to understand when and where parking demand is highest. City Council and the Planning and Zoning board agree that the above measures should be taken prior to an on-street paid parking program. However, the Parking Advisory Board was in favor of implementing an on-street paid parking pilot program.

Key direction from City Council

- Move forward with monitoring sensors to gather parking data
- Increase parking enforcement
- Support public/private and public/public partnerships to provide parking
- Evaluate revenue options and pricing policy
- Use data collected to re-evaluate on-street paid parking

To accommodate growth and maintain Downtown as a popular destination, it is important to not only manage the supply of parking but also to offer alternatives that can help reduce parking demand. Emphasizing both high-quality, high-frequency transit service and bike connections can reduce the need to bring cars Downtown, thereby creating a more comfortable, people-oriented experience for all.

Getting around Downtown

After people get Downtown there should be a variety of ways for getting around. For shorter trips people should be able to walk on comfortable sidewalks with safe and easy street crossings. People should be able to easily navigate Downtown with easily understood wayfinding, well-marked streets, and few barriers. Ideally, if people drive Downtown they should be able to park once and do everything they need to do. Innovations such as bike sharing programs, on street bike corrals and a Downtown bus circulator can offer flexibility and leverage new technology to make it easy to get around without moving one's car. Reducing the need to drive around Downtown can improve the user experience for everyone.



Communication

Providing tools that help with trip planning can help reduce the perception that it is inconvenient to get Downtown. Providing real-time information can make getting to, from, and around Downtown easier and reduce stress related to the uncertainty of travel. For example, Transfort has started offering real-time bus arrival information at MAX stations and through their app and website. Other technology can indicate how many parking spaces are available in parking garages and on the street. If someone knows that a space is available in a certain location, that information can help reduce the amount they need to drive around looking for a spot. Implementing these and other new technologies can reduce congestion and improve the Downtown experience for everyone.

With many businesses located Downtown, there is an opportunity to work directly with employers to make sure employees know about all of the travel options available and even to customize programs to meet specific needs and to incentivize travel other than driving alone. These approaches have been shown to contribute to improved mobility and commuter satisfaction while also reducing vehicle miles traveled.

Finally, consistent and comprehensive wayfinding can also help Downtown visitors easily find desired destinations. Wayfinding needs to provide enough signs to be helpful while not introducing clutter or overwhelming visitors with too much information.

Capital Projects

The City's Capital Improvement Plan includes various large capital projects as well as ongoing improvement programs. Key projects recently completed or planned for the Downtown area are listed below. Some projects are likely to occur with development, as noted.

- Buckingham from Linden to Lemay (development-driven)
- Jefferson from College to Lincoln/Mountain
- Lemay from Lincoln to Mulberry (completed 2015)
- Lincoln from UPRR to Poudre River Bridge
- Lincoln from Poudre River Bridge to Lemay (construction planned 2016/17)
- Linden from Walnut to Jefferson
- Linden from Jefferson to Poudre River (completed 2011)
- Linden Vine to Poudre River
- Mason MAX Bus Rapid Transit (completed 2014)
- Mason from Hibdon to Suniga
- Mulberry Bridge from Riverside to Lemay (completed 2016)
- North College from Vine to Conifer (completed 2013)
- Poudre Trail Woodward realignment (completed 2015)
- Poudre Trail various improvements identified in the Downtown Poudre River Plan
- Remington Greenway from Mountain to Spring Creek Drive (completed 2015)
- Suniga from College to Blondel (construction planned 2018, if funded in 2017/18 budget)
- Suniga from Blondel to Redwood (completed 2015)
- Vine from College to Redwood (development-driven)
- Willow from College to Linden (construction planned 2018/2019)
- Willow from Linden to Lincoln (development-driven)

Capital Improvement Programs (ongoing)

- Advanced Traffic Management System
- Arterial Intersection Improvements Program
- Bicycle Plan Implementation Program (includes intersection improvements)
- Bridge Program
- Neighborhood Traffic Mitigation and Calming projects
- Pedestrian Improvements Program
- Railroad Crossing Improvements Program
- Transit Stop Improvements Program

SIDEBAR: HISTORY (add key dates related to the following)

- 1940s Parking meters added
- 1965 Parking meters removed
- 1985 Old Town Parking Structure opened
- 1999 Civic Center Parking Structure opened
- 2001 Downtown Transit Center opened
- 2008 Bike Library began service
- 2014 MAX began service
- 2016 Bike share and car share began





Transportation + Parking



Principles, Policies & Action Items



Principle TP 1: Provide safe, convenient, and comfortable travel options to, from, and around Downtown for all modes of travel and people of all ages and abilities. Focus on biking, walking, and riding transit to reduce greenhouse gas emissions through longer-term modal shift.

Policy TP 1a: Complete Pedestrian

Network. Continue to actively prioritize a complete pedestrian network that meets Americans with Disabilities (ADA) act standards, given the large pedestrian volumes and sales tax generated in this project area, especially completing sidewalks in areas with gaps.

Action Items:

TP 1a (1): Continue to implement the Pedestrian Improvement Program, including identifying potential improvements in coordination with Street Maintenance Program (SMP) and other capital project opportunities.

TP 1a (2): Continue to implement the Pushbutton Accessibility Improvement program.

TP 1a (3): Evaluate pedestrian bulb-outs to enhance walkability/reduce crossing distance at key intersections.

TP 1a (4): Develop a more fine-grained pedestrian network through the use of safe and clear connections (e.g., alleys, other midblock connections)

The Pedestrian Improvement Program is an ongoing sales tax funded City program to complete the sidewalk network. Each year the program provides funds for a set of projects to add sidewalks in locations that are missing, to upgrade existing sidewalks that are too narrow or steep to meet Americans with Disabilities Act (ADA) standards, and to replace sidewalk that is in poor condition. The program also brings ramps up to ADA standards. Because there are more needs than resources available each year, the program uses a special model with a number of factors to help prioritize areas. Because Downtown is a special pedestrian district with high pedestrian volumes, Downtown projects get special weighting and higher priority. The General Improvement District (GID) also provides funding for some of the sidewalk improvement projects in this progra..



Policy TP 1b: *Multi-modal Intersection Improvements*. Identify key intersections for improvements to the function, operations, safety, and comfort for all modes.

Action Items:

TP 1b (1): Building off the Arterial Intersection Prioritization Study, do a more detailed analysis within the Downtown area to evaluate and prioritize potential improvements for various modes at intersections.

TP 1b (2): Identify funding opportunities for multi-modal intersection-related improvements (e.g., grants, etc.).

Policy TP 1c: *Multi-modal Corridor Improvements.* Identify key corridors and street segments for redesign/improvements to improve safety and accommodate the travel, parking, and access needs for all modes of transportation.

Action Items:

TP 1c (1): Explore concepts for reshaping corridors in the next Transportation Master Plan (TMP) update including but not limited to: Howes, Mason, Vine, Mountain and Walnut (east of College)and Canyon (building off updated design in Urban Design section).

TP 1c (2): Use crash data to monitor, evaluate, and identify potential improvements on an ongoing basis.



Policy TP 1d: Adopted Corridor Plan Implementation. Work towards implementation of various adopted corridor plans in the Downtown area.

Action Item:

TP 1d (1): Construct the full design of the Lincoln Corridor Plan.

TP 1d (2): Update and implement the Riverside Access Control Plan (with updated design from Downtown Plan; see Urban Design section).

TP 1d (3): Implement the Jefferson Street Design.

Policy TP 1e: *Mobility Sharing Programs.* Incorporate and integrate mobility sharing programs (e.g., bike share, car share, ride share) into Downtown planning.

Action Items:

TP 1e (1): Identify potential hotspots for future car share and/or bike share stations.

TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required onsite parking.

TP 1e (3): Explore ways to support ride share activity Downtown.



Mobility sharing programs can help support first/last mile needs. Specific policy concepts to explore include:

•Carsharing Policy: Access to parking and street space; developer incentives; employer incentives; rental taxes

•Ridesourcing Policy: Safety standards; dedicated curb space; vehicle accessibility requirements; data sharing

•Bikesharing: Pricing and ongoing pubic support; supportive infrastructure

•Shuttles: transit stop/lane & curb access

•Mobility Hubs: TOD, zoning & land use; integration of all modes with transit Source: Shared-Use Mobility Center

Policy TP 1f: Complete Bicycle Network.

Continue to develop and implement the Low-Stress Network from the Bicycle Master Plan, and strive to add bike lanes or provide alternate routes for areas with bike lane gaps.

Action Items:

TP 1f (1): Building off the Bicycle Master Plan, prioritize key corridors to improve both northsouth and east-west bicycle connections (e.g., Magnolia, LaPorte), coordinating with updates to the Transportation Master Plan.

TP 1f (2): Identify intersection improvements needed for cyclists (e.g., Loomis, College).

TP 1f (3): Identify funding opportunities for cycling-related improvements (e.g., grants, etc.).

TP 1f (4): Coordinate with the Street Maintenance Program (SMP) and other capital projects to add/improve bicycle facilities when opportunities allow.

Policy TP 1g: Downtown Circulator.

Explore regularly-scheduled transit service to connect key destinations in the Downtown area.

Action Items:

TP 1g (1): Develop a scope and budget for a Downtown Circulator as part of the biennial City budget process

TP 1g (2): Perform an analysis of future circulator performance including ridership using Transfort's transit model.

TP 1g (3): Identify and pursue potential Downtown Circulator funding partnerships.

TP 1g (4): Enhance transit stops with next bus technologu consistent with the wayfinding outlined in this plan to support and simplify the use of transit in the planning area.



The 2014 Bicycle Master Plan lays out a continuous and dense "low-stress" network of low-speed and low-volume streets with comfortable crossings, paved trails, and protected bike lanes along arterials. Several of the high priority arterial intersections Downtown identified for crossing improvements are located along College and Mulberry. The Plan highlights Downtown as one of the key destinations within the City and also recommends the exploration of back-in angled parking.



The concept of a Downtown Circulator was part of the Transfort Strategic Operating Plan (2009). The route would serve key activity centers (e.g., Old Town Square, breweries), as well as parking structures, and could offer a convenient option for getting around Downtown. High frequencies during peak times (e.g., 10-15 minutes) and offering the service free of charge or at a low cost to users would make the route more attractive.

Policy TP 1h: Additional Transit Service. Explore enhancements to existing service including increased frequencies, longer span of service, and more efficient route alignments as well as the potential for new routes to serve Downtown.

Action Items:

TP 1h (1): Continue discussions on strategies for implementing additional service and service changes through the Transfort Strategic Operating Plan update (planned for 2017-2018).

TP 1h (2): Perform an analysis of future performance of Downtown transit routes including ridership using Transfort's transit model.

TP 1h (3): Update funding recommendations in the Transfort Strategic Operating Plan to reflect proposed enhancements.

TP 1h (4): Continue to support and expand regional transit service offerings (e.g., Bustang, FLEX)

Policy TP 1i: Additional Park-n-Rides. Explore additional parking opportunities outside of Downtown for transit routes that serve Downtown.

TP 1i (1): Begin conversation in the City Plan/TMP update planned for 2017-2018

Policy TP 1i: *Develop a Citywide Parking Plan.* Including a menu of options outlining parking and access district typologies, funding mechanisms, organizational structure and stakeholder involvement (e.g., parking benefit district).

Action Items:

TP 1i (1): Begin conversation in the City Plan / Transportation Master Plan update planned for 2017-2018.

TP 1i (2): Develop station area plans for all MAX stations.



Downtown Transit Center

Approximately 30 bus stops are upgraded annually, some through development activities and others by the City and Transfort. Transfort focuses their improvements on stops that do not meet American with Disabilities Act requirements and that have high ridership and have demographic considerations such as youth, low income, senior and populations with disabilities within ¼ mile of the stop.





TP 1i (3): Identify funding mechanisms for joint development/shared use opportunities (e.g., public/ private partnerships).

Policy TP 1j: Downtown Transit Center (DTC) Access Improvements. Explore improvements to the Downtown Transit Center and surrounding streets that make bus arrivals and departures safer and more efficient.

TP 1j (1): Develop potential design improvements, particularly for exiting off Maple and turning south onto Mason.

Policy TP 1k: Bus Stop Improvements.

Continue to implement the Transfort Bus Stop Improvement program to upgrade bus stops to Americans with Disabilities (ADA) standards and to provide amenities and next bus wayfinding for patrons.

Action Item:

TP 1k (1): Continue implementing the Bus Stop Improvement Program.

Policy TP 11: Downtown-Specific Transportation Improvement Funding. Explore additional funding sources for parking and transportation improvements specific to Downtown.

Action Item:

TP 11 (1): Identify a funding mechanism for transportation improvements Downtown (e.g., General Improvement District or potential parking benefit district; see also paid parking revenue policy in TP 2f).

Policy TP 1m: Monitoring Travel Behavior. Monitor mode split and travel behavior Downtown to assess trends.

Action Items:

TP 1m (1): Regularly compile and analyze signalized intersection counts by mode and transit ridership.

TP 1m (2): Compile travel survey data (e.g., from ClimateWise, etc.).

TP 1m (3): Establish mode split baseline and goals.



Principle TP 2: Manage parking facilities for all users in a way that adequately balances supply and demand, and plan for infrastructure to support future growth.

Policy TP 2a: *Bicycle Parking.* Provide adequate bicycle parking and management of facilities.

Action Items:

TP 2a (1): Develop bike parking management plan, including monitoring rack condition/usage and potential land use code updates, and guidelines for on-street bike parking.

TP 2a (2): Work with employers and business owners to ensure there is adequate bike parking to serve their employees and customers.



One of the objectives of the 2014 Bicycle Master Plan is to provide high-quality bicycle parking at key destinations across the City. Knowing that safe, secure, convenient parking is available can help somebody decide to travel by bike. The Downtown area has nearly 500 bike racks, providing room for approximately 2,500 bikes. People typically like to park their bikes as close as possible to their destination, so appropriate placement of racks can keep trees, signs, etc. from being used and pedestrian areas from becoming overcrowded.

The Bike Plan also calls for the development of a comprehensive bike parking management plan. A bike parking inventory was completed Summer 2015 as part of a preliminary bike parking analysis. The plan could also include documentation and assessment of existing policies and facilities, researching best practices, and making recommendations related to Land Use Code and alternative compliance, rack design standards, siting guidance, and ongoing monitoring and maintenance.



Policy TP 2b: Parking Utilization Data. Implement a system to collect parking utilization data on occupancy and turnover, and communicate parking availability to the public.

Action Items:

TP 2b (1): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other parking technologies like pay by phone), identify implementation area and develop a comprehensive stakeholder education and communication plan.

TP 2b (2): Develop strategies to provide parking utilization data to the public in both online and mobile application form.

Policy TP 2c: Parking Enforcement Adjustments. Explore adjusting enforcement of the 2-hour limited parking spaces to weekends and evenings after 5 p.m., and limit 2-hour parking to a specific subdistrict.

Action Items:

TP 2c (1): Explore staffing and technical needs to extend enforcement hours after 5 P.M. on weekdays (Monday – Friday).

TP 2c (2): Explore staffing and technical needs to extend enforcement hours into the weekend (Saturday and Sunday).

TP 2c (3): Explore staffing and technical needs to create a zone that would require people to move outside the zone or to a parking structure after two hours thus encouraging people to choose the parking location (on-street or structure) that best aligns with their particular trip (short or longer-term stay).

Policy TP 2d: Parking Demand Reduction.

Research creative options that reduce parking demand, educate the parking public about alternatives to driving alone, and provide greater options to businesses and employees.

Action Items:

TP 2d (1): Create a Transportation Demand Management (TDM) program and TDM Plan.

TP 2d (2): Develop car share programs throughout Downtown to support employees and visitors.



Public Parking Opportunity Areas Map

Policy TP 2e: *Partnerships.* Engage in public-private partnerships to use underutilized private parking lots and in parking structures.

Action Items:

TP 2e (1): Work with the DDA to develop an inventory of private lots, including occupancy, rate and lease information.

TP 2e (2): Determine pricing and develop an online "marketplace" that allows customers to purchase parking in private facilities, as available, or utilize existing services like "ParkHound" to curate a "one-stop shop" for parking

Policy TP 2f: On-Street Paid Parking. Implement an on-street paid parking program that further manages parking demand and generates revenue to invest in future parking infrastructure at the time that parking utilization data indicates occupancy has met its threshold.

Action Items:

TP 2f (1): Work with the Parking Advisory Board to identify thresholds based on parking utilization data that would warrant initiation of an on-street paid parking system.

TP 2f (2): Research and identify preferred vendor and type of meter desired (e.g., singlespace or multi-space; pay by space, pay by license plate; cell phone only).

TP 2f (3): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other existing parking technologies).

TP 2f (4): Identify implementation area, and develop a comprehensive stakeholder education and communication plan. TP 2f (5): Identify specific use of revenue generated from on-street paid parking fees that support City policies.

Policy TP 2g: *Parking Structures.* Develop additional parking structures in locations identified in the 2013 Parking Plan, and continue to evaluate additional locations throughout Downtown.

Action Items:

TP 2g (1): Identify conditions that warrant the development of new parking structures.

TP 2g (2): Explore various funding sources for development of parking structures, such as public-private partnerships, parking district, tax increment financing (TIF), parking fee-in-lieu, and on-street paid parking.

TP 2g (3): Explore development of parking structures to encourage primary employment on the fringes of Downtown.

Policy TP 2h: Parking Fee in Lieu. When a sustainable funding source for creating new parking supply is created, provide an option for developers to pay a fee-in-lieu instead of providing on-site parking.

Action Items:

TP 2h (1): When a sustainable funding source for new parking is in place, explore revisions to the Land Use Code allowing new development to pay a fee-in-lieu for of part or all the on-site parking requirements. Policy TP 2i: *Public Parking Management.* Create policies that dictate off-site and parking structure leasing for new development, private citizens, and Downtown employees in lieu of providing on-site parking, and policies that dictate the locations and quantity of time-limited parking spaces (15 minute, 2-hour, loading zones, and similar limited spaces) and parking for people with disabilities.

Action Items:

TP 2i (1): Create a comprehensive regulation document for public parking facilities (on-street and structured) in Downtown.

TP 2i (2): Analyze appropriate triggers for removing on-street parking in favor of bike parking, car share, and/or bike share spots in the context of the overall supply and availability of parking.

Policy TP 2j: *Safety.* Implement safety measures to ensure on-street and structure parking are safe at all times of day for all users.

Action Items:

TP 2j (1): Identify and inventory gaps in safety in parking structures and surface parking. This should include secluded areas, limited access areas, and areas not well lit.

TP 2j (2): Create a program that provides guard escorts for anyone traveling to or from their parking location.



Principle TP 3: Provide timely and informative communications about real-time travel/parking conditions and options.

Policy TP 3a: *Real-Time Travel Information.* Explore opportunities to continue, enhance, and add real-time travel information (e.g., transit, parking availability).

Action Items:

TP 3a (1): Continue to provide real-time transit information, and identify opportunities for improved communication.

TP 3a (2): Explore parking applications (free and paid) that provide information about parking availability (on-street and in parking garages) to consumers.

TP 3a (3): Explore the development of a comprehensive, integrated mobile app ("Downtown at a Glance") that provides information for different modes of travel and parking (including street closures, construction info)



Cutting edge mobile applications like Citymapper provide a holistic view of all the options to travel in the City. With one single app, you can see clearly how long it takes to get somewhere by car, cycle, transit and a mix of modes. In addition, other applications can provide real-time parking information.



The 2009 Downtown Fort Collins Wayfinding Sign System manual presented a schematic design of a customized sign system for Downtown:

"The idea of a well-designed and well-administered sign system has been supported both as a practical necessity, and as a public relations tool. Besides directly aiding navigation for visitors, it can make a lasting impression, and add awareness of what Downtown offers. System design can add value to signs that need to be there anyway.

Conversely, visitors frustrated by difficulty finding parking or destinations may leave Downtown with a hesitance about returning, and may share their impressions with others."

The manual outlines a system to be implemented in an ongoing program, with various components to be determined over time.

A Bicycle Wayfinding System Plan was developed following the adoption of the Bicycle Master Plan (http://www.fcgov.com/bicycling/wayfinding.php). This plan recommended a citywide system of signed bicycle routes, including routes through Downtown. Two routes have been signed so far (Swallow and Remington). Policy TP 3b: *Wayfinding.* Continue to implement wayfinding for all users, including identifying parking garages and other key destinations, using the City's Downtown Wayfinding Sign System Schematic Design document as a unifying guide.

Action Items:

TP 3b (1): Convene all interests to define an initial trial installation of physical, digital, and mobile wayfinding aids for visitors, considering all modes of travel.

TP 3b (2): Continue to implement the Bike Wayfinding Program.

TP 3b (3): Explore variable messaging signage (e.g., availability of spaces) and other opportunities to provide wayfinding to parking.

Policy TP 3c: *Marketing.* Market Downtown as a destination that is easy to reach and get around.

Action Item:

TP 3c (1): Distribute/provide information about travel options, parking locations.

Policy TP 3d: *Employers.* Work with employers to provide information on travel options to employees.

Action Item:

TP 3d (1): Provide information on travel options and special programs (engagement, incentives) to employers via the Transportation Demand Management (see also TP 2d (1)) and ClimateWise programs to promote the use of public transit, biking, and walking.





ClimateWise is a free voluntary program that provides simple solutions to help Fort Collins businesses reduce their impact, save money and gain recognition for their achievements in energy, water, waste, transportation and social responsibility. The program includes a Transportation badge that focuses on ways to reduce emissions through reduction in vehicle miles traveled, accelerated adoption of fuel efficient and electric vehicles, and support of active and sustainable transportation, like biking, walking, and transit. The Transportation badge includes activities, tools and resources for the business community to support these goals.



Market + Economy

Vision

Downtown Fort Collins is a key economic engine for the region and one of the most distinctive small Downtowns in the nation. Downtown has become a diverse employment center where retail, finance, technology startups, government, and services thrive. Residents and visitors experience Downtown as a center for creativity featuring a wide variety of local retail shops, high-quality dining and entertainment options, a unique sense of place, well preserved history and a strong local business community. A broad range of housing types is available to meet the needs of diverse age groups, lifestyles, and incomes. Downtown is also recognized as a center for innovation, where businesses partner with Colorado State University to advance knowledge-based industries.

Overview

Downtown Fort Collins enjoys a thriving economy and is one of the community's economic engines. Though the Downtown area comprises less than two percent (1.9%) of the City's total land area, it generated approximately 15% of sales tax revenues City-wide in 2015. Downtown's vibrancy comes in part from its mix of retail, services, government, and primary employers contained within a relatively small geographic area; as well as a close-in residential population in the Old Town Neighborhoods, for whom Downtown is a neighborhood shopping center.

The current state of the Downtown economy is strong. Residential and commercial vacancies are at all-time lows (1% and 2.5% respectively). Major redevelopment projects like the Elizabeth Hotel continue to develop Downtown's reputation as a shopping, tourism, and employment destination.

Downtown by the Numbers



Vacancy

1989: 14% retail 11% commercial 2015: 1% retail 2.5% commercial



Sales Tax Revenues

1989: \$4 Million 2014: \$16 Million

Recent Development

- Last 5 405,000 s.f. Years: Commercial 300+ Residential
- Units Currently proposed
- ~850,000 s.f. commercial space
- 226 residential units

In addition, decades of intentional private and public investment have created a unique sense of place. Well-preserved historic buildings, public spaces for the community to enjoy, and infrastructure to help support future growth all contribute to the unique feel and character of the Downtown area.

Some of the issues Downtown faces, however, are in part a function of its popularity and intentional revitalization. Throughout the planning process, community members voiced concerns about the increasing cost of residential and commercial spaces in the Downtown area. These worries run deeper than basic economics. In addition to concerns about who will be able to afford to live or shop Downtown in the future, community members also worried that increasing commercial rents and costs could change the "feel" and character of Downtown, with its mix of local, regional, and national businesses.

To keep Downtown vibrant and economically strong in future decades, it is critical to maintain an appropriate mix of business and employment opportunities. Continued support of infill throughout the Downtown that supports the desired future character should be balanced with the impacts of growth. Density can be added through incremental development, integrating residential and night life components to active daytime uses, and indentifying the "missing middle" housing opportunities that minimize bulk and scale. Private and public investment will continue to be important for sustaining Downtown's success, and will help achieve broader community goals for sustainable building design, affordability, and mixed-use buildings.



Over the next 20 years, the Market and Economy policies in this Plan will guide the development of Downtown in several key areas:

- Affordability: Downtown's popularity as a place to live, work, and play has increased costs for both residential and commercial spaces. In future years, Downtown development will continue to expand throughout Character Districts. This additional density and intensity will provide more housing and commercial space, and could contribute to affordable spaces Downtown.
- Housing and Mix of Uses: The Land Use Code and fee structures for redevelopment will be analyzed to better encourage the development of smaller, more affordable housing options and mixed-use buildings throughout Downtown. In particular, opportunities for live/work spaces, creative studio spaces, micro housing units, and smallformat retail and commercial spaces will be emphasized.
- Innovation and Entrepreneurship: The Downtown area is home to several business incubators, including the CSU Powerhouse Energy Campus, Galvanize, the Innosphere, and the Downtown Artery. As businesses outgrow these incubators, ensuring appropriate infrastructure and the availability of comprehensive business resources will help support the growth of creative start-ups and future primary employers in Downtown.
- **Investment:** Just as intentional private and public investment was critical to Downtown's revitalization, future investments in infrastructure, buildings and public space will maintain and enhance Downtown's vibrant sense of place in all of its Character Districts.





Key Considerations

Discussions during the Downtown Plan process drew attention to two specific themes worth highlighting. First, the mix of uses throughout Downtown; and second, the need to continue and build upon investment in the Downtown.

Mix of Uses

Encouraging a complementary mix of uses Downtown has been a primary approach to land use in the Downtown area since the 1989 Downtown Plan. For over 25 years, the community has recognized that the maintenance of a healthy combination of retail, commercial, and residential spaces is a key element of Downtown's economic success.

Addressing key market opportunities was an important policy goal of the 1989 Downtown Plan. At that time, vacancies for retail, office, and industrial spaces were all above ten percent. There was no residential development to speak of in the Downtown area – the 1989 Plan suggested testing a small-scale (8-10 unit) residential building as a "ground breaking" project and did not see Downtown as a major residential market in the future. The 1989 Plan emphasized redevelopment of vacant and aging buildings, particularly in the historic core.

Today, Downtown has a healthy mix of housing, employment, and entertainment options. This balance of uses elevates Downtown above just a retail and business destination and cultivates a pedestrian oriented neighborhood feel with options to live, work and play. This vibrancy strengthens the 24/7 economy, and contributes to enhanced place making throughout the area.

Existing Business Mix

The existing mix of businesses Downtown consists of a healthy combination of retail, services, and food service (including bars and restaurants). There are approximately 645 businesses within the Downtown Development Authority (DDA) boundary, which roughly corresponds to the Downtown Plan boundary. It is important to note that, according to a 2010 retail analysis conducted by the City, restaurants and bars generate approximately 50% of Downtown retail sales, though they account for only 21% of the total number of Downtown businesses and approximately 30% of Downtown's commercial space.



Key Opportunities

Though the overall mix of uses Downtown is healthy, this Plan emphasizes a few key areas in which sustained effort and policy implementation can further strengthen Downtown's economic health over the coming years.



High-Quality Commercial Space

One of the key market opportunities identified in the Downtown Market Assessment is a lack of high-quality office space. Commercial vacancies are at all-time lows, and there are few larger (>10,000 square ft.) office spaces in the Downtown. Increasing the amount of commercial space Downtown will support the overall economy as employees of commercial businesses shop, eat, and do business Downtown.

More Downtown Housing

The desirability of Downtown as a place to live continues to increase. Mixed-use development can help provide more housing in the Downtown area while still preserving ground-floor space for active uses like retail, restaurants, and professional offices. New mixed-use development can also help achieve community goals for sustainability and affordability.

Housing Vacancies

Housing vacancies in the Downtown area and in the surrounding Old Town Neighborhoods are at historic lows, and in many cases are less than 1%. A healthy vacancy rate is somewhere around 5%. Housing affordability is a concern as both home prices and rents continue to increase. Encouraging a wide variety of housing types and sizes in the Downtown area could help relieve some of the pressure on the Downtown residential market.



Local Retail

Many people cherish the locally owned shops and businesses in the Downtown area. It is important to support and encourage these local businesses, while also recruiting new businesses to add to the mix of goods and services available Downtown. New Downtown businesses should complement and enhance the existing business mix. In addition, marketing and promotional efforts can help keep Downtown's existing unique businesses strong and economically healthy by attracting new customers, even as the desirability of the Downtown area puts increasing pressure on costs and rents.

Investment in Downtown

Downtown Fort Collins hasn't always looked and felt the way it does today. When the first Downtown Plan was adopted in 1989, vacant storefronts, rundown buildings and crumbling sidewalks threatened Downtown's economic vibrancy. The renaissance of the Downtown area over the last several decades was not an accident; rather, it was a direct result of very intentional public and private investments. Property owners, the City, the Downtown Development Authority, and others pooled their creativity, money, and effort to turn Downtown into the vibrant place it is today.

The look and feel of Downtown sets it apart from other places. Downtown's authenticity conveys the City's unique history and character drawing people in to shop, have dinner, visit galleries, and enjoy an atmosphere they can't find in a traditional mall or commercial shopping center. Investing in improvements to Downtown's buildings, sidewalks, pedestrian spaces, and infrastructure was a crucial part of Downtown's revitalization. Maintaining and enhancing these investments into the future will be a critical component Downtown's continued economic health.

About the DDA and GID

Today, improvements in the Downtown area are funded through a combination of private investment, City general funds, state tax credists and grants and special taxes and fees. In particular, the Downtown Development Authority (DDA) and the General Improvement District (GID) provide a dedicated source of revenue for maintenance and improvements like alleys, planters, façade renovations, and public plazas. The Downtown Business Association (DBA) provides programmatic support to Downtown businesses.



Downtown Development Authority (DDA)

The Downtown Development Authority (DDA) was formed in 1981 by business owners, land owners, Downtown residents and the City of Fort Collins. The mission of the DDA is to "build public and private investment partnerships that foster economic, cultural, and social growth" in the Downtown area. The DDA uses Tax Increment Financing (TIF) as the primary tool to accomplish its mission of Downtown redevelopment.

The DDA invests in three different types of projects:

- 1. Enhanced public infrastructure like alleyways, plazas, streetscapes, parking structures and arts/culture facilities
- 2. Building facades, utility improvements and upgrades
- 3. Programs, plans and designs for the downtown area with the City of Fort Collins and other strategic partners.

DDA at A Glance:

- Formed in 1981
- Total investment, 1981-present: \$98,344,077
- Public-private partnerships: \$34,288,000
- Investments in public infrastructure, programs and plans: \$64,056,077
- In 2015 the DDA TIF revenue was \$3.2 million
- The tax increment accounts for about 80% of the DDA's annual budget
- Invests in enhanced public infrastructure, building facades, utility improvements, programs, plans and designs for the Downtown area
- Projects: Old Town Parking Garage, Old Town Square, Historic rehabilitation of the Avery Building, Northern Hotel, Linden Hotel, and more than 100 other building facade improvements, Old Fire House, Montezuma Fuller and Trimble Court Alleyways, Museum of Discovery and MAX Bus Rapid Transit

What is Tax Increment Financing (TIF)?

TIF is a mechanism to capture the net new property taxes that are created when a private property is redeveloped. TIF revenue can be allocated to both private improvements and public projects that continue the revitalization of Downtown. In Colorado, TIF can be authorized in a geographic area for 30 years, with a possible 20-year extension. The Fort Collins DDA is authorized to use TIF until 2031.



General Improvement District (GID)

Downtown property owners voluntarily created the GID in 1976 for the purpose of funding parking, pedestrian, and street beautification improvements in the Downtown area. The GID is managed by City staff, and the City Council acts as the governing Board. GID projects are generally limited to capital investments in equipment and permanent infrastructure.

The GID assesses an additional 4.94 mill property tax on property owners within its boundaries. In addition, the GID receives a share of vehicle registration tax. These funds are used to pay for capital improvements. The GID is authorized to issue bonds to pay for larger projects, while smaller GID projects are funded on a "pay-as-you-go" basis using available reserves and revenues that are not already committed. The GID often partners with the DDA, the City, and/or private investment to complete large projects.

GID at A Glance:

- Formed in 1976
- Funds permanent infrastructure and equipment for parking, pedestrian, and street beautification improvements
- Annual revenues for the GID are expected to grow slowly as property values increase, from approximately \$300,000 in 2012 to approximately \$500,000 by 2026.
- Over the next 10 years, the GID is expected to generate \$3.5-4 million for Downtown improvements and maintenance.
- Projects: medians and street trees, Oak Street Plaza, Sidewalk replacements, College Avenue corner plazas, Linden Street streetscape project

The Future of Downtown Investment

In 2031, the authority of the Downtown Development Authority (DDA) to use Tax Increment Financing (TIF) will expire. Downtown development and economic activity is also beginning to expand beyond the existing boundaries of the General Improvement District (GID). Now is the time to begin thinking about how to support Downtown improvements in the future.

To provide funding for Downtown improvements that maintains or exceeds today's current levels, the amount of the tax increment currently used by the DDA (approximately \$3.2 million annually in 2015 dollars) will need to be directed to Downtown improvements through another funding source. There are a number of different methods that could be used to raise additional funds. Establishing an economic development fund, forming a Business Improvement District, and expanding the GID are three possible options to ensure continued investment in the Downtown area.

- An economic development fund could be established by the City of Fort Collins to set aside money for specific economic development activities in the Downtown area. The amount of this fund, its funding source, eligibility requirements, and goals would need to be clearly defined.
- A Business Improvement District (BID) is both an organization and a financing tool. Property owners within a particular area (in this case, Downtown) could petition to form a BID and vote to tax themselves with an additional assessment on commercial properties within the BID boundary.

Market + Economy Principles, Policies & Action Items





Principle ME 1: Strengthen Downtown's business mix by addressing market opportunities in the residential, commercial, retail, industrial, and visitor sectors.

Policy ME 1a: *Marketing.* Support Downtown businesses with marketing and promotions that highlight retail and dining offerings to local, regional, and visitor markets.

Action Item:

ME 1a (1): Explore creation of a Business Improvement District, housed within the Downtown Business Association, to provide supplementary marketing and promotional support to Downtown businesses. This entity should include initiatives to encourage local spending, sustain existing Downtown businesses, and support small and local businesses.

Policy ME 1b: Commercial Space. Increase the supply of high-quality commercial space in the Downtown area.

Action Items:

ME 1b (1): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for desired business types

ME 1b (2): Allow higher densities and intensities for mixed-use and commercial developments in appropriate Character Subdistricts.

ME 1b (3): Work with existing Downtown businesses that are interested in relocation; facilitate opportunities for adaptive reuse and redevelopment



Insert caption here

Policy ME 1c: *Employment*. Strengthen primary employment, innovation and entrepreneurship in the Downtown area.

Action Items:

ME 1c (1): Identify potential redevelopment opportunities that could be prime employment sites; analyze the suitability and availability of land zoned for employment uses in the Downtown area.

ME 1c (2): Continue to support Fort Collins' Downtown business incubation programs and industry cluster groups as key elements of both innovation and future employment growth in the City.

ME 1c (3): Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation and recruitment efforts that bring jobs and import income or dollars to the community.

ME 1c (4): Foster regional innovation to fuel business development and job creation by leveraging local Historic District assets including human capital, research institutions, industrial base, physical infrastructure and quality of life.

ME 1c (5): Invest in the physical assets (sidewalks, utilities, buildings) necessary to support entrepreneurship in parts of Downtown that currently lack adequate physical infrastructure.

ME 1c (6): Support the development of larger floorplate office and commercial spaces to attract incubator graduates and growing primary employers.

ME 1c (7): Invest in placemaking efforts that further enhance Downtown's unique attributes, create vibrant "third places," and provide amenities that help businesses attract talented employees.



Downtown is home to several business incubators, including the CSU Powerhouse Energy Campus, Galvanize, the Innosphere and the Downtown Artery. It is important to support these incubators and ensure that adequate land supply, appropriate infrastructure, and comprehensive business resources are available for the future growth of innovative businesses and primary employers in the Downtown area. Policy ME 1d: *Retail Mix.* Sustain existing local retail businesses, encourage new local retail, and strategically recruit regional and national retail to maintain a healthy mix of Downtown shopping options.

Action Items:

ME 1d (1): Encourage the development of small-format retail spaces in infill and redevelopment projects to provide opportunities for small, unique retail businesses.

ME 1d (2): Promote existing retail-focused programs and improve awareness of existing resources.

ME 1d (3): Support programs that encourage residents to spend dollars locally.

ME 1d (4): Support the retention and recruitment of retailers or development projects that have a high potential impact on sales tax generation, specifically focused on increasing the amount of retail sales generated within the Downtown area.



Many people cherish the locally owned shops and businesses in the Downtown area. It is important to support and encourage these local businesses, while also welcoming new businesses that add to the mix of goods and services available Downtown. New Downtown businesses should complement and enhance the existing Downtown business mix.

Policy ME 1e: *Mixed-Use Development.* Encourage mixed-use buildings in the Downtown area.

Action Items:

ME 1e (1): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses and/or expedited processing for mixed-use buildings that incorporate sustainable design and/ or increased affordability.

ME 1e (2): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed use buildings.

ME 1e (3): Examine fee structures for redevelopment (permits, capital expansion, street oversizing, planning, etc.) to encourage the development of mixed-use buildings with smaller, more affordable units. Ensure that fee structures reflect the unique context of Downtown development.

ME 1e (4): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.

Policy ME 1f: Housing. Increase the supply of housing in the Downtown area and encourage diverse housing types, including housing choices for a variety of income levels, demographics and lifestyles.

Action Items:

ME 1f (1): Support creation of housing at higher densities in key areas Downtown (for example, the Mason corridor) to increase the supply of housing in the Downtown area.

ME 1f (2): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed use buildings.

ME 1f (3): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for desired housing types.

ME 1f (4): Support reform of the construction defects claim legislation to encourage development of for-sale condominiums.

ME 1f (5): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown.

ME 1f (6): Examine fee structures for redevelopment (permits, capital expansion, planning, etc.) to encourage the development of buildings with smaller, more affordable units.

ME 1f (7): Public-private partnerships should be used to achieve key community objectives, including parking, sustainable design, and affordability.

ME 1f (8): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.



Policy ME 1g: *Government Facilities.* Continue to centralize government facilities and services Downtown. Bring life to civic areas at all times of day.

Action Items:

ME 1g (1): Encourage multiple uses near or inside government facilities to generate pedestrian traffic outside of typical business hours.

ME 1g (2):Encourage live/work, mixed use and studio spaces to encourage activation of civic areas at all times of day. Identify opportunities for more residential development.

Policy ME 1h: *Economic Metrics.* Monitor, evaluate, and adjust to changes in the Downtown economy over time.

Action Items:

ME 1h (1): Anticipate potential impacts of the sharing economy and ensure that policies for land use, municipal regulation, and economic development are reviewed as needed.

ME 1h (2): Identify key metrics and data sources (i.e. an economic dashboard) to appropriately evaluate and monitor Downtown's economic health.

ME 1h (3): Update market conditions and trend analyses every five years and make appropriate adjustments to the Downtown Plan and key metrics.

ME 1h (4): Regularly share Downtown economic information with the public, business owners, and property owners in multiple formats.



Principle ME 2: Identify and create sustainable funding sources to incentivize desirable development, including unique retail, employment centers, diverse housing types and high-quality design.

Policy ME 2a: *Funding.* Investigate alternative funding mechanisms to prepare for the expiration of the Downtown Development Authority (DDA)'s Tax Increment Financing (TIF) resources.

Action Items:

ME 2a (1): Conduct in-depth research that considers several scenarios for 1) continued public investment in Downtown infrastructure, public space, and redevelopment and 2) adequate funding for ongoing Downtown maintenance and operations after the expiration of Tax Increment Financing (TIF) in 2031.

ME 2a (2): Educate the public and stakeholders in the City organization about the impact of investments that have been funded through TIF resources.

Policy ME 2b: Special Districts. Strategically expand public investment in the Downtown Plan area through the General Improvement District (GID) and other special districts.

Action Items:

ME 2b (1): Evaluate the current operations and efficacy of the General Improvement District (GID); consider expansion of the GID boundary to appropriate character subdistricts (e.g. the River Subdistrict) as development moves further from the historic core area when appropriate.

ME 2b (2): Ensure that public improvements are equitably distributed throughout the Downtown area.

ME 2b (3): Evaluate the feasibility of establishing a Downtown economic development fund to further support public-private partnerships in the Downtown area.



In 2031, the DDA's ability to use tax increment financing (TIF) will expire. Now is the time to being thinking about how to support Downtown improvements in the future. To maintain the current level of support for Downtown improvements, approximately \$3.2 million annually (in 2016 dollars) will need to be specifically directed to Downtown improvements and maintenance.

The General Improvement District (GID) has also directed funding to Downtown infrastructure since 1976. This infrastructure includes medians, street trees and public plazas throughout the historic core area. As Downtown continues to grow and expand beyond the historic core, it may be appropriate to consider an expansion of the GID boundaries as well.



Principle ME 3: Encourage new investment in Downtown while continuing to ensure that new development fits into the overall Downtown context.

Policy ME 3a: *Density and Intensity.* Encourage increased density and intensity in strategic locations.

Action Items:

ME 3a (1): Develop new policies and modify current policies, procedures and practices to reduce and resolve barriers to infill development and redevelopment. Emphasize new policies and modifications to existing policies that support a sustainable, flexible and predictable approach to infill development and redevelopment that maintains character.

ME 3a (2): Analyze development review requirements that are in conflict with community goals, among City departments, or that do not reflect the context of Downtown and make appropriate changes to the development review process, if needed.

ME 3a (3): Develop and maintain development fee schedules that account for differences between redevelopment and greenfield development costs, and aim to provide fair and equitable apportionment of cost for the different types of development.

ME 3a (4): Consider implementing payment-in-lieu alternatives to meeting public space/plaza and parking requirements in the Downtown area.

ME 3a (5): Identify potential redevelopment sites that could be prime employment opportunities; identify and address barriers to redevelopment of these sites.





Arts + Culture



Vision

Downtown remains the hub of artistic and cultural activity in the region and is a national and global destination for a diverse range of creative and social offerings that are accessible to many different audiences. Local artists benefit from affordable studio, performance and live-work spaces in addition to a variety of accessible and well-supported venues and resources. Vibrant social spaces and unique cultural assets enrich the lives of residents, the economic health of the Downtown area, and the experiences of visitors.

Overview

Planning exploration of arts and culture encompassed a whole range of issues from general community mindset and approach, to organizational programs and funding support, to physical spaces and logistics.

In addressing the issues and ideas laid out in this plan, the vision of Downtown Fort Collins as a global destination will be realized, and put Fort Collins on the "creative map". The community will benefit with a heightened quality of life, attractiveness to visitors, and a supportive environment for innovation and creativity which is critical to economic and social success in the 21st century.

"A thriving arts and culture community – one that is well-supported, well-promoted and well-recognized – enriches the quality of life for residents and the region's attractiveness to visitors. Arts and culture can inspire fresh ideas and spur innovation; they are inseparable from the overall creative vitality of the region and are an important sector of the region's economy." (The Kresge Detroit Program)

For what makes a community a desirable place to live? What draws people to put a stake in it? These are questions the Knight Foundation researched and discovered that those who are satisfied with their community believe their community has great social offerings, is open and accepting, and has great aesthetics. Domains like basic services, safety, and education systems were not perceived as drivers for community attachment, which was discovered to directly correlate with economic success.

Current Conditions: Many Strengths

The exploration of arts and culture issues highlighted Downtown's strengths – arts and culture are pervasive and a creative energy pulses throughout Downtown. Numerous entities and individuals contribute to a lively and evolving scene. A short walk reveals sculptures



throughout the plazas while music fills the air that can be heard over the laughter of children playing in the fountains. Around the corner an alley is adorned with murals, botanic arrangements, and custom light fixtures, and pop-up art carts; painted pianos and transformer cabinet murals dot the urban landscape. We see the renovated Lincoln Center and brand new Fort Collins Museum of Discovery along with other private arts and culture organizations (Museum of Art, Center for Fine Art Photography, Music District, Bas Bleu Theatre, etc) concentrated in Downtown serving as that anchor.


Over the last decade, Downtown Fort Collins has seen unprecedented investment in its creative infrastructure from all sectors - local government, citizen approved initiatives, non-profits, development authorities, charitable foundations, business and the private sector, and individual community members. Significant effort has gone into preserving the historic character of Downtown Fort Collins and establishing a unique mix of cornerstone cultural organizations, unique shops, creative business, restaurants, coffee houses, and public art. The accumulation of accolades for Fort Collins as one of the "best places to live" in the country is based, in part, on the foundation of arts and culture and the quality of life it provides. This was further acknowledged when Fort Collins received the 2011 Governor's Arts Award.

Downtown Has:



30 Creative businesses



23 Cultural institutions



46 Painted transformer cabinets



12+ Year-round painted pianos



24 Permanent public art pieces

With all of these and countless other manifestations, Downtown showcases Fort Collins' large population of talented artists and creative entrepreneurs. So much so that, in 2016, the State of Colorado designated Downtown Fort Collins a certified Creative District. Efforts to support a creative ecosystem can be seen in the development of studio, exhibition, and performance spaces; professional development and needed resources. Prestigious museums, galleries, and theaters commingle with boutique shops, local restaurants, and creative businesses all weaving a dynamic and vibrant fabric that brings together a wide spectrum of people.



Estimated number of visitors to Downtown is over 1,000,000 annually. This includes residents and tourists. These visits are primarily event and venue driven. Many visit to attend a special event, like the FoCo Music eXperiment, Taste of Fort Collins, or FortOberfest. Bohemian Nights at New West Fest is the largest festival in Downtown, attracting over 100,000 attendees over the threeday weekend of free music. Theatre, dance, and music performances are also a big draw, with the Lincoln Center's two theaters and Bas Bleu Theatre, and a multitude of music venues. Oneof-a-kind museums also attract visitors, including the Fort Collins Museum of Discovery, Center for Fine Art Photography, Global Village Museum, Avery House, and the Fort Collins Museum of Art. Additional attractions include First Friday Gallery Walk, farmers and artisan markets, free music concerts, New Belgium Brewing's Tour de Fat parade and celebration, and, of course, brewery tours.

Key Considerations

Downtown seems the picture of success. In 2016, it is a challenge to find gaps in the thriving creative culture. However, ask an artist how many jobs they have, where they go with new ideas, or whether they can afford to live and work Downtown, and it becomes evident that support and resources are necessary to continue the creative atmosphere that has been a key Downtown's revitalization.

- With significant investment in Downtown and economic success, rents are rising and spaces for living and working that were formerly affordable are becoming out of reach for artists and creatives, bringing new needs for affordable working and living space solutions.
- With a large number of creative efforts happening, there is a strong need for greater coordination, communication networks and support resources, a physical place to "start here" in making these connections for working, learning, and marketing.
- There are a few particular needs and opportunities for strengthening and supporting the 24-hour creative economy of Downtown, including a larger regional Performing Arts Center; a year-round multi-use marketplace; and evolution of transportation, parking, management, and maintenance programs related to balance vibrancy with safety and quality of life.

Lessons Learned

Several arts and culture coordinating organizations have come and gone, some lasting longer than others, with each ultimately closing their doors. The absence of these entities does not mean the needs they were striving to address no longer exist. Their missions focused on advancing arts and culture to develop Fort Collins into a nationally recognized arts and cultural center and destination, distinguishing Fort Collins as a vital community that fosters, celebrates, and inspires human creativity for the artistic, educational, and economic benefit of the community.

Achieving the missions involved providing resources and advocacy, ensuring financial stability, developing venues and facilities, and offering education and business support for creative people. These goals are as relevant and necessary today as ever. In fact, these needs are exacerbated as artists and creatives are priced out of the market, as quality of life and community vitality increasingly rely on creatives living in our midst, and as diversification, creativity, and innovation are critical to education and economies.

We've learned that these needs are still not being met and that a support organization would be of great benefit. And for such an organization to be successful, it requires its own financial stability, political support, effective communication, and buy-in from the creative community. Previous efforts may have been supported politically or initially garnered buyin from the community, but none have had ongoing sustainable funding. Even a modest amount of dependable year-after-year funding would allow such a coordinating entity to leverage that reliable funding towards forwarding the goals of industry instead of chasing money to stay afloat.

This plan combines the terms "arts and culture" and "creative industries" to provide the broadest definition of how arts and creativity impact and define Downtown. The creative industries are composed of arts businesses that range from nonprofit museums, symphonies, and theaters to for-profit film, architecture, and design companies.

Inner Workings of a Healthy Creative Network

This artist's concept depicts a network of connectivity among eight primary elements shown as yellow and orange bursts which were identified as critical to a healthy creative ecosystem. The interconnectedness of these elements to the creative individual at the center, to one another, and to the broader community illustrates how the system depends on all the moving parts working together to survive. The ecosystem and its creative energy are intertwined with the community and creates complex and mutually beneficial impacts shown as emanating from the network.

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Arts + Culture Principles, Policies & Action Items





Principle AC 1: Develop the Creative Network for artists, creative people, and creative businesses in Downtown.

Policy AC 1a: *Networks.* Establish and sustain networks for artists and creatives.

Action Items:

AC 1a (1): Create formal partnerships between organizations involved with arts and culture such as Colorado State University, Poudre School District, philanthropic organizations, Downtown Development Authority, Downtown Business Association, and the City of Fort Collins.

AC 1a (2): Continue working to understand the Downtown creative pertnership network's role in arts and culture at the city, metro, state, national and international scale.

AC 1a (3): Support informal networks to enhance collaboration and innovation.

AC 1a (4): Develop an industry partnership to engage all creatives and forward the industry.

Policy 1B: Around the Clock. Recognize and support Downtown's 24-hour creative economy.

Action Items:

AC 1b (1): The Downtown Business Association (DBA) will implement a 24-hour program that provides resources (information and marketing) that cater to the different times of day.

AC 1b (2): Expand public transportation into evening and weekend hours.

AC 1b (3): Consider a "cultural trolley" that can circulate around Downtown to the various cultural facilities.







Each of these times of day have different uses and different clientele/ customers: young children and families, senior citizens, teenagers, young adults, college students etc...



Policy 1C: *Collaborative Decision-making.* Involve creatives in decision making and policy creation.

Action Items:

AC 1c (1): Consult with the proposed Director of Creative Culture - as a representative of the creative community - to fully consider arts and culture when making decisions on investment and regulations and regulations.

AC 1c (2): Engage artists and creatives in policy creation and decision making.

Policy 1D: Sustainability. Recognize culture as an element of sustainability.

Action Item:

AC 1d (1): Audit the City's approach to sustainability thinking and explore opportunities to incorporate Culture as a defining component alongside environment, economic, and social elements.

Culture is emerging out of social sustainability and is being recognized as a separate, distinct, and integral role in sustainability. UNESCO defines the cultural element of community development as "the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, values systems, traditions and beliefs." New Zealand's Ministry for Culture and Heritage created a well-being model that includes four components: cultural, environmental, social, and economic. An in-depth examination of the cultural aspect of sustainability can be found in the book The Fourth Pillar of Sustainability: Culture's Essential Role in Public Planning by Jon Hawkes.



New Zealand's Ministry of Culture and Heritage Well-being Model





Principle AC 2: Support the creation of an Office of Creative Culture and centralized resources for the creative industries and community as an essential component to achieving the vision.

Policy 2A: *Creative Culture Office.* Create an Office of Creative Culture and support a staff position that will be dedicated to supporting creative industry professionals, implementing collective goals to forward the industry, coordinating with various resources, and bringing all resources/information into one centralized location.

Action Items:

AC 2a (1): The City of Fort Collins will hire a Director of Creative Culture within the Cultural Services Department with connectivity to the Economic Health Office.

AC 2a (2): The Office of Creative Culture will be housed in the Creative Community Center in the historic Carnegie building.



Create Denver is an initiative created out of the City of Denver's Arts and Venues agency and serves as an example of a centralized resource for arts and cultural activities in their community. Create Denver supports the growth and development of the creative sector. Their programs include research and policy recommendations, art and cultural district development, professional development and advocacy. Some examples of their efforts are: research studies on affordable live and work spaces for creatives (Space Matters Study) and the City of Denver's involvement with music (Listen Local: Music in the Mile High City), and advocacy for the creative sector through qualitative and quantitative data, mapping and story; offers scholarships for 50% of tuition for an 11-week business planning program and partnership with Colorado Attorneys for the Arts (CAFTA) which offers pro-bono legal advice; and, provide programs, exhibitions, and professional development workshops and produce the Denver Music Summit which "brings together musicians, industry professionals, civic leaders and music enthusiasts for educational programming, live performances and policy engagement."

Arts + Culture

Policy 2B: *Creative Industry Partnership.* An organizational structure will be created by the Director of Creative Culture that will engage a membership of creative industry professionals.

Action Item:

AC 2b (1): The Director of Creative Culture will convene regular meetings of creatives to garner a complete understanding of their needs, assist and provide resources that support those needs, engage creatives in policy discussions, and provide a united voice for the arts and culture community.

Policy 2C: *Community Creative Center.* Develop centralized resources for creatives at the Community Creative Center at the Carnegie Building.

Action Item:

AC 2c (1): The Carnegie Building is already dedicated to community arts and cultural uses. The City will also facilitate the creative culture centralized resources within the Carnegie Building.



The City will use the Carnegie Building to provide space as the central resource for Arts, Culture, and Innovation in our community. It is a physical space to provide a stable and predictable place for convening, provision of resources, and possible studio and gallery space. It will serve as the first place to go if you are a creative looking for opportunities, or someone looking to connect with creatives.

Policy AC 2d: *Business Education.* Support business education for creatives as vital to the mission of the centralized resource.

Action Items:

AC 2d (1): Support business education for creatives through partnerships with existing organizations such as Small Business Development Center (SBDC), Front Range Community College (FRCC), Colorado State University (CSU), or other providers.



Principle AC 3: Support arts, culture, and creative enterprises with facilities, promotion, expanded program opportunities, and funding.

Policy AC 3a: *Cultural Facilities Plan.* Invest in updating and implementing the highest priority facilities outlined in the Cultural Facilities Plan.

Action Items:

AC 3a (1): Further explore the feasibility of an 1800 – 2200 seat performing arts center Downtown and other recommended venues with an updated Cultural Facilities Plan expected in 2017.

AC 3a (2): Support the creation of a year-round marketplace that includes arts, crafts, and makers.



The Fort Collins Car Barn provides an opportunity for an iconic historic structure to be rehabilitated and adapted into a year-round marketplace.

Policy AC 3b: *Cultural Marketing.* Promote and market the Downtown arts and culture scene.

Action Items:

AC 3b (1): The City will cooperate with the Downtown Business Association, Visit Fort Collins and the Downtown Creative District to create a campaign that will facilitate interest in Downtown's art and culture scene.

AC 3b (2): Support and embrace the value of the State-certified Downtown Fort Collins Creative District in promoting Downtown and supporting the creative industry.



Policy AC 3c: *Innovative Arts.* Support the creation of innovative and risk-taking arts programs to enhance creative placemaking Downtown.

Action Items:

AC 3c (1): Support existing and future efforts and partnerships to create innovative programming Downtown (PIC: Art Cart in Old Town Square).

AC 3c (2): Explore upstarting a kiosk or pop-up art studio program.

AC 3c (3): Review and revise policies that might unintentionally limit this type of programming.



Policy AC 3d: *Cultural Tax Support.* Support the creation of a regional sales tax or other funding mechanisms to support and sustain arts and culture [SCFD, GID, BID, 1% voluntary sales tax (Crested Butte)].



Established in 1989, the Denver Scientific and Cultural Facilities District (SCFD) collects 1/10 of 1% of sales and use tax throughout the seven-county Denver metropolitan area. The SCFD distributes approximately \$40 million annually to scientific and cultural organizations. "The funds support cultural facilities whose primary purpose is to enlighten and entertain the public through the production, presentation, exhibition, advancement and preservation of art, music, theatre, dance, zoology, botany, natural history and cultural history."



Principle AC 4: Sustain and improve affordability and availability of live/ work and studio space for artists and creative people.

Policy AC 4a: *Partnerships.* Support public-private partnerships for development of creative start-up spaces and affordable live and work spaces for creatives.

Action Items:

AC 4a (1): Invest in public-private partnerships to develop affordable creative spaces.

AC 4a (2): Inventory existing spaces and buildings that could be used for start-up, live or work space.

Policy AC 4b: *Incentives.* Explore ways to educate and incentivize creative live/work spaces, venues, and galleries in private development projects.

Action Items:

AC 4b (1): Audit the Land Use Code for opportunities to encourage or incentivize arts and cultural uses.

AC 4b (2): Explore connecting the use of flexible funding streams for arts and cultural uses.

AC 4b (3): Provide data/information to developers and landlords on the value of retaining a mix of creatives in Downtown.



Artspace in Loveland is one example of a newly developed space combined with the rehabilitation of a historic mill building that provides an affordable live/work space for creatives.





Principle AC 5: Explore opportunities to incorporate more art into Downtown properties, businesses, and public spaces.

Policy AC 5a: *Public Spaces to Support Art:* Develop a plan for better utilization of public spaces and alleys to support arts and culture related uses.

Action Items:

AC 5a (1): Inventory micro-urban space such as alleys, parking lots, and other utility areas to incorporate art.

AC 5a (2): Develop public and/or private art programs that take advantage of micro-urban spaces.

AC 5a (3): Program "convertible" streets that can be used for art events (Canyon Avenue, 200 block of Linden, 200 block of Howes).



The Art in Public Places Program (APP) has been a windfall for public art since 1995. The City of Fort Collins dedicates 1% of budgets for City construction projects (> \$250,000) toward APP, and consults with artists on smaller projects, as evidenced by sculptures in roundabouts and stamped/carved concrete on bike path underpasses. APP also facilitates transformer cabinet murals and collaborates with the Bohemian Foundation and DDA for the Pianos About Town projects.

Policy AC 5b: *Public Art Initiative:* Develop and expand public arts initiatives that results in more art installations throughout the entire Downtown.

Action Items:

AC 5b (1): Evaluate the City's Art in Public Places Program for potential expansion, greater opportunities for artists, and increased public engagement.

AC 5b (2): Explore opportunities to collaborate with the Neighborhood Connections Program to develop a neighborhood-based public art program.

AC 5b (3): Convene all stakeholders to explore opportunities and structure that could support additional public and/or private arts initiatives.

Policy AC 5c: *Subcultural Art:* Explore opportunities for expression through subcultural art, such as graffiti, flier-art, busking, and performance and impromptu art.

Action Items:

AC 5c (1): Identify and address rules and other barriers that may unnecessarily limit expression in Downtown.



Policy AC 5d: *Incorporating Art into Development:* Incentivize art in new development and redevelopment.

Action Items:

AC 5d (1): Audit the Land Use Code for opportunities to encourage or incentivize art in new private development and redevelopment projects.

AC 5d (2): Explore opportunities for art work to in lieu of design requirements.



Energy + Environment

Vision

Downtown Fort Collins actively pursues sustainability in all operations and development projects. Downtown is exemplary of City-wide climate protection efforts, having incorporated innovative strategies for energy conservation, production, enhanced mobility and resiliency. From any Downtown location, people can easily access the Poudre River, parks and natural areas. The presence of nature is felt even in Downtown's most urban spaces and is cultivated as an essential amenity. Recreational access to nature is balanced with the need to preserve and protect natural resources, while stormwater management and utility infrastructure ensure existing and future community needs are met.

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Energy + Environment

Overview

Downtown is adjacent to one of Northern Colorado's most significant and iconic natural features – the Cache la Poudre River. The community's commitment to the restoration and enhancement of the Poudre River watershed is indicative of the high priority residents place on natural resource protection and environmental quality. Not only does Downtown offer numerous opportunities to showcase the conservation of the Poudre River corridor, but it is also the ideal location to highlight other public and private initiatives that improve the health of our natural environment.



Fort Collins recently adopted some of the most ambitious goals for reduced greenhouse gas emissions of any city in the United States. By 2020, the City aims to reduce the emissions of greenhouse gases to 20% below 2005 levels. By 2030, that reduction increases to 80% below 2005 emission levels, with the ultimate goal of becoming a "carbon neutral," or zero-emission, City by 2050. Because Downtown is a hub for business and innovation, this area is uniquely positioned to lead the way by pursuing strategies that support goals



related to energy efficiency, technological advances, renewable energy production, waste management, air quality and environmental health. New buildings should be built to last from durable materials and with potential adeptability in the future as a useful goal while wxisting Buildings and infrastructure should be valued for their embodied energy and flexibility. As the most loved, and therefore most used, area of Fort Collins, ensuring that all residents, employees and visitors can easily access natural spaces is essential in the Downtown area. As development and redevelopment continue to intensify and "fill in the gaps" throughout the Downtown, creating and preserving spaces that offer a respite from the hustle and bustle of urban life will become increasingly important.



Similarly, improvements to infrastructure for water and wastewater service and stormwater management must also match the pace of growth and development in the Downtown area. Many existing pipes and facilities are outdated, in poor condition, or undersized to adequately serve Downtown and the surrounding neighborhoods into the future. Careful planning and investment in infrastructure upgrades are crucial to the continued vibrancy and success of the Downtown area.



The principles, policies and action items in this section of the Downtown Plan align with the energy and environment vision, as well as the policies outlined in the City's Climate Action Plan, Poudre River Downtown Master Plan, Nature in the City Strategic Plan, City Plan and other guiding documents.

Poudre River Corridor

The Poudre River is a defining natural feature for the community. It provides numerous ecological functions that support public and environmental health, as well as deep historic and cultural significance for Fort Collins residents. The importance of conserving the river corridor has been repeatedly reinforced through policy guidance and investment in specific projects.

The ecology and beauty of the river should be not only protected, but also enhanced, as Downtown development and recreational activity continue to increase. The Downtown Poudre River Master Plan, adopted in 2014, focuses on improvements that support and connect wildlife habitat, provide highquality and safe recreational experiences, and protect against flood damage in the Downtown section of the Poudre River corridor. As Fort Collins grows, Downtown should protect the assets that make it so desirable. A healthy river corridor, access to parks and natural areas within the urban setting, and scenic views are all important facets of the Downtown experience. An easily accessible river corridor offers a respite from the excitement and pace of the urban core, which in turn yields physical, mental and emotional health benefits for visitors. However, recreational access on and along the river, as well as new urban development near the river, should remain secondary to the protection of the river's important ecological functions.



The Poudre River corridor has undergone significant changes over the past 150 years. Flooding, natural shifts, industrial activity, and projects that sought to confine and control the channel have all impacted the way the river looks today. In recent decades, an increased focus on returning the river to a more natural state, reconnecting the river channel to its floodplain, and providing recreational access along the river have further shaped this distinctive natural corridor.







Recent restoration efforts seek to return the river to a more natural state.









Climate Resiliency & Innovation

Downtown is ideally positioned to test and demonstrate advanced strategies for protecting natural resources and achieving emissions reduction goals. In fact, with more ClimateWise business partners, solar arrays and electric vehicle charging stations than any other area of the City, Downtown is already leading the way.

Sustainable projects and programs should be recognized and visibly showcased to celebrate innovation. The City of Fort Collins should set an example for environmental stewardship and reducing greenhouse gas emissions, including testing energy efficiency approaches, clean energy technologies, and funding models that could be applicable to the private sector.

Improvements in energy efficiency, particularly for existing buildings, could advance the community's greenhouse gas reduction goals more than any other strategy. In the Downtown area, numerous commercial and residential buildings could both reduce their energy costs and positively impact greenhouse gas reduction goals by retrofitting windows and doors, improving insulation and managing energy use more strategically. City Climate Action plan goals should also reflect the embodied energy of existing buildings that are adaptively reused in comparison to the environmental costs of new construction.

Colorado's abundant sunshine, windy days and access to geothermal energy provide ample opportunities for renewable energy production and use. Solar panels can be added to rooftops and parking areas; the solar potential of a property can be maximized through site planning and building design; solar production, solar heating, and passive solar strategies can be incorporated into new buildings; new solar technologies can be tested and evaluated on civic buildings; and the community can pursue new shared solar programs like community solar gardens.



In support of the City's climate action planning and green building priorities, new buildings should be designed or retrofitted to maximize energy efficiency, minimize water use and waste generation, minimize waste products and utilize sustainable construction materials. Food production, composting, water treatment, waste to energy conversion, and other restorative or regenerative features should be considered on development sites, as should infrastructure to support alternative vehicles, fuels and modes of transportation. An excellent level of environmental quality, both outdoors and in buildings, is essential to public health and highly valued by the Fort Collins community. Outdoor air pollution significantly impacts sensitive populations, and indoor air pollution is the 9th leading cause of disease in the U.S. These and other health concerns need to be considered as new development occurs and existing properties redevelop.



Downtown is already leading the way in renewable energy production, green building, waste management, electric vehicle charging and other innovative approaches to improving quality of life, reducing greenhouse gas emissions, and supporting a resilient economy.

Nature in the City

The Nature in the City Strategic Plan outlines a vision for "a connected open space network accessible to the entire community that provides a variety of experiences and functional habitat for people, plants and wildlife." Access to nature and the conservation of wildlife habitat is particularly important in the Downtown core, where there are more people and businesses but fewer opportunities for public parks and natural areas.

Public entities and private property owners should both play a role in advancing the community's Nature in the City goals – including the creation and enhancement of outdoor spaces, expanding the community's tree canopy, reducing the impact of nighttime lighting on human and wildlife health, and promoting urban agriculture.

Tree Canopy: In addition to offering shade to visitors, the Downtown tree canopy serves numerous environmental and economic purposes. Trees improve aesthetics and property values, naturally cool buildings in the summer, intercept rainfall and support stormwater management, filter air and water and store carbon from the atmosphere.

Night Sky Protection: Bright nighttime lighting affects both human and environmental health. A lack of darkness at night can disrupt circadian rhythms, wildlife reproduction and predator/prey relationships. Further, dark night skies are often associated with a small-town character and a connection to the natural environment – values that resonate deeply with Fort Collins residents.

Urban Agriculture: Beyond producing food for local residents and restaurants, urban agriculture also offers ecological benefits. The environmental inventory conducted for the Nature in the City Strategic Plan found that agricultural spaces, particularly those with a variety of edible plantings, support important habitat for bees, butterflies and other pollinators.



Benefits of a tree annually

\$1.41 net CO₂ reduction \$3.62 net energy savings \$0.60 net air quality benefits \$13.04 stormwater runoff reduction \$51.59 aesthetics + property value

\$70.26 total





1 Source: McPherson, G.E., Simpson, J.R., Peper, P.J., Maco, S.E., Xiao, Q. 2003. Benefit-cost Analysis of Fort Collins' Municipal Forest. Center for Urban Forest Research, USDA Forest Service.



Opportunities for Nature - Downtown

Natural Areas

Properties along the Poudre River, Including City Natural Areas, flood plain, and other protected areas provide significant wildlife habitat and ecological benefits a, as well as numerous opportunities for nearby residents and visitors to connect to nature via paved and unpaved trails, river access points and other opportunities for low-impact recreation, and quiet enjoyment.

Natural-Urban Interface

Closer to the Downtown core, there are opportunities for more formal recreational experiences and interaction with nature. Protection and enhancement of wildlife habitat remains critical, but parks, shelters, paved trails and gathering areas are designed to handle more visitor use. Family activities and exercise are most common in these areas.

Neighborhoods

Within residential areas, there are numerous opportunities for residents to create natural settings, observe wildlife, and connect to nature in their own backyards. Front lawns, tree planing strips, backyards and shared common areas can all be enhances to create habitat for birds butterflies, pollinators - and allow people to find respite at their home.

Civic Areas

Downtown's civic areas bring residents and visitors together, weather for business, events, work or play. Native landscaping, quiet gathering spaces, mature tree canopy and naturalized edges around park spaces can all contribute to a more diverse landscape that supports urbanadapted wildlife and diverse landscape that supports urban - adapted wildlife and chances for visitors and employees to enjoy the benefits of time outside in nature.



Urban Areas

In the most urban parts of Downtown, interaction with a truly natural setting is hard to come by. However, landscaped plazas, "parklets", green roofs, living walls. Planters, rain gardens and other features can infuse both wildlife habitat and a softened, more naturalized character in areas of higher density and intensity.

Utility Infrastructure

Utility infrastructure is a critical, but often forgotten, factor in Downtown's vitality. Fort Collins has a long and storied history of flooding along the Poudre River and other stream corridors. In 2013, the Colorado Front Range experienced one of its most extreme rainfall and flood events in recorded history. In Fort Collins, up to 12 inches of rain fell in some locations, causing the largest flood occurrence on the Poudre River since 1930.

While the flood certainly impacted properties and facilities along the river corridor, the effects could have been more severe if not for the City's extensive investment in infrastructure to manage rain and snowmelt over the past few decades. New development and redevelopment will continue to have impacts on Downtown's ability to manage storm runoff. There are numerous opportunities to further improve infrastructure to ensure that the Downtown area is well-prepared for future severe storm events.

In addition to stormwater management, functioning water and wastewater systems - with adequate capacity to respond to new land uses and development projects - are non-negotiable. Downtown simply cannot thrive without these services. A recent inventory of underground water and wastewater infrastructure found that the majority of pipes throughout the historic core area are approaching a century old, and in some cases nearing the end of their useful lifespan.

Fort Collins Utilities has prioritized upgrades and infrastructure replacement for the Downtown area, and adequate staffing and financial resources will be necessary to maintain and upgrade these facilities at a fast pace. However, this challenge also presents a major opportunity. As trenches are dug and pipes are replaced, the City has a chance to test and implement related projects that align with other community goals. For example, there may be opportunities to include broadband infrastructure, pilot new smart grid technologies, or incorporate solar and geothermal energy production into (or underneath) Downtown's roadways.

Managing water demand can also help ease the pressure on Downtown's utility services as infrastructure ages and infill and redevelopment continue to occur. Water conservation strategies, both inside and outside buildings, can help property owners save water – and money – while reducing the need for additional water and sewer service.



Ongooinr repairs and upgrades to water, wastewater and stormwater infrastructure will be critical to Downtown's vibrancy and success long into the future.



The majority of water and wastewater infrastructure in the Downtown area is over 80 years old. This may result in service challenges- for both existing and future development - as these facilities approach the end of their functional lifespans.

Energy + Environment Principles, Policies & Action Items





Principle EE 1: Celebrate, preserve and enhance the Poudre River Corridor and other unique natural resources.

Policy EE 1a: Poudre River Resource Protection.

Protect the natural and cultural heritage of the Poudre River corridor as a valuable and irreplaceable resource as it flows through Downtown.

Action Items:

EE 1a (1): Amend the Land Use Code to add review criteria that consider the impacts of development projects on significant public views to the Poudre River.

EE 1a (2): Continue to conserve land along the Poudre River to protect floodplain areas and optimize carbon sequestration through floodplain requirements and natural habitat buffers.



The Poudre River corridor is one of the "crown jewels" of both the Downtown and Fort Collins as a whole



Policy EE-1b: *Urban Transition to the Poudre River.* Create a transition in the character of the Poudre River corridor from the higher intensity Downtown core to a more naturalized context away from the core.

Action Items:

EE 1a (3): Support implementation of specific projects identified in the Poudre River Master Plan, such as the Poudre River History Walk, river restoration projects, pedestrian connections, and the Downtown kayak park.

EE 1b (2): Utilize Land Use Code requirements to ensure new development creates a transition between Downtown and the river.

Policy EE-1c: Connections to the Poudre River. Strengthen visual and pedestrian connections between Downtown and the river.

Action Items:

EE 1c (1): Create additional sidewalks, trail connections and gathering places along the river that allow people to view and experience the Poudre River corridor while minimizing impacts to sensitive natural resources.

Policy EE-1d: *Brownfield Sites.* Support the remediation of contaminated brownfield sites along the Poudre River corridor.

Action Items:

EE 1d (1): Assist with the identification and remediation of brownfield sites that may impact public health, with consideration of the environmental, social and economic costs and benefits of remediation projects.

EE 1d (2) In landscaping near the Poudre River, encourage the selection of plant species that remove contaminants from soils and support bioremediation. Identify a list of plants that are well-suited to the local climate and support remediation of contaminated sites, and provide to property owners and developers.



Principle EE-2: Demonstrate and showcase technologies, strategies and innovative approaches that advance the City's climate action goals.

Policy EE-2a: *Renewable Energy Production*. Collaborate with business and institutional partners to lead the way in piloting and advancing renewable energy production, storage and use in the Downtown area.

Action Items:

EE 2a (1): Develop informational and educational resources on renewable energy (solar, geothermal, hydropower, wind or other technologies) that acknowledge the unique constraints and opportunities Downtown (e.g., historic buildings, shared rooftops).

EE 2a (2): Explore mechanisms for coordinated energy and sustainability accounting to measure overall net impact and level of performance to track progress toward citywide greenhouse gas reduction goals.

EE 2a (3): Explore a variety of funding sources and creative financing mechanisms to implement Climate Action Plan priorities in the Downtown, including public-private partnerships, Colorado Commercial Property Assessment Clean Energy (C-PACE), or other appropriate mechanisms.

EE 2a (4): Identify buildings with the greatest and most effective opportunities to integrate photovoltaic systems. Create education, incentives, rebates, demonstrations, and partnership opportunities to facilitate participation.

EE 2a (5): Explore solutions that allow multiple tenants and condo owners to produce and utilize renewable energy in shared buildings, both residential and commercial.



The Downtown area can build on the FortZED initiative project by pursuing Department of Energy and other research funding opportunities to support CSU and private industry in developing, testing and deploying new solutions into the market. Downtown is an ideal living laboratory because of its compactness and visibility for the community.

EE 2a (6): Develop subdistrict- or community-scale solar gardens that are available to commercial subscribers. Consider installation on top of parking garages, sites with limited development potential, and other suitable sites.

EE 2a (7): Promote and incentivize the use of passive urban cooling strategies, such as tree canopies, reflective roofs and pavement, living walls and roofs, and shading canopies and devices over windows, walls, parking lots and other open areas.

EE 2a (8): Create ongoing awareness about climate action and encourage community members to suggest and demonstrate ideas that support greenhouse gas reduction goals.

EE 2a (9): Identify obstacles and opportunities to support the development of public and/or private district energy, combined heat/power, smart grids, demand response systems, and other energy innovation projects in the Downtown area.

EE 2a (10): Engage innovative groups, such as the "Places of Invention Innovators' Network," in conversations about ways to encourage innovation, reduce risks, showcase local technologies, and pilot university research.

EE 2a (11): Pursue partnerships with developers to incorporate rooftop solar production into existing and future development projects, including self-storage, warehouses, and other uses with suitable roof space.



Many buildings, businesses, and development projects are already leading the way in innovative construction, energy production and sustainability strategies.

Policy EE-2b: Energy Efficiency. Retrofit existing buildings to improve energy efficiency.

Action Items:

EE 2b (1): Expand education and incentive programs to encourage energy efficiency retrofits.

EE 2b (2): Showcase deep energy renovations in Downtown buildings.

Policy EE-2c: *Showcase Innovation.* Demonstrate, showcase, measure, and engage the community around innovative approaches to environmental stewardship and energy management.

Action Items:

EE 2c (1): Partner with CSU's Eco-District initiative to test and demonstrate innovative and sustainable projects in the Downtown.

EE 2c (2): Develop a walking tour and digital guide to introduce and explain the energy and environmental innovations in the Downtown area. Connections to Colorado State University's innovative programs and projects should be highlighted.

EE 2c (3): Include educational signage regarding environmental topics as part of new development projects, at civic buildings and in public spaces.

EE 2c (4): Integrate public art with renewable energy technology to showcase energy innovation. Integrate historic themes, energy and water innovation, and artistic elements (e.g., interactive or kinetic art).

Policy EE-2d: *Green Building.* Encourage and support above-code green building practices for all Downtown construction and development.

Action Items

EE 2d (1): Consider green building practices when providing public financing for new development or redevelopment projects, as appropriate.

EE 2d (2): Support green building projects that exceed minimum code requirements through incentives, rebates, educational programs and other initiatives.

EE 2d (3): Encourage developers and property owners to utilize the Integrated Design Assistance Program. Provide technical assistance and education on the benefits and business case for green building practices.

EE 2d (4): Incentivize new construction from durable materials that will last and provide flexible, adaptable buildings for future generations.



The Brendle Group building, exemplifies how energy efficiency, renewable energy, wast reduction and reuse, "smart technology" and water conservation approaches can be used to renovate and retrofit existing Downtown buildings.

212 Mulberry, LEED Gold-certified by the U.S. Green Building Council, was also the recipient of a 2011 City of Fort Collins Urban Design Award.

Policy EE-2e: *Building Reuse.* Encourage adaptive reuse of existing buildings and consider the lifecycle of all materials in the construction and demolition process. Avoid the environmental costs of demolition and new construction whenever possible.

Action Items:

EE 2e (1): Acknowledge the environmental benefits of existing buildings and incentivize property owners and developers to reuse or partially reuse existing buildings before redevelopment.

EE 2e (2): Revise requirements for waste reduction plans as part of the development review process for demolition and redevelopment projects to ensure that both construction and operations waste are minimized.

EE 2e (3): Consider the environmental potential of a mandated deconstruction and salvage program for buildings constructed prior to a certain date.

Policy EE-2f: Environmental Quality.

Support programs and initiatives to improve indoor and outdoor environmental health Downtown.

Action Items:

EE 2f (1): Encourage best practices to detect and mitigate indoor air pollutants such as carbon monoxide, volatile organic compounds, radon and particle pollution for redevelopment projects that utilize existing buildings. Encourage best practice maintenance of heating, ventilation and air conditioning (HVAC) systems to maintain healthy indoor environmental quality.

EE 2f (2): Require radon testing and mitigation for new development, redevelopment, and remodels.

EE 2f (3): Encourage the design, construction, and operation of buildings that meet WELL Building standards or similar measures of superior indoor environments.

EE 2f (4): Apply the Transportation Air Quality Impacts Manual to projects in the Downtown to inform land use and transportation decisions.

EE 2f (5): Encourage integrated pest management practices to reduce pesticide use and runoff and improve environmental health throughout the Downtown. Policy EE-2g: *Electric Vehicles:* Provide infrastructure and policy support for electric vehicles in the Downtown area.

Action Items:

EE 2g (1): Develop a business electric vehicle (EV) charging station incentive program to increase installation of EV charging stations at existing businesses and institutional facilities.

EE 2g (2): Evaluate the effects of additional vehicle charging stations on grid management and existing utility infrastructure. Identify needed improvements to support demand.

EE 2g (3): Update parking regulations to address growing demand for electric vehicle (EV) charging infrastructure in new development and redevelopment projects and parking facilities. Require dedicated EV and/or car sharing spaces for parking lots over a certain size.

EE 2g (4): Explore opportunities for neighborhood electric vehicle (EV) programs.

EE 2g (5): Identify additional EV parking areas and charging stations.

EE 2g (6): Explore opportunities to provide realtime EV charging station availability information.

EE 2g (7): Explore the transformation of the Mason Street Corridor from a designated "enhanced travel corridor" to a "transportation innovation corridor" that integrates and supports new transportation technologies and products (e.g., driverless cars, shared cars, electric and alternative fuel vehicles).

The redevelopment of the new Music District, located near Laurel Street and College Avenue, is an example of "adaptive reuse" of existing buildings. The project repurposed the buildings on site to accommodate new studio and performance spaces, rather than constructing brand new buildings.





Principle EE-3: Incorporate opportunities to find respite and enjoy nature throughout Downtown.

Policy EE-3a: *Nature in the City.* Continue to implement the actions identified in the Nature in the City Strategic Plan as applicable to the Downtown area.

Action Items:

EE 3a (1): Review the Land Use Code and propose amendments to clarify open space requirements and ensure standards allow for site-specific solutions based on Downtown context, scale and objectives. Consider payment-in-lieu options to create larger public natural spaces.

EE 3a (2): Inventory existing outdoor public and private outdoor and green spaces in the Downtown area and identify ways to enhance connections with nature in these areas.

EE 3a (3): Incorporate pocket parks, courtyards, safe children's play areas, green roofs, living walls, and opportunities to enjoy nature into new development, existing properties, streetscapes, alleyway improvements and other projects.

EE 3a (4): Incorporate landscaping that benefits birds, butterflies, pollinators and other urban adapted wildlife species into new development, existing properties, streetscapes, alleyway improvements and other projects.

EE 3a (5): Showcase art, energy, and nature together through Art in Public Places projects and other artistic installations.

EE 3a (6): Incorporate setbacks or varied edges into large infill buildings to create a green edge and publicly accessible plazas, courtyards and gathering spaces.

Policy EE-3b: Tree Canopy. Maintain and expand the Downtown tree canopy.

Action Items:

EE 3b (1): Continue to incorporate street trees and high-quality landscaping in all development. Continue to maintain the health and longevity of the existing, mature tree canopy Downtown.

EE 3b (2): Proactively plant trees to replace those that may be lost to drought, disease (e.g., emerald ash borer), or other causes.

Policy EE-3c: Night Sky Protection.

Reduce the impact of Downtown lighting on dark night skies.

Action Items:

EE 3c (1): Incorporate best lighting practices and dimming capabilities into street, pedestrian and building lighting. Select lighting sources with appropriate intensity, color output, color rendering, and lighting distribution designed to support public safety, reduce glare and minimize health impacts.

EE 3c (2): Ensure that lighting levels on existing and new development sites are adequate to protect public safety and ensure personal security while protecting natural features (e.g., the Poudre River corridor) from unnecessary light spillage. Revise the Land Use Code to reflect best lighting practices.

EE 3c (4): Complement the primary uses of various Downtown character subdistricts with lighting that fits the context and priorities for each area (e.g., wildlife protection along the river corridor vs. entertainment in the historic core).

Policy EE-3d: Edible Landscapes.

Incorporate edible gardening on vacant sites and shared community spaces to increase food access and provide education on urban agriculture.

Action Items:

EE 3d (1): Create Land Use Code standards for edible landscaping within public rights-of-way.

EE 3d (2): Encourage the planting of fruit trees as part of new development projects.

EE 3d (3): Identify possible locations acceptable for limited food production in strategic locations along the Poudre River.





Decorative lighting should be used in a way that does not create uplight, glare, or other adverse impacts.





Principle EE-4: Ensure that Downtown utility infrastructure meets the needs of current and future property owners, businesses, residents and visitors.

Policy EE-4a: *Innovation in Utility Improvements*. Identify opportunities to achieve energy production, transportation, and urban design goals in tandem with utility improvements.

Action Items:

EE 4a (1): Encourage cooperative approaches to sustainability innovations, such as renewable energy production and smart grid technologies, to pilot and test new methods and distribute financial risk among various departments, agencies and parties.

EE 4a (2): Determine feasibility and reduce barriers for implementing new sustainability approaches and technologies within the right-of-way (e.g., geothermal, solar, low-impact development).

EE 4a (3): Create an interdepartmental group that brings together all departments involved in construction to identify partnership opportunities, improve coordination, and reduce barriers to implementing forward-thinking approaches to utility service.

EE 4a (4): Seek private and other creative funding sources for innovative capital projects that support sustainability.





Landscape techniques that reduce the need for irrigation and manage storm water should be prioritized Downtown

Policy EE-4b: Stormwater Management. Enhance

Downtown's capacity to manage and respond to rain, snow and flood events.

Action Items:

EE 4b (1): Continue to require, and encourage best practices and latest technology for Low-Impact Development (LID) as part of new development.

EE 4b (2): Coordinate implementation of the projects detailed for the Old Town Drainage Basin in the Stormwater Master Plan with other public and private development and improvement efforts.

EE 4b (3): Develop an outreach program that highlights the City's history of flooding and stormwater management efforts and what property owners can do to reduce stormwater runoff volume, reduce flooding impacts, and improve the water quality of runoff.

Policy EE-4c: *Water and Wastewater Utilities*. Proactively improve and replace the aging water and wastewater infrastructure throughout the Downtown area.

Action Items:

EE 4c (1): Prioritize improvements and determine a realistic timeline for upgrades and replacement of water and wastewater infrastructure throughout the Downtown.

EE 4c (2): Determine an equitable financing mechanism for upgrading smaller, deteriorated water and sewer lines.

EE 4c (3): Ensure that infrastructure is sized to allow for planned or future development and adequately accounts for potential impacts to the water and wastewater system.

Policy EE-4d: *Water Conservation.* Incorporate water conservation techniques into both existing properties and new development sites.

Action Items:

EE 4d (1): Encourage use of the Net Zero Water Planning Toolkit by property owners and developers to evaluate water footprints for properties, establish subdistrict goals for water conservation and water quality improvements, and track and report progress towards achieving net zero water use.

EE 4d (2): Encourage public and private landscaping that utilizes xeric and wildlife-friendly plant species and management techniques. Continue to provide resources and technical assistance to property owners and developers.

Management + Maintenance

Vision

Downtown remains safe, clean and inviting for walking, where people of all ages and backgrounds can feel welcome and comfortable. Management, policing, and maintenance of public space remain highly responsive, detailoriented, and innovative in support of commerce, socializing, community gatherings, civic participation, and Downtown living. Nightlife remains a key aspect of Downtown's vitality, and its special needs and impacts are recognized and addressed with responsible, collaborative efforts in the interest of safety and quality of life for the community. Mutual understanding and relationships continue to develop among all providers of services and affected interests as a key to managing overlapping and sometimes competing interests in the spectrum of activity throughout the day and into the night.

Overview

The underlying fabric of Downtown is its pedestrian spaces. Sidewalks, plazas, alleys, parks, street medians, trails and natural areas along the Poudre River combine to form a network of connected, publicly accessible spaces. Nowhere else in the City or region is there a comparable fabric. Keeping these spaces safe, clean, and inviting for pedestrians is essential to maintaining a comfortable and welcoming atmosphere Downtown.



Public pedestrian spaces are crucial to Downtown's overall success. They provide myriad opportunities for social interaction, which is the source of energy that drives Downtown's vibrancy. A whole spectrum of people and activities converge in daily and weekly cycles, creating a range of priorities and challenges in the daytime, evening, and into the night.

The frequency of community events and festivals Downtown has also increased in recent years. While these events add energy and vitality, they also impact traffic, business and pedestrian accessibility. Weekends - Thursday through Saturday nights - often become de facto events in themselves. Downtown can often host well over ten thousand people in a single evening and night of socializing and culture. Events and festivals must be carefully balanced with ordinary commerce and community life.

Downtown has matured to a stage where a large number of programs and services are already in place to deal with a wide range of management and maintenance issues. Responsibilities are shared among the City, the Downtown Development Authority (DDA), the Downtown Business Association (DBA), property owners and numerous others.
The evolution of these efforts has set high expectations. Keeping up with the growing needs of Downtown will remain a constant challenge. Whereas the maintenance and management problems described in the 1989 Downtown Plan were a function of disinvestment and deterioration, our challenges today are a result of Downtown's revitalization and popularity.

More people want to spend time Downtown. Organizers

Prominent Management and Maintenance Efforts

District 1 Police (est. 1996) - Formed to focus specifically on the policing needs of the Downtown area. Its philosophy follows a tailored Community Policing approach that builds community relationships to engage in problem solving.



of festivals and events think of Downtown first. The

public pedestrian spaces throughout the Downtown

area require more frequent and more intensive

maintenance and repair. All of these issues are, in

many ways, "good problems to have." But to create a

welcoming atmosphere for all of the people who visit

Downtown, we must work to actively and effectively

manage its success.



Parks Downtown maintenance and beautification program (est. 1990s) - Run by the City Parks department. In 2015, the Parks Department spent over \$1.7 million on Downtown maintenance activities.

Holiday Lights (est. 2011) - Thousands of strands of holiday lights illuminate the Historic Core from November to February. The lights are a joint effort of the Downtown Business Association, the Downtown Development Authority and the City of Fort Collins.





Keep Fort Collins Great (est. 2010) - .85% sales tax passed by Fort Collins voters in 2010 to fund services and programs throughout the community, KFCG has funded projects Downtown including landscaping and maintenance, alley maintenance, D1 Police officers, and more.

Street Outreach (est. 2016) - Outreach Fort Collins began in 2016 to "maintain Downtown as a safe and welcoming place while connecting our community's most vulnerable to the services and supportive networks they need."





General Improvement District (GID) (est. 2012) – The (GID) created a 15-year Capital Improvements Plan in 2012. This Plan outlines future street and crosswalk improvements, gateway improvements, and ongoing maintenance for Downtown's sidewalks, curbs and gutters.

Key Considerations

Discussions during the Downtown Plan process drew attention to issues in two specific areas worth highlighting. First, the need for focused attention on keeping up with growth; and second, the need to increase mutual understanding crucial distinctions between homelessness-related issues and issues of illegal or disruptive behaviors.

Keeping Up With Growth

The City's Parks and Police Departments have lead roles in keeping Downtown safe and clean, working in collaboration with the DDA, DBA, other City departments, and numerous others. Both the Parks and Police Departments have evolved and expanded over the years to meet Downtown's growing needs, and also to constantly improve services. Recognizing and continuing their crucial role in Downtown's success story was a clear message in planning discussions with stakeholders.



The River District is an example of expanding pedestrian improvements and activity into formerly peripheral or "backstage" areas. Expansion is planned to continue.

Downtown Expansion and Growing Maintenance Demands

The area most people think of as "Downtown" is growing as pedestrian improvements expand beyond the Historic Core. Examples of expansion include :

- River Sub District and Innovation Sub District streetscape and
- Poudre Kayak Park and connections across the Poudre River Corridor
- Mason North District streetscape connections
- Campus North streetscapes linking Downtown and CSU
- Lincoln Corridor streetscape
- Civic Center with new City buildings and grounds
- Additional enhanced alleys

As activity increases throughout the entire Downtown area, so will demands for additional maintenance. Ensuring a high-quality, pedestrian-oriented Downtown will require careful assessment of many different factors:

- Growing demand for events and festivals
- Weekends becoming significant events in themselves
- Constant demands on sidewalks café dining, bike parking, vending, signs
- Increasing concerns about unwanted and illegal behavior
- Repairs and replacements of aging improvements

Parks Department Downtown Management Area

The program was initially established in the historic core commercial area but is expanding as more pedestrian enhancement projects are built in other character areas. Expanding public perception of what constitutes the walkable Downtown is consistent with longstanding community visions. However, as pedestrian and beautification improvements continue to expand beyond the historic core, they should be programmed, designed, and maintained to be supportive and complementary of the core, and not dilute the focus on or continued improvements in the core.



Future improvements outside the historic core should be formulated to: 1) cultivate a unique identity in each character area; and 2) include additional dedicated sources of funding for their operations and maintenance needs. The emphasis of investment in different character areas will vary, with different degrees of maintenance and collaboration among different entities.

It is worth noting that in addition to the special Downtown Management Area, the Parks Department leads the grounds maintenance of City buildings throughout Downtown, from the Lincoln Center on the south to the Museum of Discovery on the north, with a growing portfolio of buildings in between.

Other City departments, the DDA, and the Downtown General Improvement District (GID) contribute specific services and funding that augment Parks' lead role. Relationships are well established with close coordination among all stakeholders and customers of Parks' services.



Larger Shop Facility Needed

At the time of this writing, current Parks operations depend on a shop space that is viewed as a temporary location, is at capacity, and thus limits the Parks Department's ability to deal with growth and expansion of enhanced maintenance areas and increasing expectations for quality. A larger shop space is a crucial need if Parks' trajectory of success is to be continued in an efficient manner. The City's Operations Services Department is responsible for providing City facilities. Planning for a new Downtown Parks Maintenance shop is underway as part of overall facilities master planning. A Downtown Parks shop facility should be a near-term priority in budget decisions. This is especially important if multiple budget cycles are needed to get a new facility in place.

Police District One Substation

Downtown Substation. Downtown has special issues and needs that make it a markedly different policing challenge from the rest of the community. Downtown's extensive public pedestrian space attracts a wide variety of people and activities at all hours of the day and night. In addition, the concentration of liquor licenses in the historic core area fuels a 24/7 economy with a lively late night socializing and entertainment scene. Special event crowds, the Downtown Transit Center, social services, loud cruising and increasing population in general all add to the unique range of policing needs in the Downtown area.



The Downtown District One Substation (D1) was formed in 1996 to focus specifically on the policing needs of the Downtown area. Its philosophy follows a tailored Community Policing approach that builds community relationships to engage in problem solving. D1 implements special beats and shifts at specific times to proactively address conditions that could create public safety issues and perceptions of social disorder. D1's presence is a major factor in reassuring people Downtown that someone is there to discourage and address disruptive and illegal behaviors.

New Facility Needed. The substation location has moved several times along with the evolution of D1's operations. Similar to the Parks shop, at the time of this writing, current operations depend on office space that is viewed as interim, is at capacity, and thus limits D1's ability to deal with the expansion of Downtown activities and high expectations for specialized service.



tives for the next generation of District One space, including:

- Ensuring a highly visible presence and convenient access, for example, a storefront orientation in an area of high pedestrian activity.
- Finding a location east of the railroad tracks, closer to the energy and entertainment activity in the historic core.
- Meeting officers' need for contiguous vehicle parking, which is problematic in the historic core.
- Utilizing prime commercial real estate and street parking in the historic core for uses like shopping, dining, and entertainment, not a police substation.

Planning for a new, larger substation is ongoing as part of overall City facilities master planning led by the City's Operations Services Department. An effective facility should be an integral factor in City budget discussions, to maintain services proportional to Downtown's growth.

Illegal and Disruptive Behaviors

A clear and prominent theme in outreach and discussion involved overlapping perceptions and issues regarding 1) illegal and disruptive behaviors in Downtown's public space; and 2) the presence of homeless individuals who, for whatever reason, have no private accommodations and are therefore living in public space and Downtown's homeless shelters.

Concerns vary dramatically among different perspectives. In the minds of many members of the public, the mere presence or unwanted behavior of people who appear to be homeless is often not distinguished from actual illegal or disruptive behavior. The distinction is a crucial point. Frustrations on the part of merchants and residents often involve a delicate balance of legal presence and illegal behavior. A key message articulated in planning discussions is that fundamentally, everyone has an equal right to be present in public space when behaving lawfully.

Another crucial distinction to understand is the vast range of individual circumstances among those who lack private accommodations, and thus the need to avoid any generalized thinking about the homeless population.

Other key messages include:

- A multi-faceted, long-term approach is necessary. Services and enforcement must remain flexible and responsive to evolving situations and adapt to lessons learned.
- Wider understanding on the part of both those living in public space, and residents and businesses. Outreach and communication should explain the right to be in public space, while also explaining the need for decorum and respect for residents and businesses.



Dimensions and Aspects to Recognize and Balance		
Right to be in public space	and	Effects of a highly visible presence of transients on merchants and residents
Compassionate services for those in need	and	Policing for a sense of safety and order
Members of the community needing help and seeking services and housing	and	Individuals not interested in services, housing, or particular respect for the community and displaying criminal or disruptive behaviors
Outreach and education regarding unwanted behavior	and	Enforcement regarding unlawful behavior

The concentration of homelessness-related issues in the Downtown area is clearly recognized. Downtown's public space built around walking, public transit access, and public restrooms will continue to invite a whole spectrum of the community and visitors, including those who lack any private accommodations. Because of its amenities, access to transit and central location, homeless shelters and services have long been located in and near Downtown.

However, addressing the full range of homelessnessrelated issues lies far beyond the scope of this Downtown Plan for two reasons. First, many potential policies have citywide, county, state, and national implications. Second, in Fort Collins, more than 20 main service providers and interest groups participate in initiatives and efforts to address homelessness. Collaborative relationships are well-established, and efforts continually evolve.

During the course of the Downtown Plan process, a pilot Street Outreach Team was launched after extensive research into best practices from other cities. Hired personnel proactively engage with people to build relationships and assist people experiencing homelessness or functional impairments. Street Outreach personnel respond to concerns from all interests, leverage systems of care and services, reduce reliance on Police to address social service issues, address behaviors that negatively impact the community, and assist in reducing conflict in public space generally.

Disruptive Issues Downtown

This Plan mainly explains ongoing efforts regarding:

- The Community Policing approach and philosophy of District One law enforcement officers
- Mutual understanding and language about illegal behavior as compared to unwanted but legal behavior
- City Council direction for staff to implement the pilot Street Outreach Program in 2016

On Homelessness in Fort Collins

- Issues are largely beyond scope of this plan while Downtown is a concentrated hub, extensive efforts by the larger community are ongoing and evolving
- Building mutual understanding among homeless individuals and those affected by a large homeless presence is key
- A collaborative, multi-agency, multi-faceted approach is key to success
- A flexible and nimble approach is needed to adapt to constantly changing conditions and new information

Management + Maintenance



Principles, Policies & Action Items



Principle MM 1: Downtown's public pedestrian space should be managed to emphasize walkability and pedestrian priority. Inviting people to walk around Downtown with ease and comfort is the primary function of Downtown's sidewalks; additional uses of the sidewalk right of way add vitality and interest but need to be carefully managed.

Policy MM 1a: Encroachments into the sidewalk rightof-way. Revisit the 7-foot minimum sidewalk clearance requirement to recognize other factors affecting ease of movement in specific contexts.

Action Items:

MM 1a (1) Review and update guideline brochure for café railings in the sidewalk right-of-way.

MM 1a (2) Bring encroachment requests to interested departments for comment, e.g. Planning and FC Moves.

Policy MM 1b: Understanding and Relationships. Maintain understanding and cooperation between City staff and private owners and managers, on ease of movement where private items in the sidewalk right-ofway create pinch points.

Action Item:

MM 1b (1) Maintain direct acquaintance of staff and owners where issues exist.



A-Frame sign encroachment

Policy MM 1c: *Universal Access to Older Buildings.* Promote portable ramps, with informed outreach to owners or managers of buildings that do not provide universal access.

Action Item:

MM 1c (1) Add information to Downtown messaging forums coordinated by the DDA/DBA Alliance



Policy MM 1d: *Pedestrian Wayfinding.* Provide locational and directional information for visitors at key locations for pedestrians. Various forms of physical and digital wayfinding should be considered on an ongoing basis as appropriate for users and the physical environment.

Action Item:

MM 1d (1) Convene all interests to define an initial trial installation and supporting online presence.

Public Outreach – What types of wayfinding are most appropriate Downtown?



Source: Downtown Plan Visioning Event and participants in the online survey (July 2015) .Note: Respondents could select up to three options; there were 574 individual respondents.



Principle MM 2: A sense of safety in a comfortable, welcoming atmosphere is crucial to all other aspects of Downtown's success.

Policy MM 2a: *Problematic public behavior.* Continue to recognize, discuss, and manage the competing interests and disruptive public behavior that comes with the broad spectrum of people and activity in Downtown's public space during the daytime, evening and nighttime.

Action Items:

MM 2a (1) Convene organizations and responsible parties as often as needed to understand and confront problematic public behavior and promote responsible enjoyment of Downtown's public space.

MM 2a (2) Identify opportunities to increase recreational use of parks and natural areas where concentrations of illegal activity and encampments are a problem, and to provide better visibility and make spaces more family-friendly (e.g., disc golf course in Gustav Swanson Natural Area).



Policy MM 2b: *Community Policing.* Maintain the District One substation and continue support for the Community Policing practices tailored to Downtown's daily and seasonal cycles.

Action Item:

MM 2b (1) Continue to practice and develop current Downtown policing to keep abreast of growth and dynamic needs.

Policy MM 2c: *Police District 1 substation location.* Identify a stable, highly functional location for effective Community Policing operations tailored to Downtown's unique needs.

Action Item:

MM 2c (1) Continue open exploration of issues and possible new locations, with collaboration and comment from all affected interests and City departments.



Policy MM 2d: Street Outreach Team. Continue Support for the development of a staffed program to proactively build relationships and understanding regarding homeless-related issues, and assist in reducing conflicts in public space related to disruptive behavior. (Intrinsic to Policy 3b.)

Action Items:

 MM 2d (1) Implement the Outreach Fort Collins Street Team as envisioned and formulated.

MM 2d (2) Consider a 'Give Real Change' Campaign program as part of a more comfortable atmosphere for those who are uncomfortable with panhandling.

Policy MM 2e: Ambassador/Host Program. Develop program to boost the sense of safety and a welcoming environment, tailored to users.

Action Item:

MM 2e (1) Implement, monitor, and shape the program as envisioned and formulated.





Principle MM 3: Improving understanding of homeless-related issues among all those affected, and supporting efforts to address needs, are crucial to addressing the realities of homelessness in Downtown.

Policy MM 3a: *Right to be in public space.* Publicize and promulgate information about equal rights to be present in public space while behaving lawfully.

Action Items:

MM 3a (1) Publish and share frequent, coordinated information about efforts to address homeless-related issues.

MM 3a (2) Continue to support evolving efforts by all service providers.

Policy MM 3b: Street Outreach Team. Support the development of a team to proactively build relationships and understanding regarding homeless-related issues, and assist in reducing conflicts in public space related to disruptive behavior. (Intrinsic to Policy 2d).

Action Item:

MM 3b (1) Implement and evaluate the Outreach Team as envisioned and formulated.

Policy MM 3c: *Homeward 2020.* Support local leadership on homelessness initiatives.

Action Item:

MM 3c (1) Implement, monitor, and shape the Homeward 2020 program in collaboration with all interests.



In 2015, City Council directed staff to support the Homeward 2020 Program with the goal of making homelessness rare, short-lived, and non-recurring; and ending involuntary homelessness in Fort Collins by 2020.



Principle MM 4: Expand maintenance capabilities to keep up with growth and success.

Policy MM 4a: *Continue success.* The successful maintenance and beautification programs established by the Parks Department will be supported, budgeted, and augmented by other efforts as appropriate to keep up with growth and expansion of enhanced pedestrian space Downtown.

Action Items:

MM 4a (1) Convene all funders to evaluate the funding framework currently and into the future, considering likely expansion (e.g., Campus North, Canyon, Lincoln, Innovation Subdistrict, and qualitative enhancements).

MM 4a (2) Prepare a report for City Councils and other affected interests summarizing crucial budget outlook issues to inform biennial budgets and the programming of new improvement projects.

Policy MM 4b: *Parks maintenance and storage shop.* Identify a stable, functional location for effective continuation of successful maintenance programs by the Parks Department.

Action Items:

MM 4b (1) Articulate long term space needs for all parks functions and any related opportunities (e.g., composting, recycling).

MM 4b (2) Revisit and confirm preliminary findings of suitability of Streets Facility property for current and future space and operational needs.

MM 4b (3) Identify a pursue budgeting strategy.



Photos that include flowers, holiday lights, sidewalk cleaned, alleys, snow removal, repairs etc

Policy MM 4c: *Repairs and Replacements.* Convene new discussions among entities with various responsibilities as needed to clarify approach, roles, priorities, and budgeting for repairs and replacements to existing improvements as they age.

Action Item:

MM 4c (1) Convene a discussion among overlapping responsible entities to ensure that aging improvements are kept up (e.g., trees and plants, special paving, planter walls, pedestrian lights, street furnishings, holiday lights infrastructure, irrigation, fountains, and the like); by clarifying and assigning responsibilities for anticipated projects.

Policy MM 4d: *Cohesive themes and character areas.* Coordinate Downtown maintenance programs with the whole planning and design approach to different character subdistricts within Downtown.

Action Item:

MM 4d (1) Review the Downtown Plan with Parks staff and related interests to maintain a whole approach.



Policy MM 4e: *Solid Waste Reduction:* Work with Downtown businesses and property owners to reduce waste and more efficiently manage trash, recycling, and composting to contribute to maintenance and cleanliness in the Downtown area.

Action Items:

MM 4e (1): Carefully design enclosures to accommodate waste, recycling, cooking oil, composting, and linen bins while maintaining aesthetic quality. Support coordination among property owners to reduce the number of enclosures and receptacles needed Downtown. Ensure all waste services have well designed signage that also takes advantage of education opportunities.

MM 4e (2): Require haulers to include cleaning, maintenance, and litter clean-up as part of their service for enclosures.

MM 4e (3): Pair recycling receptacles with all trash receptacles.

MM 4e (4): Work with individual property owners to reduce waste and utilize best practices for waste management.

MM 4e (5): Add public drinking fountains in public plazas and other areas with high pedestrian use. Explore options and technology for year-round drinking fountains.



Principle MM 5: Address issues and tradeoffs related to community events and festivals, balancing the number and scale to avoid 'large event fatigue'.

Policy MM 5a: *Overall approach.* Create and maintain a philosophy and approach on number, scale, and type of events.

Action Item:

MM 5a (1) Convene all interests to develop a philosophy and approach, starting with the DBA and City Events Coordinator. Address timing vis a vis important dates for commerce and event character in terms of noise, sound, alcohol issues, size, uniqueness to Fort Collins, appropriateness of Downtown vs other potential venues, capacity and function of parks and public spaces, and other key factors affecting Downtown's overall wellbeing.



Policy MM 5b: *Alternative venues.* Study suitability of Downtown venues for various festivals considering infrastructure and transportation needs, and suitability of potential alternative venues throughout the City.

Action Item:

MM 5b (1) Convene all interests to evaluate suitability of venues. Consider a consultant study to aid the evaluation.



Principle MM 6: Coordinate overall communications and messaging about Downtown.

Policy MM 6a: Continue state-of-the-art coordination. Maintain and adapt the alliance between the DDA and DBA that has been developed over the years.

Action Item:

MM 6a (1) Continue existing coordination including collaboration with City departments regarding funding, events, initiatives, and other issues that arrise.

Policy MM 6b: *Explore a BID.* Study the feasibility of a BID – pros, cons, other implications, layering with the DDA and GID tax districts, and fit with different subdistricts.

Action Items:

MM 6b (1) Conduct conceptual reconnaissance with potentially interested property owners, and explore potential functions and boundaries.

MM 6b (2) If a base of initial support emerges, explore a public deliberation process with complete, transparent information to effectively discuss BID concepts and potential suitability/unsuitability to Downtown or parts of Downtown.





Section 3: Downtown Subdistricts

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At the mention of Downtown, the historic core area springs to mind for many people, with an image of the College/Mountain intersection or Old Town Square.

But Downtown encompasses much more, with differing areas of varied and complex character-for example, the part of Downtown directly north of Colorado State University has a much different character and function than the area north of the river along Vine Drive, yet both function within the sphere of Downtown.

To incorporate this complexity and better plan for the entire Downtown, ten character subdistricts were recognized through the planning process. While these areas must function and transition seamlessly in association with each other, planning should also emphasize unique qualities and opportunities that define each one.

Considerations for defining the subdistricts include land uses, the built environment, the landscape setting in the case of areas along the river, social, financing, and management factors, transportation system factors, and other defining aspects.

These considerations influence planning for what is important to preserve, where and what kinds of change and development should be supported, and what kinds of public improvements and maintenance should be priorities as change and evolution inevitably continue.

Subdistricts are not intended as hard edges and boundaries, but rather to generally define and strengthen their positive qualities while weaving them into overall thinking about the entire Downtown.





Campus North Subdistrict





Poudre River Corridor



Innovation Subdistrict

A redeveloping industrial area on low-lying floodplain ground near the river, emerging as a small local example of a naturally occurring innovation district.

The Powerhouse Energy Campus models innovation and sustainability with a global reach.

Existing Character

The area includes older industrial properties with garages and sheds, unpaved parking and storage, and unimproved street edges.

That older development is juxtaposed with a number of contemporary redevelopment projects with innovation aspects:

- New Belgium Brewing, a leading-edge internationally known anchor business for the area drawing crowds as a key part of the Downtown's vibrant social scene.
- Rocky Mountain Innosphere, a nonprofit business incubator modeling a small innovation district in itself.
- Powerhouse Energy Campus, conducting internationally acclaimed alternative energy research and collaboration.
- Discovery Museum, fostering science, local history, education, and music.

These developments demonstrate highly awarded sustainable design, energy efficiency, and enhancement of a prominent historic landmark in the case of the Powerhouse. Other examples of innovative uses have started in the area in the past, notably Rand-Scot innovative medical devices and Solix Biofuels algae research.

The evolving character in the area complements the River District flanking to the south, the Lincoln Corridor to the east, and the North College Avenue Corridor area to the north. All of these share similarities as industrial/service commercial areas on low-lying ground that are evolving a contemporary semi-industrial character in redevelopment projects.

Future Character

The term 'innovation district' generally refers to a cluster of incubator, research, startup, educational, and creative uses along with cultural and recreational assets in a walkable, bikeable setting connected with collaborative spaces and technology. The area's evolution along these lines will continue, building on momentum established by the handful of special, creative enterprises and attractions existing in the area. Underlying and supporting the physical location is the authenticity and vibrancy of the rest of Downtown. The area contains a handful of potential opportunity sites for further redevelopment. A Downtown River Park and kayak course will be developed per the 2014 Downtown River Master Plan, adding a unique attraction in an area currently occupied by outdated industrial properties in the high-risk floodway along the south side of Vine Drive.

Vine Drive in the area is a unique, unusual stretch of 'Minor Arterial' street in the City's classification system because of shortness of the street segment, presence of the Poudre River high-risk floodway, and community vision for redevelopment unique to the area. As redevelopment projects continue to trigger improvements to Vine Drive, a special alternative street design cross section will be developed and implemented west of Jerome Street. For example, curb, gutter, sidewalk, bike lanes, and street parking will be designed to complement the river park and facilitate redevelopment in character with the subdistrict's identity.

Redevelopment projects will continue to build up a fitting identity and character related to the downtown edge setting with contemporary semiindustrial building styles and materials.

Streetscapes and sites will reinforce the area's identity and character with design features that reflect an industrial character and river landscape corridor. Heavy, durable, locally sourced and fabricated components, with materials such as metal and stone, will be used creatively to complement building design. Development will include outdoor spaces such as patios, courtyards, terraces and plazas to add interest and facilitate interaction.







The Innosphere, or Rocky Mountain Innovation Initiative is a business incubator supporting entrepreneurs in industries such as health innovation, life sciences, software & hardware, and energy & advanced materials.

Redesign Vine Drive as a "green street," incorporating innovative stormwater management techniques and enhanced bicycle and pedestrian facilities.

Showcase innovation and sustainability through site and green building design, district energy use, and innovative agricultural concepts on naturally constrained property (e.g., agriculture production within the floodplain).

Innovation Subdistrict

Future character: A mix of uses supporting partnerships in innovation with a sense of place, grounded in the Poudre River floodplain

C,C

View looking southeast

Build on the success of existing innovative businesses and include residential uses to support live/ work possibilities.

Capitalize on sports elements of kayaking, running, and biking.

Create an "energy gateway" to Downtown, including information on renewable energy.

Pursue public-private partnerships for renewable energy generation, storage and use, including district energy and waste to energy conversion projects.

Enhance landscaping along College Avenue.

Innovation Subdistrict (2)

Protect the tree canopy that delineates the original Oxbow through creative site planning and design.

Encourage design themes that support the natural context of horizontal roof lines that protect views and the use of natural building materials.



View looking northeast

Minimize negative impacts to the adjacent historic neighborhood.

Support commercial, residential and mixed-uses within the district.

Enhance the River frontage with more plaza areas and public access.

River Corridor

The landscape corridor along the Cache La Poudre River through Downtown balancing habitat connectivity, flood mitigation, and recreation

Existing Character

The Downtown reach of the Cache La Poudre river is an exceptional natural, cultural, and aesthetic resource. Fort Collins originated where Downtown meets the river. The river is the community's most important natural feature; Downtown is the community's primary activity center; and the river's landscape corridor through Downtown is a defining aspect of Downtown. It consists of a series of Natural Areas and Parks, threaded through with trails.

Future Character

The area is a part of the overall river corridor running through the city and as such, it has been a very prominent topic of study, public discussion, and debate for decades. Policy direction for the area is well established in a number of other adopted plans that thoroughly address the complex river-specific issues which range beyond the scope of the Downtown Plan.

2014 Downtown River Master Plan: This plan was a breakthrough in carefully balancing different objectives and interests. It defines a major multifaceted project with a range of dramatic improvements, including a Downtown River Park that is destined to become a significant new attraction and linkage between Downtown subdistricts.

The 2014 Downtown River Master Plan spells out improvements that will allow people to enjoy the river corridor in a way that supports a functioning ecosystem and also improves protection during floods.



The river corridor provides a bit of nature close at hand as a counterpoint to intensive activity in other parts of Downtown.

Enhancing the Linden Street and Lincoln Avenue bridges will celebrate and announce the river's presence, and strengthen the relationship of the river to Downtown.

City Plan: The Downtown River Master Plan implements the City's overall Comprehensive Plan, known as City Plan. City Plan highlights the Poudre River Corridor citywide as needing special consideration due to its great importance to the community. It identifies the Downtown portion as the Historic and Cultural Core Segment (College Avenue to Lemay Avenue).

Aspects of this segment are:

- innovative and integrated stormwater management and natural area features;
- an emphasis on connecting Downtown to the river corridor with multi-purpose spaces and urban design to celebrate the historic and environmental relevance of the river to the community;
- management of flood hazards and wildlife habitat to blend public safety and ecological values with recreational and cultural values; and
- management of redevelopment opportunities to be harmonious with the river corridor and its values, with tailored development standards and design guidelines.

2000 Downtown River Corridor Implementation

Program: This is a plan of action for the Downtown river corridor. It describes a list of projects, priorities, and actions needed to implement the program, all based on analysis and outreach. Much of the program has been fulfilled, but it is still a useful reference for additional, ongoing improvement of the corridor.





The 2014 Downtown River Master Plan spells out improvements that will allow people to enjoy the river corridor in a way that supports a functioning ecosystem and also improves protection during floods.



Enhancing the Linden Street and Lincoln Avenue bridges will celebrate and announce the river's presence, and strengthen the relationship of the river to Downtown.

River Corridor

Future character: Open space emphasizing habitat, water quality and river access



Continue to reconnect the river to its floodplain, improve stormwater management and ensure public safety throughout the river corridor.

Continue vegetation and habitat enhancement along the River corridor.

Take advantage of educational opportunities afforded by the Poudre River, Sanitary Sewer treatment facility and solar garden.

River Subdistrict

A redeveloping mix of uses supporting the Historic Core and bridging the core's pedestrian-oriented character with industrial heritage emphasizing connection to the Poudre River



Existing Character

The area reflects the entire history of Fort Collins from first settlement to transformative development projects in progress at the time of this writing.

The military outpost in the Colorado Territory known as Camp Collins became the original townsite of Fort Collins—which mostly corresponds to the River District today. A short stretch of the Overland Trail stagecoach route known as the Denver Road became Jefferson Street, which was the main street through the original townsite and is now the edge of the River District.

The arrival of the railroad in 1910 changed the area from a central town neighborhood with houses businesses and hotels along Jefferson Street, to a peripheral industrial area and dumping ground along the river, with the town growing to the south away from the river. Jefferson Street and the railroad tracks came to represent a physical and psychological barrier as the original town became 'Downtown', with Jefferson Street as an edge.

Starting in the 1970s with rising consciousness about environmental damage and concerns about the quality of urban growth, the area has been a major subject of public discussion. A steady sequence of community planning initiatives has transformed the area with major cleanup, infrastructure upgrades and community support leading to burgeoning redevelopment and rehabilitation of historic buildings.

A number of historic structures remain including the town's first grain mills, a freight depot, agriculturerelated supply buildings, and small wood houses. The character of recent redevelopment emphasizes a contemporary interpretation of the area's ag-industrial character.

This formerly peripheral area evolved as a natural location for two homeless shelters, and the river

Revitalization in the River Subdistrict:

2000 Downtown River Corridor Implementation Program

2008 River District Streetscape Improvements Project

2014 Downtown River Master Plan

2014 Design Guidelines for the River Downtown Redevelopment zoning district

corridor landscape, bridges, railroad rights-of-way, and other public spaces are frequented as living space for people experiencing homelessness. As new urban design enhancements, buildings, and activities extend into the area and attract more visitors and residents, the redevelopment highlights the challenge to coexist in an atmosphere of mutual tolerance, respect, and understanding.

Future Character

The area will offer opportunities for more intensive redevelopment with mixed uses supportive of the retail/ entertainment core. Particular core-supportive uses include residential units, workplaces, live/work buildings, special attractions, educational and recreational uses, and neighborhood-serving commercial uses.

Public improvements and redevelopment projects will reinforce the connection of Old Town Square to the river and to destinations in the Innovation subdistrict across the river.

New development will be integrated and compataible with preservation of historic structures. New buildings will complement and reinforce the district's character with architecture that responds to the historic setting, including use of brick, local stone, and metal in contemporary interpretation of historic vernacular ag-



industrial character, to highlight aspects of the context.

Streetscapes and other urban design features will be incorporated into projects to highlight aspects of the area's history.





DRAFT The Downtown Plan 175

River Subdistrict

Future character: A mix of uses bridging Downtown with our agricultural and industrial heritage, while emphasizing connection to the Poudre River

Expand mid-block pedestrian network by reinstituting vacated alley and street rights-of-way.

Continue to add more residents to the district.

Celebrate the history of Fort Collins' birthplace through signage and design.

College Ave

Enhance the Fort Collins Heritage Park to include more native landscaping, gathering spaces and opportunities to enjoy the natural setting along the river

Promote building and site design character that respects our agricultural and industrial heritage.

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← N View looking east

Enhance connections to the Poudre River

inden Si

Jefferson intersections with Mountain and Linden need to be pedestrian friendly.

Lincoln Ave

Develop opportunities for artist live/work, fabrication, artist retail within existing buildings on the north side of Jefferson Street.

"Welcome to Downtown!" wayfinding.

Tame Jefferson Street, lowering vehicle speeds and making it more inviting through landscaping and pedestrian improvements.

College Ave

Incorporate plazas, courtyards, pocket parks and gathering spaces into redevelopment projects. Artist's concept for new Lincoln Ave. bridge highlighting the river and strengthening the connection to the rest of Downtown



Lincoln Corridor

A redeveloping former industrial area on low-lying ground near the Poudre River, emerging as an active, vibrant destination and connection supportive of the core

Existing Character

The area's original settlement and development was part of a swath of agricultural, industrial and service uses spanning the outskirts of town across the river on low-lying ground. Despite its proximity to the rest of Downtown, the area has been somewhat isolated from the rest of Downtown physically, culturally, and in the public perception.

The area is similar to the Innovation subdistrict with a juxtaposition of older industrial development and several contemporary infill projects that are transforming the area with a new generation of light industrial uses.

Older industrial development includes warehouse, garage, and shed-type buildings; unpaved parking and outdoor storage; and unimproved roadway edges. Also, the Buckingham neighborhood, developed in the early 1900s as industrial worker housing, is a prominent aspect of the area.

The contemporary infill projects in the area are:

• Odell Brewing Company, founded in the area and expanded over time to become a major

- attraction drawing crowds as part of the larger Downtown social scene.
- Fort Collins Brewery, another addition to the craft brewing scene which has become a driving economic and social aspect of Downtown's edge areas across the river from the core.
- In Situ, Inc., an innovative light industrial/ office/lab facility producing water quality monitoring equipment.
- Woodward, Inc. corporate headquarters on a 60-acre site bringing 600-700 primary jobs into the Downtown Plan area, with long-term plans to double the employment over time with future phases.

All of these developments demonstrate excellence in design and quality of development. The emerging character is similar and complementary to the Innovation district: old industrial areas on low ground across the river are evolving with innovative contemporary light industry, interesting architecture, river-related landscape and site improvements, jobs and attractions integrating into Downtown, and stronger links to areas beyond (the Airpark industrial area and North College corridor respectively.) The ongoing transformative changes are achieving Fort Collins' longstanding Comprehensive Plan goals for Downtown-supportive uses and urban improvements that weaving the area into Downtown's fabric.

Future Character

The 2014 *Lincoln Corridor Plan* sets forth a design concept to transform the corridor with improvements to the street as multi-functional public space, including the way it relates to the adjacent land uses. Improvements include special sidewalks, plazas, bikelanes, streetscape features, and a new bridge over the Poudre River with pedestrian and beautification enhancements. The plan captures extensive outreach and analysis. It can be seen at: http://www.fcgov.com/planning/pdf/lincoln-corridor-plan(5-20-14).pdf

The street improvements are under construction in 2016 and will complement recent private investment which has spurred revitalization in the area. As the centerpiece of the area, the renewed street will reflect local values in many ways:

- Make the area an integral extension of Downtown
- Create a unique identity
- Enhance the Buckingham neighborhood
- Improve the experience for people on bikes,

on foot, using transit, and safely driving vehicles

- Reflect the history of the area
- Celebrate and protect the river
- Create an environment where businesses can thrive
- Demonstrate innovation, sustainability, and creativity

The area contains a handful of potential opportunity sites for further infill and redevelopment. Underlying and supporting further investment in the area is the economic vibrancy of Downtown overall.

Projects will reinforce the area's distinct local identity related to the setting. Contemporary semiindustrial architecture will be the starting point for building programming and design. Site design and landscaping will reinforce the identity and character of the area with features and materials that reflect the industrial nature of the area and the river landscape corridor. Heavy, durable, locally sourced and fabricated components, with materials such as metal and stone will be used creatively to complement building design. Development will include outdoor spaces such as patios, courtyards, terraces, plazas, decks and balconies to add interest and facilitate interaction.




Lincoln Corridor

Future character: An active, vibrant destination and connection that celebrates the area's industrial heritage as a model for sustainability

The commercial frontage along Lemay north of Mulberry should respect the site proximity to the River and share design elements found in the Lincoln Corridor.



Provide a buffer and transition between higherintensity industrial uses and the Buckingham neighborhood to lessen impacts.

Maintain a substantial habitat and floodplain protection buffer along the Poudre River as properties redevelop.

Explore bike path and/or sidewalk construction west of Odell Brewing Company.

Consider a transit circulator connecting to the corridor to the Historic District.

Promote industrial and mixed uses that have activity along Lincoln Avenue.

North Mason Subdistrict

An evolving redevelopment area forming a transition from commercial and civic uses to residential and small neighborhood commercial uses compatible with adjacent neighborhoods

Existing Character

This area is in process of being redeveloped from its origins as the industrial "outskirts" of the original town to an area of contemporary Downtown living.

Notable components and aspects are:

- Recent contemporary redevelopment with mixed-use and residential buildings.
- Gaps in development remain where vacant parcels can accommodate new buildings and uses.
- Modest-scale brick office buildings.
- The historic landmark streetcar barn which has been stabilized but is used only for interim storage awaiting "the right" repurposing initiative.
- Several vernacular, wood frame homes that are potentially eligible as landmarks.
- The Hattie McDaniel house, preserved as part of the Cherry Street Lofts redevelopment.
- Aging houses on the westernmost block face along Meldrum Street.

- Abandoned streetcar track in Howes Street (underneath street paving) leading to the streetcar barn.
- Initial sections of a mid-block pedestrian connection between Mason and Howes Streets known as the 'Civic Spine', provided in redevelopment projects.

Future Character

The North Mason area will continue evolving as a multi-story mixed-use edge of Downtown. Comfortable streetscapes will connect to the river trail, Lee Martinez community park, natural areas, and Museum of Discovery from MAX, the rest of Downtown, CSU, and adjacent neighborhoods. Mason and Howes Streets in particular will be strengthened as inviting connections between Dowtown, CSU, and the river corridor.

The Civic Spine will be completed as a unique off-street connection among various City and County buildings.

Redevelopment and Intensification. Recent

construction of contemporary multi-story buildings with incorporated parking represents a general pattern that will continue as the area evolves with continuing redevelopment on vacant and non-historic properties. Sidewalk gaps will be completed, and streetscapes will be enhanced with landscaped setbacks or wide sidewalks/plazas attached to buildings containing storefront-style commercial uses and building entries. An attractive building corner will terminate the view west down the Jefferson Street corridor as Jefferson approaches College Avenue.

Land uses will compliment of the historic core and civic center with an emphasis on residential and office studio uses. The historic streetcar barn will be repurposed to capitalize on its extraordinary potential as a unique local attraction. Ideas mentioned in public discussion include marketplace and museum uses.

Properties with aging, non-historic houses on the westernmost block face may change in response to demand for intensification, either with additions and remodels or redevelopment. New construction will be compatible with the residential character of the block to the west through responsive design of building massing, materials, windows and doorways.



Historic streetcar barn from the heyday of the local streetcar system. In its time, Fort Collins was the smallest town in the nation to have such a system.



Utilize the Streetcar Barn for future community use.

Mason

Create an appropriate transition in height, scale and intensity at the edge of the district as it abuts the residential neighborhood.

Provide a variety of owner-occupied housing, including townhouses, urban lofts, attached single family houses, along with rental units.

> Use the abandoned railroad right-of-way near Mason Street and Cherry Street for bicycle and pedestrian improvements and amenities.

North Mason Subdistrict

Future character: A mix of uses emphasizing residential character and compatibility with the adjacent neighborhoods

Provide incentives and requirements that will result in a range of building heights and design variety.

> Emphasize Howes Street as a low-stress bicycle route and Mason Street as a long-distance bicycle route/pedestrian way.

✓ N View looking southeast

Meldrum

Civic Subdistrict

The civic heart of the City and County integrated into the fabric of Downtown public space

Existing Character

The Civic Subdistrict is made up almost entirely of City and County institutional and office facilities. Saint Joseph Catholic Church and school occupy over three quarters of a block.

Facilities are a mix of ages. Five major facilities were built in the 2000's following a 1996 *Civic Center Master Plan* adopted jointly by the City and County, which reaffirmed the commitment to Downtown for primary civic functions. Other City facilities and properties in the area are repurposed older commercial properties with uses considered as interim, providing opportunities for further evolution of facilities as the City and County grow. Notable aspects and components are:

- Downtown's defining street and block pattern with parking on most streets integrates civic facilities into the larger Downtown and community fabric.
- Permanent facilities consist of brick and stone masonry buildings with generously landscaped grounds and streetscapes giving the area a 'green edge' of trees, lawns, and other landscaping.

- Sections of a mid-block Civic Spine connection provide an alternative off-street public space linking multiple City and County facilities.
- Off-street parking is distributed among modest-sized parking lots fitted into the blocks, and the Civic Center parking structure.
- The public sector employment and investment in the Civic subdistrict is a significant underpinning of Downtown's overall economic health and vitality. The presence of City and County offices supports a large number of professional services such as attorneys, title companies, engineers, and architects clustering in the westside areas of Downtown.

Future Character

Redevelopment for new facilities will continue on underutilized properties, replacing aging, non-historic single-story buildings and parking lots over time with new City facilities as part of the City's growth and evolution.

This continuing evolution will reflect the joint City and County commitment to Downtown Fort Collins

as the primary governmental center. The area brings civic uses together with joint planning and special pedestrian and other transportation connections.

New City facilities will be programmed and designed to demonstrate the value of Downtown development as "smart growth" with efficient use of existing infrastructure in new buildings and streetscapes that contribute to the walkable mixed-use setting of Downtown. New buildings will incorporate brick and stone in order to extend the unifying sense of quality and permanence established among the existing historic and recently constructed permanent buildings.

Streets and other public spaces will be multifunctional to encourage community interaction. Mason and Howes Streets in particular will be strengthened in their respective roles as inviting connections among Downtown, CSU, and the river corridor.

They will reflect special attention to walking, bicycling,

use of transit, and public gatherings, while continuing to accommodate motor vehicles.

Increasing parking demands will be met with parking incorporated into structures, avoiding the gaps that large parking lots would create in the visual and pedestrian environment. Parking structures will be programmed to incorporate other uses along sidewalks, and will have articulated facades with openings proportioned similarly to those of other buildings for pedestrian scale. Parking will continue to be managed for multiple functions—i.e., supporting employment activity during the day, and also after-hours and special events activity.

Street parking will be retained to provide convenience for users and help integrate uses into the street and block network. People like it because it adds to the urban character of Downtown, creates street activity, and provides a buffer and an edge that helps to define the sidewalk as a comfortable pedestrian space, and helps to tame traffic.

The Civic Spine will be completed as a special public space and walkway linkage that adds an extra dimension to the area with park space, plazas, and multiple building entrances serving multiple functions.



Retain the mid-block "pedestrian spine" between Mason Street and Howes Street throughout the district.

Provide more space(s) for open air markets, large events and performing arts.

Reduce lighting levels or "blackout" civic and institutional buildings at night to support a safe and night sky friendly campus setting.

Create a compact civic center that leaves additional land available for public development.

Promote mixed-use within Civic buildings to make the area more active.

Increase programmable space for recreation/ events to bring people in at other times of day/ week.

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Civic subdistrict

Future character: Fort Collins' civic heart, which is organized by open space, emphasizes permanence and civic pride, and creates strong connections to the historic Downtown

> Enhance Howes Street as Downtown's "green boulevard", incorporating generous landscaping with bicycle and pedestrian facilities.

Pursue district-scale renewable energy projects on the City's civic campus, such as geothermal production, DC microgrid, combined heat and power and waste to energy conversion

Promote mixed-use within Civic buildings to make the area more active.

N View looking southwest

Canyon Ave Subdistrict

Supportive uses in the widest range of building heights in the city, on green-edged streets and blocks

Existing Character

Prior to this 2016 Downtown Plan, this area comprised the southern extent of Downtown with Mulberry Street as the south edge. Mulberry is a natural demarcation between the area traditionally thought of as 'Downtown' and the CSU-oriented Campus North area—which is now incorporated into the Downtown Plan area. Thus a key stretch of Mulberry Street has now become a seam in the Downtown fabric rather than an edge.

Canyon Avenue itself is a prominent west side feature forming the westernmost extent of Downtown; but its namesake subdistrict extends to the east side of College Avenue, to Remington Street and the 11-story DMA Plaza tower.

Notable aspects and components of the area are:

• Canyon Avenue's diagonal orientation creates unique traffic issues and urban design opportunities with its large 6-way intersections, and triangular blocks creating acute-angled properties. • The widest range of building heights in the City, from historic houses to the City's tallest tower buildings at 11 and 12 stories, coexist within the walkable street and block pattern. Blending of different buildings and uses is aided by the urban forest of mature trees and landscape areas along the streets.

ONFERENCECO

- The range of buildings provides city living, office employment, attractions and gathering spaces, and neighborhood-serving commercial uses. All of these uses support the commercial health of the adjacent Historic Core retail/entertainment area, and complement the adjacent Civic District as a governmental center. The network of streets and sidewalks leading to and from all destinations is a key factor along with proximity.
- Parking is provided on streets and in modestsized surface parking lots fitted into the blocks. Redevelopment with intensification of use and activity is creating a deficit of daytime parking. Spillover parking from CSU is contributing to the deficit and creating increased pressure on street parking in the area and in adjacent neighborhoods.

Future Character

Redevelopment and Intensification. A number of properties exhibit opportunities for redevelopment evidenced by low utilization of land, low level of investment, outdated non-historic development and inquiries from owners and developers.

As stated in past plans and affirmed in this planning process, this area is a place to allow a dynamic, mixed urban environment with buildings of widely varied ages, sizes, and functions.

Redevelopment will likely require new buildings that are a degree larger than many existing buildings in the area. Redevelopment is typically financially feasible only with increased floor area, particularly if parking is to be provided in structures rather than on surface parking lots. In addition, the various transportation and market benefits of more jobs and housing close to the core are more significant with relatively larger buildings.

The area will continue to allow for appropriately designed taller buildings (over 3 stories), to support market and economy policies for continuing reinvestment and

redevelopment and to reinforce Downtown as the primary focal point of Fort Collins from a community appearance and design standpoint.

As with all of Downtown, historic resources are present throughout the area and are a key determinant in the acceptable degree of increased programming and compatible design.

Architecture and Landscape Architecture. The design of new buildings will reinforce positive existing characteristics of the area to clarify its identity. The massing on new taller buildings will depend on the combination of landscape setbacks and upper floor step-backs to mitigate impacts of height upon neighborhood character and any historically significant smaller structures. Taller buildings will include publicly accessible plaza or courtyard space to further offset the effects of height and mass. Plazas will include planted areas in conjunction with some hardscape materials to reinforce the green-edged character of the area .





Canyon Avenue Subdistrict

Bicycle circulation is an increasingly integral component of the Downtown transportation network. In particular, Magnolia Street should be evaluated as a primary east-west bike route, and Mason and Howes Streets as inviting north-south bike routes in the Downtown. Striping and reverse angle diagonal parking should be considered in balancing the critical function of on-street parking with bike safety.

Landscape setbacks. The soft green edge created by landscaped setbacks will remain standard on all blocks west of Mason Street as a crucial aspect of the transition from the core area to the westside neighborhood. Exceptions will be allowed at building entrances, and where a building features display windows along the street sidewalk intended for pedestrians to stroll along the building facade.

Canyon Avenue Streetscape. The 1989 Downtown Plan first noted Canyon Avenue's unique potential as a special parking street with an 'art walk' promenade. The idea could improve the street as a modest attraction in itself. In particular, two of Canyon Avenue's three blocks could become more interesting visual and pedestrian links between the Lincoln Center and the Historic Core. The Meldrum Street block between Olive and Magnolia Streets would be an important component as well in leading to and from the Lincoln Center. A potential future performing arts center at Mountain Avenue/Mason Street/Howes Street could be part of the discussions as a related northern anchor highlighting ties to the core.

The third of Canyon Avenue's three blocks forms the westernmost entry to Downtown where Canyon meets Mulberry Street forming a unique 5-way intersection. This exceptional location reinforces the idea of a special street with a more tailored gateway into Downtown.

Example improvements to take advantage of unique urban design opportunities include sidewalk

improvements, curb extensions, landscaped median islands, crosswalks, sculpture, pedestrian light fixtures, landscape lighting, architectural walls and artful urban design definition of vehicular and pedestrian space. Other ideas could be solicited in an open outreach process.

A first step convening initial stakeholder discussions is crucial. Considerations include:

- Identification of a champion to lead exploration of the opportunities-i.e., a person or entity, likely City staff from Planning, Development and Transportation, or Cultural Services.
- Initial assessment of potential improvement scenarios appropriate for the location considering the secondary peripheral nature of the area. A workshop meeting of crucial stakeholders, aided by facilitation and design expertise, should be an early step.
- Possibilities for incremental or experimental steps.

Gateways into Downtown. Mulberry Street is a prominent feature of the subdistrict, and is also one of three long arterial streets that span the City from east to west and connect to Interestate 25. It forms key gateways with CollegeAvenue and Mason Street in addition to the Canyon Avenue entry. These intersections will be improved with features that convey to users their significance as entries to Downtown.

A wide range of building ages and sizes coexist within the street and block pattern.



Canyon Avenue Subdistrict

Future character: Commercial office/residential uses that provide a sense of permanence, with a park-like character

Reimagine Canyon Avenue for other purposes, e.g., festival street (farmer's market, food trucks, art), Downtown circulator street, a hybrid street (circulator by day/festival street at night), or multimodal street.

> Vary massing from building to building to avoid monotony found in some other communities, e.g., Denver's LoDo and Boulder's Canyon Blvd. Add building height and density, but "soften" through design.

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N View looking northeast

Create gateway improvements, including buildings, public art, landscaping, and pedestrian improvements along Mulberry Street, with particular focus on the College, Mason, and Canyon Avenue intersections.

Provide better signage and wayfinding within the District to modify circulation and reduce congestion on College Avenue.

> Use building setbacks and stepbacks to change the perception of density and reduce impacts of taller buildings to maintain the established character of Downtown.

Retain the large canopy trees and green setbacks along streets. Incorporate pocket parks and small natural spaces.

Provide opportunities for better parking management, through car and bicycle share programs and electric vehicle charging stations in strategic locations, a district parking structure, and shared parking between residential and office users.

Retain the opportunity to protect views and solar access by using building stepbacks for patios, green roofs and rooftop decks.

Historic Core Subdistrict

The heart of Downtown with a diverse spectrum of activity based in commerce, socializing, and community gatherings



Existing Character

PThe area is characterized by 'main street' shopping, restaurants and pubs, with upperstory office and residential uses, in historic commercial buildings. Pedestrian plazas and tree-lined streetscapes complement the buildings. Enhanced pedestrian alleys add another dimension complementing the streetscapes. Old Town Square is the emotional and social focal point of the community. Oak Street Plaza adds another prominent, delightful attraction and gathering space. Diagonal street parking—including center parking—is a defining aspect.

The Old Town Historic District, in the heart of the area, was added to the National Register of Historic Places in 1978 and has become the primary image of Fort Collins in community promotions. Most of the historic buildings throughout the area have been restored through extraordinary efforts and partnerships; and numerous new buildings have been fitted harmoniously among the historic buildings.

The area's mix of activities throughout the daytime, evening, and late-night, make the area the primary

source of energy driving Downtown's vibrancy and success.

The area's existing character has been built up through an exceptional legacy of extraordinary individual efforts, special funding mechanisms, and management entities that have evolved since the 1970s. Careful administration of a historic preservation program and design guidelines for physical changes have also been central to the area's revitalization and existing character.

The area's mix of activities throughout the daytime,



Event in Old Town Square

evening, and late-night, make the area the primary source of energy driving Downtown's vibrancy and success.

The area's existing character has been built up through an exceptional legacy of extraordinary individual efforts, special funding mechanisms, and management entities that have evolved since the 1970s. Careful administration of a historic preservation program and design guidelines for physical changes have also been central to the area's revitalization and existing character.

Future Character

Continuation of successful efforts to protect and enhance the Historic Core is the approach to ongoing changes. The established historic character and enhanced pedestrian environment will be maintained. Changes will continue to be carefully programmed and designed to ensure that they extend the positive unique qualities that define the area. Changes that dilute or detract from the character and identity will be avoided. Notable aspects of continuation include:

- thoughtful administration of development standards and design guidelines;
- public-private partnerships and incentive



programs for special public benefits in development projects such as historic preservation, façade upgrades, outdoor spaces, public access, and publicly available parking, and

• numerous programs in place to address existing and emerging issues.

A number of potential opportunities exist for redevelopment, infill, and building additions. New structures will complement existing defining building typology to ensure compatibility, while including design differences so that the new structures reflect their own era, avoiding fauxhistoric design and highlighting the authentic historic structures.

Other notable aspects of future character include:

- Street parking—will be managed for turnover as appropriate to support business patrons and adapt to growing demand.
- Parking supply overall—will be continually managed to promote appropriate availability through parking structures, permit programs, and transportation demand management solutions to address both short-term customer parking and longer-term employee and resident demand.
- Enhanced pedestrian alleys–additional alleys will be transformed per the DDA's 2006 Downtown Alleys Master Plan depending on budget programming.
- Other, non-enhanced alleys—increased cleaning, maintenance, and incremental improvements will be considered in response to increasing pedestrian use in high-activity alleys.
- Convertible streets for events—Linden Street will be adapted with design features to support conversion to enhanced pedestrian-only spaces for community events.

Pics: Home State; pine st lofts; stockover building; torgerson bldg; coop; Mitchell; Ballofet bldg; New buildings fit the historic character with similar scale and proportions, brick and stone masonry, windows and doorways, and detail features.

Historic Core

Future character: The heart of historic Downtown with a mix of uses emphasizing community gathering, authenticity and historic integrity



N View looking northeast

Continue to support patio culture, but manage encroachments along sidewalks – plantings, bikes/ bike racks, sandwich boards – so that pedestrian movements are not restricted.

Keep the area "historically authentic" with new development compatible with the historic character.

Develop a parking management strategy that promotes parking availability through parking structures and high turnover of on-street parking.

Create new and enhanced spaces that allow for an escape from the urban environment, including courtyards, plazas, pocket parks, rooftop patios, and parklets.

Phase 2 Summary

Campus North Subdistrict

Where Downtown meets Colorado State University

Existing Character

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AHEAT

This area is an interesting example of continual change within an enduring urban fabric of streets and blocks, and it exemplifies community policies for walkable, mixed-use activity centers in proximity to public transit.

The area is ECLECTIC...with a juxtaposition of:

- Older houses, some historically significant, mostly occupied by groups of students; others some repurposed for small commercial uses.
- Modest 2-story apartment buildings.
- Vintage commercial buildings, some in modified houses along Laurel Street, with a bohemian, college feel.
- Contemporary redevelopment with larger mixed-use buildings.

Integration Into Downtown. Mulberry Street was formerly viewed as the southern edge of Downtown, but has become a seam in the Downtown fabric as Campus North has been integrated into Downtown:

- The DDA has expanded their boundary within in the area over time as its mission fits with the intent for mixed uses, and its Dalzell Alley makeover in 2011 brought a unifying element of quality.
- Mason Corridor is a transformative cityspanning 'Enhanced Travel Corridor' featuring MAX high-frequency transit since 2014. It adds a convenient tie to the rest of Downtown.
- The UniverCity Connections initiative launched by City and CSU leadership in 2006 reinforced Campus North's role as an integral link between CSU and the rest of Downtown.
- The Music District complex completed in 2016 to cater to needs of musicians, is a masterful re-repurposing and restoration of grand houses built facing College Avenue prior to commercialization of the area. It renews and strengthens arts and culture ties to Downtown in line with core UniverCity ideas.

Parking is a precious resource, as it is throughout Downtown. Particular aspects of the character of Campus North are:

• Most of the houses in the area have ad

hoc parking shoehorned into any workable space–with some vehicles stacked in tandem, some on bare dirt, in front yards, occasionally across sidewalks, and in more conventional side and rear yard locations.

- Commercial uses have very limited parking in alleys, plus a few on-street spaces. Highly visible street parking is crucial to the sense of place and viability of commerce, out of proportion to the actual number of spaces on the street. It contributes pedestrian activity to the street as a public space. Along College Avenue, it buffers the effects of 34,000 vehicles a day—many of which are large, loud, or aggressively driven.
- Apartments and newer mixed-use buildings have conventional parking lots.
- The church occupying the northeasternmost block is an outlier in the pattern, with a parking lot occupying nearly an entire halfblock.

Streetscape character consists of landscaped parkways, and stretches of wide attached commercial sidewalks



creating 'Main street' commercial frontages. Streetscape treatments vary widely as part of eclectic character.

Future Character

Most block faces have a well-established prevailing character and positive identity that will be continued or enhanced in any new development of properties throughout most of the area.

Compatible massing proportions, building bays,

materials, and design of such larger new buildings should complement the funky charm and personal scale of the area with fine-grained details and unique individual touches along the ground floor.

Remodeling and reinvestment for modest, selective intensification and repurposing will be creatively fitted into the mix of development. Redevelopment of non-



historic properties with larger, more efficient new buildings will occur where space for parking can be found, possibly including parking within structures. The Mason Enhanced Travel Corridor includes a particular vision for intensification of non-auto-oriented activity along the corridor.

Interesting Streetscapes In the area will involve several particular considerations:

- On-street parking should be maintained as part of a mixed, fine-grained, low-speed transportation environment that includes many small connections of alleys and driveways, and small quantities of parking distributed throughout.
- Individual case-by-case consideration of varied streetscape features in the rightof-way— such as parking, bike racks, café seating, landscaping and art along commercial pedestrian frontages—should be part of the approach to streetscape renovations along with unifying design upgrades.
- Where parking overwhelms the pedestrian

Campus North Subdistrict

Future character: A mix of uses supporting campus needs with efficient structures that emphasize connectivity to CSU

Maintain 2-3 story building heights along College Ave from Laurel St to Myrtle St, with substantially greater stepbacks above 3 stories. Building heights rise from Myrtle St to Mulberry St.

Promote arts and culture and Nature in the City, including murals, train music, plant murals/green walls and pocket sculpture parks.

Celebrate the "hippie, bohemian, college feel" of the area with future design and construction.

> Implement on-street bicycle lanes along Mason Street.

allre

N View looking northwest

Increase bicycle and car share opportunities.

Support more mixed use development along Mason Street.

Mulberry

Protect the generous green landscape along College Avenue, respecting the historic green setbacks, broad parkways, and landscape median, except in limited cases near Laurel St where an more urban streetscape is desired.

Widen College Avenue sidewalks on the west side of the street to create space for a cycletrack.



Entryway Corridor

A highway corridor leading to the heart of Downtown with potential to evolve from an aging service commercial roadside to a more inviting main entry with sidewalks, landscaping, lighting and public art features

Existing Character

Riverside Drive is a segment of State Highway 14 leading to US Highway 287 and to the Poudre Canyon and Cameron Pass. Its 45-degree alignment was originally established by the Overland Trail stagecoach route at the time of initial settlement. This part of the trail was known as the Denver Road. The angled alignment follows the general direction of the Poudre River.

Later layout of the town on a north-south orthogonal grid created a series of small triangular partial-blocks and 45-degree street intersections along Riverside Drive. Riverside was a residential street at the edge of town, with houses on the triangular blocks. The corner of Riverside and Mulberry Street was the extent of town; neither street extended beyond the corner.

Lincoln Avenue had become the main route to Denver, and Riverside Drive was a residential neighborhood street with the Riverside/Mulberry Street corner as the extent of the neighborhood; neither street extended beyond the corner. In the postwar decades, Mulberry Street was extended to US Highway 87 which then later became Interstate 25; and Mulberry thus replaced Lincoln Avenue as the main highway route into and through town. With Mulberry as a highway, Riverside Drive changed from a neighborhood street to a part of the highway as well and the triangular blocks redeveloped with roadside commercial uses such as gas stations, auto sales and repair, liquor sales, and office uses. The buildings for these uses were small, low-slung and utilitarian in character, and site improvements such as sidewalks and landscaping were limited. A generally nondescript roadside character remains in 2016.

The north side of the street along the river corridor is devoted to railroad right-of-way, with a track too



close to the street to allow for a sidewalk, street trees, or other streetscape features or landscaping along most of the area. However, this track, which is a siding that accommodates parked rail cars only 8 feet from the street, adds a sort of streetscape feature in itself with a sense of authentic industrial heritage as well as serving a transportation function for a few remaining industrial and service commercial uses.

Future Character

Envisioned changes mainly involve streetscape improvements related to access control along the highway. Private redevelopment may occur on any given property, but will be limited by the small size of parcels and blocks.

A US 287/S.H. 14 Access Management Report for the corridor was jointly adopted by the City and CDOT in 2000, and it recommends improvements to create a safer traveling environment while increasing the capacity of the street. The recommended improvements would allow for significant pedestrian and beautification improvements. They include curb bulb-outs and pedestrian refuge islands at some of the 45-degree intersections, which would accommodate street trees and sidewalks; and a series of landscaped medians along the entire corridor.

Additional improvements should include gateway landscape improvements at the Mulberry Street/ Riverside Drive intersection to highlight the significant change upon entering the greater Old Town area.



While a railroad track precludes streetscape development along most of the corridor, the track swings further away from Riverside at the northeast corner of the Mulberry/Riverside intersection, creating physical space where a limited amount of landscaping could fit to highlight the gateway where the highway route turns from Mulberry westbound onto Riverside.

Street and streetscape improvements should then lead to an enhanced gateway intersection at Mountain/Lincoln Avenue, which is an exceptional location where several vibrant Downtown subdistricts converge.

The overall objective is to change the character from nondescript "rear entrance" to a more inviting "front entrance" leading directly to the Historic Core retail/entertainment area with its Old Town and Jefferson Street parking garages; and also inviting visitors to various attractions in the River District, Innovation Subdistrict, and Lincoln Corridor.

On the north side of the corridor, the City owns a property separated from the street by the railroad property, with very limited access. The property was recently redeveloped as a community solar farm with the development providing space for a future off-street trail connection from Mulberry to Lincoln Avenue. This potential connection would partially offset lack of a sidewalk along the street, which is precluded by the railroad situation.

Entryway Corridor





Entryway Corridor

Future character: A scenic residential and commercial movement corridor that references the area's railroad heritage

Within strategic locations, remove access points and construct intersection neckdowns at Riverside that will free up space for landscaping and new sidewalks.

Rezone existing residential properties west of Riverside to promote a more residential character.

Widen/redesign sidewalks on the southwest side of Riverside as redevelopment occurs.

N View looking northwest

15 14

Maximize tree planting and landscaping along the northeast side of Riverside to create an inviting feeling of entry into Downtown.

Create a gateway feature through landscape, art, signs, and buildings at the Mulberry/Riverside intersection.

Mulberry

Section 4:

Implementation Summary

Action Items

This section summarizes the key action items necessary to support the principles and policies presented in the Urban Design, Transportation & Parking, Market & Economy, Arts & Culture, Energy & Environment and Management & Maintenance sections. Some actions and recommendations are in the process of being implemented either concurrently with the planning process or immediately following the adoption of the Plan. Other actions are identified for the near- and longer-term , many of which require additional funding or effort by the City, DDA, DBA and other partners. The timeframes below indicate when a particular item should be initiated, though many items outlined in the Plan are already in progress or ongoing. The following four timeframes apply to the action items presented in the tables that follow:

Immediate Actions (Within 120 Days of Adoption): Items identified for completion concurrently with or immediately following adoption of the Downtown Plan.

Short-Term Actions (2017-2018): Items identified for completion within the current Budgeting for Outcomes (BFO) budget cycle.

Mid-Term Actions (2019-2026): High-priority items that should be initiated and implemented in alignment with upcoming budget cycles.

Ongoing Programs & Actions: Items that are already in progress, do not have a specified timeframe, or generally require ongoing coordination to implement.

In many cases, the participation of multiple departments or partners will be necessary to implement a particular action; ongoing collaboration and communication between agencies and stakeholders is essential to the effective implementation of the Downtown Plan.

It is important to note that the future of Downtown will be shaped by numerous day-to-day decisions, ongoing conversations, and external forces. The actions presented in these tables are merely a starting point and are not intended to encompass all possible actions and decisions that will guide Downtown in the direction of the community's vision. The dialogue about Downtown's future should not stop here.



Immediate Actions (Within 120 Days of Adoption)

No.	Action Item	Responsibility	Character District	Related Policies
1	MM 1a (2) Bring encroachment requests to interested departments for comment.	Engineering, con- sult with Planning	City Center. Campus North	MM 1a
2	MM 1b (1) Maintain direct acquaintance of staff and owners where issues exist.	Engineering	City Center. Campus North	MM 1b
3	MM 2a (1) Convene organizations and respon- sible parties as often as needed to understand and confront problematic public behavior and promote responsible enjoyment of Down- town's public space.	DDA&DBA, Street Outreach Team, Police, bar own- ers, other affected interests.	All	MM 2a
4	MM 2d (1) Implement the Outreach Fort Col- lins Street Team as envisioned and formulated.	City, DBA, Other Sponsors	All	MM 2d
5	MM 2d (2) Consider a Give Real Change Cam- paign program as part of a more comfortable atmosphere for those who are uncomfortable with panhandling.	DDA	Historic, Cam- pus North	MM 2d
6	MM 2e (1) Implement, monitor, and shape the program as envisioned and formulated.		All	MM 2e
7	MM 3a (2) Continue to support evolving effors by all service providers.	City departments, DDA, DBA, service provider	All	ММ За
8	MM 3b (1) Implement and evaluate the Out- reach Team as envisioned and formulated.	City, DBA, Other Sponsors	All	MM 3b
9	MM 4b (1) Articulate long term space needs for all parks functions and any related opportuni- ties (e.g., composting, recycling).	Parks, Operations Services, Streets Depts.	All	MM 4b

No.	Action Item	Responsibility	Character District	Related Policies
10	MM 5a (1) Convene all interests to develop a philosophy and approach, starting with the DBA and City Events Coordinator. Address timing vis a vis important dates for commerce; event character in terms of noise, sound, alcohol issues, size, uniqueness to Fort Collins, appropriateness of Downtown vs other poten- tial venues, capacity and function of parks and public spaces, and other key factors affecting Downtown's overall wellbeing	City Events Co- ordinator, DBA, Parks, Streets, Po- lice, consult with all others	All	MM 5a
11	MM 5b (1) Convene all interests to evaluate suitability of venues. Consider a consultant study to aid the evaluation.	City Events Co- ordinator, DBA, Parks, Streets, Police, Natural Areas, consult with all others	TBD	MM 5b
12	MM 6a (1) Continue existing coordination including collaboration with City departments regarding funding, events, and initiatives	DDA and DBA with outreach to related entities	All	ММ ба
13	EE 2a (8): Create ongoing awareness about climate action and encourage community members to suggest and demonstrate ideas that support greenhouse gas reduction goals.	City – Environ- mental Services, Utilities, Planning	All	EE 2a
14	EE 2b (1): Expand education and incentive pro- grams to encourage energy efficiency retrofits	City – Utilities, His- toric Preservation, DDA, DBA	All	EE 2b
15	EE 4c (1): Prioritize improvements and determine a realistic timeline for upgrades and replacement of water and wastewater infrastructure throughout the Downtown.	City – Utilities	All	EE 4c

No.	Action Item	Responsibility	Character District	Related Policies
16	TP 2c (1): Explore staffing and technical needs to extend enforcement hours after 5 P.M. on weekdays (Monday – Friday).	City— Parking, Planning	All	TP 2c
17	TP 2c (2): Explore staffing and technical needs to extend enforcement hours into the week-end (Saturday and Sunday).	City— Parking, Planning	All	TP 2c
18	TP 2c (3): Explore staffing and technical needs to create a zone that would require people to move outside the zone or to a parking struc- ture after two hours thus encouraging people to choose the parking location (on-street or structure) that best aligns with their particular trip (short or longer-term stay).	City— Parking, Planning	All	TP 2c
19	TP 3a (2): Explore parking applications (free and paid) that provide information about parking availability (on-street and in parking garages) to consumers.	City—Parking	All	TP 3a
20	TP 3b (3): Explore variable messaging signage (e.g., availability of spaces) and other opportu- nities to provide wayfinding to parking.	City—Parking, Planning	All	TP 3b
21	UD 1a (1): Amend the Land Use Code to include new Downtown Character district boundaries	City of Fort Collins	All	UD 1a
22	UD 1a (4): Establish appropriate building set- backs within each district.	City of Fort Collins	All	UD 1a
23	UD 2c (1): Evaluate the economic impact of building design standards regulating FAR, height, massing, materials and façade design, and develop performance incentives in order to provide a balance between design perfor- mance and cost.	City of Fort Collins	All	UD 2c
24	UD 3b (1): Establish appropriate setback re- quirements and utility easements throughout the Downtown.	City of Fort Collins	All	UD 3b

No.	Action Item	Responsibility	Character District	Related Policies
25	UD 4c (1): Revise the Sign Code to include provisions to re-create historic signs if sufficiently documented	City of Fort Collins	Historic, River, Canyon Ave- nue, Campus North	UD 4c
26	UD 4c (2): Provide grant opportunities for his- toric sign rehabilitation or re-creation.	City of Fort Col- lins, DDA, Private interests	Historic, River, Canyon Ave- nue, Campus North	UD 4c
27	UD 5a (2): Amend Sign Code to require pedes- trian-oriented signs	City of Fort Collins	River, Historic, North Mason, Civic, Canyon Ave, Campus North	UD 5a
28	UD 5b (4): Adopt streetscape hierarchy map depicting desired parkway widths and land-scaping, hardscape and building setbacks	City of Fort Collins	All	UD 5b
29	UD 7a (1): Downzone developed single family residential parcels located west of the Riv- erside Gateway presently zoned Downtown to Neighborhood Conservation Medium Density (NCM) and place into the Old Town Neighborhoods Plan area boundary	City of Fort Col- lins	Entryway Corridor	UD 7a
Short-Term Actions (2017-2018)

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
1	AC 1a (1): Create formal partnerships between or- ganizations involved with arts and culture such as Colorado State University, Poudre School District, Bohemian Foundation, Downtown Development Authority, Downtown Business Association, and the City of Fort Collins	Office of Creative Culture, DDA, Art Organizations	All	AC 1a
2	AC 1a (2): Support informal networks to enhance collaboration and innovation.		All	AC 1a
3	AC 1a (3): Develop an industry partnership to en- gage all creatives and forward the industry	Office of Creative Culture, Econom- ic Health	All	AC 1a
4	AC 1b (1): The Downtown Business Association (DBA) will implement a 24-hour program that pro- vides resources (information and marketing) that cater to the different times of day.	DBA	Historic, River, Canyon, Campus North	AC 1b
5	AC 1b (2): Expand public transportation into eve- ning and weekend hours	Transfort	All	AC 1b
6	AC 1c (1): Consult with the proposed Director of Creative Culture - as a representative of the creative community - to fully consider arts and culture when making decisions on investment and regulations and regulations.	Office of Creative Culture	All	AC 1c
7	AC 1c (2): Engage artists and creatives in policy creation and decision making.	City of Fort Col- lins, DDA	All	AC 1c
8	AC 1d (1): Audit the City's approach to sustainability thinking and explore opportunities to incorporate Culture as a defining component alongside envi- ronment, economic, and social elements.	Sustainability Service Area	All	AC 1d
9	AC 2a (1): The City of Fort Collins will hire a Direc- tor of Creative Culture within the Cultural Services Department with connectivity to the Economic Health Office.	Cultural Services	All	AC 2a
10	AC 2a (2): The Office of Creative Culture will be housed in the Creative Community Center in the historic Carnegie building.	Cultural Services	All	AC 2a

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
11	AC 2b (1): The Director of Creative Culture will convene regular meetings of creatives to garner a complete understanding of their needs, assist and provide resources that support those needs, engage creatives in policy discussions, and provide a united voice for the arts and culture community.	Office of Creative Culture	All	
12	AC 2c (1): The Carnegie Building is already dedicat- ed to community arts and cultural uses. The City will also facilitate the creative culture centralized resources within the Carnegie Building	Office of Creative Culture	All	
13	AC 2d (1): Support business education for creatives through partnerships with existing organizations such as Small Business Development Center (SBDC), Front Range Community College (FRCC), Colorado State University (CSU), or other provid- ers.	Office of Creative Culture	All	
14	AC 3a (1): Further explore the feasibility of an 1800 – 2200 seat performing arts center Downtown and other recommended venues with an updated Cultural Facilities Plan expected in 2017.	Cultural Services	All	
15	AC 3b (1): The City will cooperate with the Down- town Business Association, Visit Fort Collins and the Downtown Creative District to create a cam- paign that will facilitate interest in Downtown's art and culture scene.	DBA, Visit FC, Office of Creative Culture, Creative District	All	
16	AC 3b (2): Support and embrace the value of the State-certified Downtown Fort Collins Creative District in promoting Downtown and supporting the creative industry.	DBA, Visit Fort Collins, Office of Creative Culture	All	
17	AC 3c (1): Support existing and future efforts and partnerships to create innovative programming Downtown (PIC: Art Cart in Old Town Square).	DDA, Office of Creative Culture	All	
18	AC 3c (2): Explore upstarting a kiosk or pop-up art studio program	DDA, Office of Creative Culture, Art Organizations	Historic, River	

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
19	AC 3c (3): Review and revise policies that might unintentionally limit this type of programming	Organization of Creative Culture, Planning Services	All	AC 3c
20	AC 4b (1): Audit the Land Use Code for opportu- nities to encourage or incentivize arts and cultural uses	Economic Health, DDA, Organiza- tion of Creative Culture	All	AC 4b
21	AC 5b (1): Evaluate the City's Art in Public Places Program for potential expansion, greater opportu- nities for artists, and increased public engagement.	Cultural Services	All	AC 5b
22	AC 5c (1): Identify and address rules and other barriers that may unnecessarily limit expression in Downtown	Organization of Creative Culture, Planning	All	AC 5c
23	AC 5d (1): Audit the Land Use Code for opportuni- ties to encourage or incentivize art in new private development and redevelopment projects.	Planning	All	AC 5d
24	MM 1a (1) Review and update guideline brochure for café railings in the sidewalk right-of-way.	Engineering, con- sult with Planning	City Center. Campus North	MM 1a
25	MM 3a (1) Publish and share frequent, coordinated information about efforts to address homeless-re-lated issues.	Homeward 2020, DDA/DBA, nu- merous entities	All	MM 3a
26	MM 3c (1) Implement, evaluate, and evolve the program in collaboration with all interests.	Homeward 2020, City, Other relat- ed entities	All	ММ 3с
27	MM 4a (1) Convene all funders to evaluate the funding framework currently and into the future. Considering likely expansion (e.g., campus North, Canyon, Lincoln, Innovation District, and qualita- tive enhancements.)	Parks, DDA, Oth- ers as appropriate	All	MM 4a
28	MM 4b (2) Revisit and confirm preliminary findings of suitability of Streets Facility property for current and future space and operational needs.	Parks, Operations Services, Streets Depts.	All	MM 4b
29	MM 4b (3) Identify a pursue budgeting strategy	City Manager	All	MM 4b

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No.	Action Item	Responsibility	Character Dis- trict	Related Policies
30	MM 4d (1) Review Downtown Plan with Parks staff, and related interests to maintain a whole approach.	Planning, Parks, Other areas as appropriate	All	MM 4d
31	MM 6b (1) Conduct conceptual reconnaissance with potentially interested property owners, and explore potential functions and boundarie .	DBA, DDA, Eco- nomic Health, Consult with all other interests	TBD	MM 6b
32	ME 1a (1): Explore creation of a Business Im- provement District, housed within the Downtown Business Association, to provide supplementary marketing and promotional support to Downtown businesses. This entity should include initiatives to encourage local spending, sustain existing Down- town businesses, and support small and local businesses.	DBA	All	ME 1a
33	ME 1a (2): In Campus North, encourage a busi- ness mix that is oriented to students and visitors to CSU, Downtown employees, and CSU em- ployees.	PDT/Planning and Economic Health	Campus North	ME 1a
34	ME 1b (1): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for desired business types	PDT/Planning Economic Health	All	ME 1b
35	ME 1c (1): Identify potential redevelopment op- portunities that could be prime employment sites; analyze the suitability and availability of land zoned for employment uses in the Downtown area.	Economic Health	All	ME 1c
36	ME 1c (7): Invest in placemaking efforts that further enhance Downtown's unique attributes, create vibrant "third places," and provide amenities that help businesses attract talented employees.	Planning/PDT, DDA, DBA	All	ME 1c
37	ME 1d (2): Promote existing retail-focused pro- grams and improve awareness of existing resourc- es	DBA	All	ME 1d

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
38	ME 1e (1): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for mixed-use buildings that incorporate sustainable design and/or increased affordability	Planning/PDT, Economic Health	All	ME 1e
39	ME 1e (2): Identify potential redevelopment oppor- tunities that could be appropriate for multi-story, mixed use buildings.	Planning/PDT, Economic Health	All	ME 1e
40	ME 1e (4): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.	Economic Health, Social Sustain- ability	All	ME 1e
41	ME 1f (2): Identify potential redevelopment oppor- tunities that could be appropriate for multi-story, mixed use buildings	Planning/PDT, Economic Health	All	ME 1f
42	ME 1f (3): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for desired housing types	Planning/PDT	All	ME 1f
43	ME 1f (8): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.	Social Sustain- ability, Economic Health	All	ME 1f
44	ME 1h (2): Identify key metrics and data sources (i.e. an economic dashboard) to appropriately eval- uate and monitor Downtown's economic health.	Economic Health, DBA, DDA	All	ME 1h
45	ME 3a (2): Analyze development review require- ments that are in conflict with community goals, among City departments, or that do not reflect the context of Downtown and make appropriate changes to the development review process.	Planning/PDT and related de- partments	All	ME 3a
46	ME 3a (4): Consider implementing payment-in-lieu alternatives to meeting public space/plaza and parking requirements in the Downtown area.	Planning/PDT	All	ME 3a

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
47	EE 1a (1): Amend the Land Use Code to add review criteria that consider the impacts of development projects on significant public views to the Poudre River.	City – Planning, Historic Preser- vation	Innovation, Oxbow, Lincoln Corridor, Poudre Natural,Entryway	EE 1a
48	EE 1a (2): Continue to conserve land along the Poudre River to protect floodplain areas and optimize carbon sequestration through floodplain requirements and natural habitat buffers.	City — Natural Areas, Parks, Park Planning, Storm- water	Poudre Natural, Oxbow, Inno- vation, Lincoln Corridor	EE 1a
49	EE 1c (1): Create additional sidewalks, trail con- nections and gathering places along the river that allow people to view and experience the Poudre River corridor while minimizing impacts to sensi- tive natural resources.	City — Park Planning, Parks, Natural Areas, Planning, Engi- neering	Innovation, Oxbow, River, Poudre Natural, Lincoln Corridor	EE 1c
50	EE 1d (2) In landscaping Short the Poudre River, encourage the selection of plant species that remove contaminants from soils and support bioremediation. Identify a list of plants that are well-suited to the local climate and support reme- diation of contaminated sites; provide to affected property owners.	City – Planning, Natural Areas, Park Planning, Parks, Stormwa- ter	Innovation, Oxbow, River, Poudre Natural, Lincoln Corridor	EE 1d
51	EE 2a (12): Pursue partnerships with developers to incorporate rooftop solar production into exist- ing and future development projects, including self-storage, warehouses, and other uses with suitable roof space.	City – Planning, DDA, Utilities	All	EE 2a
52	EE 2c (1): Partner with CSU's Eco-District initiative to test and demonstrate innovative and sustainable projects in the Downtown.	City – Planning, Utilities, DDA, CSU	Innovation, River	EE 2c
53	EE 2c (5): Integrate public art with renewable energy technology to showcase energy innova- tion. Integrate historic themes, energy and water innovation, and artistic elements (e.g., interactive or kinetic art).	City – Cli- mateWise, DBA	All	EE 2c
54	EE 2d (1): Require green building practices as a prerequisite for public financing of new develop- ment or redevelopment projects.	City, Planning, Economic Health, DDA	All	EE 2d

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
55	EE 2e (1): Acknowledge the environmental benefits of existing buildings and incentivize property owners and developers to reuse or partially reuse existing buildings before redevelopment.	City-Planning, Historic Presenta- tion, Environmen- tal Services	All	EE 2e
56	EE 2f (5): Encourage integrated pest management practices to reduce pesticide use and runoff and improve environmental health throughout the Downtown.	City - Natural Ar- eas, Parks, Storm- water, Planning	All	EE 2f
57	EE 2h (2): Evaluate the effects of additional vehicle charging stations on grid management and exist- ing utility infrastructure. Identify needed improve- ments to support demand.	City - Utilities	All	EE 2h
58	EE 2h (3): Update parking regulations to address growing demand for electric vehicle (EV) charging infrastructure in new development and redevel- opment projects and parking facilities. Require dedicated EV and/or car sharing spaces for parking lots over a certain size.	City – Planning, Parking Services	All	EE 2h
59	EE 2h (5): Identify additional EV parking areas and charging stations.	City – FC Moves, Utilities, Planning	All	EE 2h
60	EE 2h (6): Explore opportunities to provide re- al-time EV charging station availability information.	City – FC Moves, Utilities, DBA, Private Partners	All	EE 2h
61	EE 3a (1): Review the Land Use Code and propose amendments to clarify open space requirements and ensure standards allow for site-specific solutions based on Downtown context, scale and objectives. Consider payment-in-lieu options to create larger public natural spaces.	City - Planning	All	EE 3a
62	EE 3b (2): Proactively plant trees to replace those that may be lost to drought, disease (e.g., emerald ash borer), or other causes.	City – Forestry	All	EE 3b
63	EE 3c (1): Reduce lighting levels or "blackout" civic and institutional buildings at night using automatic timers and systems.	City – Opera- tions Services, Utilities	Civic	EE 3c

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
64	EE 3c (3): Ensure that lighting levels on existing and new development sites are adequate to protect public safety and ensure personal security while protecting natural features (e.g., the Poudre River corridor) from unnecessary light spillage. Revise the Land Use Code to reflect best lighting practices.	City – Planning, Building Services	All	EE 3c
65	EE 4a (2): Determine feasibility and reduce barriers for implementing new sustainability approaches and technologies within the right-of-way (e.g., geothermal, solar, low-impact development).	City – Utilities, Engineering, Streets, Storm- water	All	EE 4a
66	EE 4a (3): Create an interdepartmental group that brings together all departments involved in construction to identify partnership opportunities, improve coordination, and reduce barriers to im- plementing forward-thinking approaches to utility service.	City – Utilities, Engineering, Streets, Stormwa- ter, Planning	All	EE 4a
67	EE 4c (2): Determine an equitable financing mech- anism for upgrading smaller, deteriorated water and sewer lines.	City – Utilities	All	EE 4c
68	TP 1a (4): Develop a more fine-grained pedestrian network through the use of safe and clear connec- tions (e.g., alleys, other midblock connections)	City—Planning, FC Moves	All	TP 1a
69	TP 1b (1): Building off the Arterial Intersection Prior- itization Study, do a more detailed analysis within the Downtown area to evaluate and prioritize po- tential improvements for all transportation modes at all intersections.	City—FC Moves, Traffic Ops, Engi- neering	All	TP 1b
70	TP 1b (2): Identify funding opportunities for multi-modal intersection-related improvements (e.g., grants, etc.).	City—FC Moves, Traffic Ops, Engi- neering	All	TP 1b
71	TP 1c (1): Explore concepts for reshaping corridors in the next Transportation Master Plan (TMP) up- date including but not limited to: Howes, Mason, Vine, Mountain and Walnut (east of College)and Canyon (building off updated design in Urban Design section).	City – FC Moves, Traffic Opera- tions, Engineering	All	TP 1c

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
72	TP 1e (1): Identify potential hotspots for future car share and/or bike share stations.	City—FC Moves	All	TP 1e
73	TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required on-site parking.	City—FC Moves, Planning	All	TP 1e
74	TP 1e (3): Explore ways to support ride share activ- ity Downtown.	City—FC Moves, Planning	All	TP 1e
75	TP 1f (1): Building off the Bicycle Master Plan, pri- oritize key corridors to improve both north-south and east-west bicycle connections (e.g., Magnolia, LaPorte), coordinating with updates to the Trans- portation Master Plan.	City—FC Moves	All	TP 1f
76	TP 1f (2): Identify intersection improvements need- ed for cyclists (e.g., Loomis, College).	City—FC Bikes	All	TP 1f TP 1g
77	TP 1g (1): Develop a scope and budget for a Downtown Circulator as part of the biennial City budget process	City – Transfort	All	TP 1g
78	TP 1g (2): Perform an analysis of future circulator performance including ridership using Transfort's transit model.	City – Transfort	All	TP 1g
79	TP 1h (2): Perform an analysis of future perfor- mance of Downtown transit routes including ridership using Transfort's transit model.	City—Transfort	All	TP 1h
80	TP 1h (3): Update funding recommendations in the Transfort Strategic Operating Plan to reflect proposed enhancements.	City—Transfort	All	TP 1h
81	TP 1h (4): Continue to support and expand region- al transit service offerings (e.g., Bustang, FLEX)	City—Transfort	All	TP 1h
82	TP 1i (2): Develop station area plans for all MAX stations.	City—Transfort	All	TP 1i
83	TP 1i (3): Identify funding mechanisms for joint de- velopment/shared use opportunities (e.g., public/ private partnerships).	City—Transfort	All	TP 1i

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
84	TP 1j (1): Develop potential design improve- ments, particularly for exiting off Maple and turning south onto Mason.	City—Transfort, Traffic Opera- tions, FC Moves	Civic	TP 1j
85	TP 11 (1): Identify a funding mechanism for trans- portation improvements Downtown (e.g., General Improvement District or potential parking benefit district; see also paid parking revenue policy in TP 2f:;).	City—Planning, Transfort, Parking	All	TP 1l
86	TP 1m (1): Regularly compile and analyze sig- nalized intersection counts by mode and transit ridership.	City—Traffic Ops, FC Moves, Transfort	All	TP 1m
87	TP 1m (2): Compile travel survey data (e.g., from ClimateWise, etc.).	City—FC Moves, Utilities	All	TP 1m
88	TP 1m (3): Establish mode split baseline and goals.	City—FC Moves	All	TP 1m
89	TP 2a (1): Develop bike parking management plan, including monitoring rack condition/usage and potential land use code updates.	City—FC Bikes	All	TP 2a
90	TP 2a (2): Work with employers and business owners to ensure there is adequate bike parking to serve their employees and customers.	City—FC Bikes	All	TP 2a
91	TP 2b (1): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integra- tion with other parking technologies like pay by phone), identify implementation area and develop a comprehensive stakeholder education and com- munication plan.	City— Parking, Planning, DBA, DDA	All	TP 2b
92	TP 2d (1): Create a Transportation Demand Man- agement (TDM) program and TDM Plan.	City—FC Moves, Planning, Trans- fort, DDA, DBA	All	TP 2d
93	TP 2d (2): Develop car share programs throughout Downtown to support employees and visitors.	City—FC Moves, Planning, Parking	All	TP 2d
94	TP 2e (1): Work with the DDA to develop an inven- tory of private lots, including occupancy, rate and lease information.	City—Planning, Parking, DDA	All	TP 2e

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
95	TP 2e (2): Develop an online "marketplace" that allows customers to purchase parking in private facilities, as available, or utilize existing services like "ParkHound" to curate a "one-stop shop" for parking spaces in Downtown.	City—Planning, Transfort, DDA	All	TP 2e
96	TP 2j (1): Identify and inventory gaps in safety in parking structures and surface parking. This should include secluded areas, limited access areas, and areas not well lit.	City—Parking, Planning	All	TP 2j
97	TP 2j (2): Create a program that provides guard es- corts for anyone travelling to or from their parking location.	City—Parking, Planning	All	TP 2j
98	TP 3a (3): Explore the development of a compre- hensive, integrated mobile app ("Downtown at a Glance") that provides information for different modes of travel and parking (including street clo- sures, construction info)	City—FC Moves, Transfort, Parking, IT	All	TP 3a
99	TP 3b (1): Convene all interests to define an initial trial installation of physical, digital, and mobile wayfinding aids for visitors, considering all modes of travel.	City—Parking, Planning, FC Bikes; DDA, DBA	All	TP 3b
100	TP 3c (1): Distribute/provide information about travel options, parking locations.	Visit Fort Collins, DBA, City—FC Moves	All	TP 3c
101	TP 3c (2): Provide information on travel options and special programs (engagement, incentives) to employers via the Transportation Demand Man- agement (see also TP 2d (1):) and ClimateWise programs to promote the use of public transit, biking, and walking.	City—FC Moves, Utilities; DBA	All	TP 3c
102	UD 1a (2): Amend the Downtown (D) Land Use Code provisions to incorporate desired building character and site design for each character dis- trict, including ground floor activity, private open space, floor area ratio (FAR), solar access, parking location, building materials and appearance.	City of Fort Collins	All	UD 1a

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
103	UD 1a (3): Develop Land Use Code regulations that set specific building mass, bulk and scale standards unique to each district.	City of Fort Collins	All	UD 1a
104	UD 1a (5): Establish guidelines for character district improvements that support the unique identity of the district.	City of Fort Collins	All, except River and Historic that already have ad- opted guidelines	UD 1a
105	UD 1a (6): Amend the Land Use Code standards to ensure seamless transitions between Downtown and the surrounding neighborhoods.	City of Fort Collins	Canyone Avenue, Civic, Campus North, Historic	UD 1a
106	UD 2a (1): Amend existing Land Use Code building heights map exhibit to reflect the expanded Down-town boundary.	City of Fort Collins	Innovation, Lincoln Corridor, Campus North	UD 2a
107	UD 2a (2): Evaluate Land Use Code regulatory height incentives for projects with more sensi- tive building massing.	City of Fort Collins	All	UD 2a
108	UD 2b (1): Develop Land Use Code building step- back regulations based upon results of a financial pro forma analysis and desire to enhance the pedestrian environment.	City of Fort Collins	All	UD 2b
109	UD 2d (1) Develop FAR and building massing regu- lations in the Land Use Code based upon results of a pro forma analysis.	City of Fort Collins	All	UD 2d
110	UD 2e (1): Develop Land Use Code regulations that set specific building mass, bulk and scale transition standards to ensure scale compatibility between character districts.	City of Fort Collins	All	UD 2e
111	UD 2f (1): Develop Land Use Code regulations that set specific building mass, bulk and scale standards to ensure scale compatibility between character districts.	City of Fort Collins	All	UD 2f
112	UD 2g (1): Develop incentives for taller, slender building based upon results of a pro forma analysis and impacts to solar access, view corridors, and district character.	City of Fort Collins	Innovation, Civic, Canyon Avenue	UD 2g

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
113	UD 3a (1): Develop Land Use Code regulations that set specific design metrics in which to base design compatibility within its context.	City of Fort Collins	All	UD 3a
114	UD 3c (1): Revise the Land Use Code to include greater specificity on the range of appropriate building materials, and window glazing and door options.	City of Fort Collins	All	UD 3c
115	UD 4a (1): Revise the Land Use Code standards to protect and complement the unique character of historic Downtown buildings and the historic district	City of Fort Collins	All	UD 4a
116	UD 4a (2): Inventory designated and eligible histor- ic resources throughout the Downtown.	City of Fort Col- lins, DDA,	All	UD 4a
117	UD 4a (3): Revise the definition of adjacency as it relates to the physical separation of buildings to historic structures.	City of Fort Collins	All	UD 4a
118	UD 4b (1): Update and distribute the Downtown Buildings historic building inventory	City of Fort Collins	All	UD 4b
119	UD 5a (1): Develop Land Use Code regula- tions that identify performance standards for design elements that activate buildings and private outdoor spaces along public streets.	of Fort All ins		UD 5a
120	UD 5b (1): Finalize enhanced streetscape design for Linden Street (Walnut to Jefferson)	DDA	Historic	UD 5b
121	UD 5b (2): Construct Jefferson Street Streetscape Enhancements project (Mountain-College Ave)	CDOT/City of Fort Collins	Historic, River	UD 5b
122	UD 5c (1): Amend the Land Use Code to ensure that all Article 3 site and parking area design stan- dards match the intent of this policy	City of Fort Collins	All	UD 5c
123	UD 5d (1): Amend the Land Use Code to ensure that all Article 3 site and parking area design standards match the intent of this policy	City of Fort Collins	All	UD 5d

No.	Action Item	Responsibility	Character Dis- trict	Related Policies
124	UD 5e (1): Uphold adopted Access Management Plans for State – controlled streets Downtown and amend the Land Use Code to ensure that all Article 3 site, parking area design and engineering standards match the intent of this policy	City of Fort Collins	All	UD 5e
125	UD 6a (1): Create an Urban 'Micro-Space' Design Plan.	DDA	River, Historic, Canyon Avenue, Campus North	UD 6a
126	UD 6b (1): Design and construct alley enhance- ments (incl. trash/recycle enclosures) within Old Firehouse Alley (East)	DDA	Historic	UD 6b
127	UD 6b (2): Design and construct alley enhance- ments (incl. trash/recycle enclosures) within the 100 Block of S. College Ave. (S. of W. Mountain)	DDA	Historic	UD 6b
128	UD 6c (1): Amend the Land Use Code to City clarify the required quantity and location Coll of private open space amenities.	ins way Co	ept Entry- prridor and 9 Natural	UD 6c
129	UD 6d (1): Amend Land Use Code to City include shadow analysis for all private out- door spaces and ensure limited shading during winter months.	ins way Co	ept Entry- prridor and Natural	UD 6d
130	UD 7a (2): Develop final engineering and land- scape design for the Riverside (Mulberry to Moun- tain) Streetscape Improvements	City of Fort Col- lins/DDA	Entryway Corridor, River, Historic	UD 7a
131	UD 7a (3): Obtain grants for art/sculpture/wind technology to be incorporated into Riverside Streetscape Improvements	City of Fort Col- lins/DDA	Entryway Cor- ridor	UD 7a
132	UD 7a (4): Acquire the railroad ROW parcel be- tween curb and rail line at the northeast corner of Mulberry and Riverside	City of Fort Collins	Entryway Cor- ridor	UD 7a

No.	Action Item	Responsil	oility Character Dis- trict	Related Policies
133	UD 7a (6): College Avenue (500-600 block) install banners to highlight CSU campus	DBA	Campus North	UD 7a
134	UD 7b (2): Design and install landscape and hardscape gateway improvements at the northwest corner of the Riverside and Mountain intersection	City of Fort Collins/DDA	Historic	UD 7b

Mid-Term Actions (2019-2026)

No.	Action Item	Responsibility	Character District	Related Policies
1	AC 1b (3): Consider a "cultural trolley" that can circulate around Downtown to the various cultural facilities	Transfort, DDA, DBA	TBD	AC 1b
2	AC 3a (2): Support the creation of a year-round marketplace that includes arts, crafts, and makers.	Economic Health	TBD	AC 3a
3	AC 4a (1): Invest in public-private partnerships to develop affordable creative spaces.	Economic Health, DDA	All	AC 4a
4	AC 4a (2): Pursue partnership with ArtSpace to develop live/work space in Downtown; complete Phase I Feasibility Study to understand and the ex- tent of need in for live/work space in Downtown.	Economic Health, DDA	All	AC 4a
5	AC 4a (3): Inventory existing spaces that could be used for start-up, live or work space.	Planning	TBD	AC 4a
8	AC 4b (2): Explore connecting the use of flexible funding streams for arts and cultural uses	Economic Health, DDA, Organiza- tion of Creative Culture	All	AC 4b
9	AC 4b (3): Provide data/information to developers and landlords on the value of retaining a mix of creatives in Downtown	Organization of Creative Culture, Culture Services, DBA	All	AC 4b
10	AC 5a (1): Inventory micro-urban space such as alleys, parking lots, and other utility areas to incorporate art.	Organization of Creative Culture, DDA	River, Histor- ic, Canyon, Civic, Cam- pus	AC 5a
11	AC 5a (2): Develop public and/or private art pro- grams that take advantage of micro-urban spaces	Cultural Services, Organization of Creative Culture, DDA	River, Histor- ic, Canyon, Civic Cam- pus	AC 5a
12	MM 1c (1) Add information to Downtown messag- ing coordinated by the DDA/DBA Alliance	City staff liason to Commission on Disability, Engineering	Historic, Campus North	MM 1c

No.	Action Item	Responsibility	Character District	Related Policies
13	MM 1d (1) Convene all interests to define an initial trial installation and supporting online presence.	(Planning, DBA, consult with other City depts., DDA, VFC	All	MM 1d
14	MM 2a (2) Identify opportunities to increase recreational use of parks and natural areas with concentrations of illegal activity and encampments to provide better visibility and make spaces more family-friendly (e.g., disc golf course in Gustav Swanson Natural Area).	City – Parks, Nat- ural Areas	Innovation, Oxbow, River, Poudre Natural	MM 2a
15	MM 4a (2) Prepare a report for City Councils and other affected interests summarizing crucial bud- get outlook issues to inform biennial budgets and the programming of new improvement projects.	Parks, DDA, Oth- ers as appropriate	All	MM 4a
16	MM 4c (1) Convene a discussion among over- lapping responsible entities to ensure that aging improvements are kept up (e.g., trees and plants, special paving, planter walls, pedestrian lights, street furnishings, holiday lights infrastructure, irrigation, fountains, and the like); by clarifying and assigning responsibilities for anticipated projects.	Parks, Planning/ GID, other City depts. as needed	Historic Core, River, Campus North, Time may add others	MM 4c
17	MM 4e (2): Require haulers to include clean- ing, maintenance, and litter clean-up as part of their service for enclosures.	City – Environ- mental Services, DDA, Parks	All	MM 4e
18	MM 4e (3): Pair recycling receptacles with all trash receptacles.	City – Environ- mental Services, Planning, DDA, Parks, Engineer- ing, Transfort	All	MM 4e
19	MM 4e (4): Reduce the frequency of large waste vehicles using the area by identifying opportuni- ties for shared resources, coordinated collection schedules, single-provider contracts, bicy- cle-based recycling and food waste collection, and other actions.	City – Environ- mental Services, DDA	Historic	MM 4e

No.	Action Item	Responsibility	Character District	Related Policies
20	MM 4e (6): Add public drinking fountains in public plazas and other areas with high pe- destrian use. Explore options and technology for year-round drinking fountains.	DDA, Parks	Historic, Civic	MM 4e
21	MM 4e (7): Identify and pursue improvements to waste management and recycling in the Campus North area in particular.	City – Environ- mental Services, Neighborhood Services, CSU	Campus North	MM 4e
22	MM 6b (2) If a base of initial support emerges, ex- plore a public deliberation process with complete, transparent information to effectively discuss BID concepts and potential suitability/unsuitability to Downtown or parts of Downtown.	DBA, DDA, Eco- nomic Health, Consult with all other interests	TBD	MM 6b
23	ME 1b (2): Allow higher densities and intensities for mixed-use and commercial developments in appropriate Character Districts.	PDT/Planning	Campus North, North Mason	ME 1b
24	ME 1b (3): Work with existing Downtown business- es that are interested in relocation; facilitate oppor- tunities for adaptive reuse and redevelopment	Economic Health		ME 1b
25	ME 1c (4): Foster regional innovation to fuel busi- ness development and job creation by leveraging local assets including human capital, research insti- tutions, industrial base, physical infrastructure, and quality of life.	Economic Health, DBA, DDA, Chamber, SBDC	All	ME 1c
26	ME 1c (5): Invest in the physical assets (sidewalks, utilities, buildings) necessary to support entrepre- neurship in parts of Downtown that currently lack adequate physical infrastructure.	Planning/PDT, Economic Health, DDA, Utilities	All	ME 1c
27	ME 1c (6): Support the development of larger floorplate office and commercial spaces to attract incubator graduates and growing primary employ- ers.	Economic Health, DBA, DDA, SBDC, Chamber	All	ME 1c

No.	Action Item	Responsibility	Character District	Related Policies
28	ME 1c (9): Support the evolving primary em- ployment, creative and innovation economies in the Innovation and River Districts by addressing economic and infrastructure challenges to re- development in these districts. Consider stra- tegic incentives and partnerships to encourage redevelopment. Identify low-cost, low-amen- ity spaces that can provide opportunities for start-up firms and businesses to transition from incubator spaces into Downtown space for their businesses. Facilitate uses including arts/ creative spaces, start-up incubators and tech hubs. In particular, support the development of creative live/work spaces along Jefferson Street and around the Quonset huts.	Planning/PDT, Economic Health, DDA, DBA	Innovation, River	ME 1c
29	ME 1d (1): Encourage the development of small-format retail spaces in infill and redevelop- ment projects to provide opportunities for small, unique retail businesses.	Planning/PDT, DDA	All	ME 1d
	ME 1d (5):Encourage the development of a year-round marketplace with opportunities for multiple small vendors in the Civic/North Mason or Innovation Districts	Economic Health, Plan- ning/PDT	All	ME 1d
30	ME 1d (6): Celebrate iconic local businesses in the Campus North district to maintain the area's eclectic, funky vibe.		Campus North	ME 1d
31	ME 1e (3): Examine fee structures for redevelop- ment (permits, capital expansion, street oversizing, planning, etc.) to encourage the development of mixed-use buildings with smaller, more affordable units. Ensure that fee structures reflect the unique context of Downtown development.	Planning/PDT and related de- partments	All	ME 1e
32	ME 1e (5): Encourage redevelopment near the Poudre River to face and engage with the river to build more activity along riverfront, while maintaining appropriate setbacks. Overlooks, decks facing the river, and restaurant patios are a few possibilities.	Planning/PDT	River	ME 1e

No.	Action Item	Responsibility	Character District	Related Policies
33	ME 1f (1): Build housing at higher densities in key areas Downtown (for example, the Mason cor- ridor) to increase the supply of housing in the Downtown area.	Planning/PDT	Canyon, Campus North, Civic, North Mason	ME 1f
34	ME 1f (4): Support reform of the construction de- fects claim legislation to encourage development of for-sale condominiums.	Economic Health	All	ME 1f
35	ME 1f (5): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown. (cross-reference to parking/other relevant principles)	Planning/PDT	All	ME 1f
36	ME 1f (6): Examine fee structures for redevelop- ment (permits, capital expansion, planning, etc.) to encourage the development of buildings with smaller, more affordable units.	Planning/PDT and related de- partments	All	ME 1f
37	ME 1f (7): Public-private partnerships should be used to achieve key community objectives, includ- ing parking, sustainable design, and affordability.	Social Sustain- ability, Economic Health	All	ME 1f
38	ME 1f (9): Investigate the opportunity to encour- age affordable creative live/work space along College, north of the Music District.	Planning/PDT, Cultural Services	Campus North	ME 1f
39	ME 1f (10): Encourage live/work, mixed use and studio spaces in the Civic and North Mason Districts to encourage activation of civic areas at all times of day. Identify opportunities for more residential development.	Planning/PDT, Cultural Services	Civic, North Mason	ME 1f
40	ME 1f (11): Increase housing in strategic Char- acter Districts Downtown – Innovation/Oxbow, Lincoln/Poudre/Entryway, Campus North, River	Planning/PDT, Economic Health, DDA	Innovation, Oxbow, Lincoln, Poudre, Entryway, Campus North, River	ME 1f

No.	Action Item	Responsibility	Character District	Related Policies
41	ME 1f (12): Encourage affordable studio, live/ work, and living space as redevelopment occurs in the River, Lincoln, Poudre, and Entryway Districts.	Planning/PDT, Cultural Ser- vices, DDA, Eco- nomic Health, Social Sustain- ability	River, Lincoln, Poudre, Entryway	ME 1f
42	ME 1g (1): Encourage multiple uses near or inside government facilities to generate pedestrian traffic outside of typical business hours	City, County, State, Federal Government	All	ME 1g
43	ME 1g (2): Re-evaluate the current Downtown Civic Center Master Plan to avoid creating a dead zone after business hours.	Facilities/Ops Services, Plan- ning/PDT	Civic	ME 1g
44	ME 1g (3): North Mason should develop into a distinct district focused on residential uses that is walkable and has significant market activity. The redeveloped street car barn should serve as a future focal point.	Planning/PDT, Economic Health, Trans- portation	North Ma- son	ME 1g
45	ME 1g (4):Encourage live/work, mixed use and stu- dio spaces to encourage activation of civic areas at all times of day. Identify opportunities for more residential development.	Planning/PDT, Economic Health	All	ME 1g
46	ME 1h (1): Anticipate potential impacts of the shar- ing economy and ensure that policies for land use, municipal regulation, and economic development are reviewed as needed.	Planning/PDT, Economic Health	All	ME 1h
47	ME 1h (3): Update market conditions and trend analyses every five years and make appropriate ad- justments to the Downtown Plan and key metrics.	Economic Health, Planning	All	ME 1h
48	ME 2a (1): Conduct in-depth research that considers several scenarios for 1) continued public investment in Downtown infrastructure, public space, and redevelopment and 2) adequate funding for ongoing Downtown maintenance and operations after the expiration of Tax Increment Financing (TIF) in 2031.	DDA DBA Economic Health	All	ME 2a

No.	Action Item	Responsibility	Character District	Related Policies
49	ME 2a (2): Educate the public and stakeholders in the City organization about the impact of invest- ments that have been funded through TIF resourc- es.	Economic Health, DDA		ME 2a
50	ME 2a (3): Develop a long term strategy to main- tain public investment (after the expiration of the DDA's TIF authority) in the Historic District.	DDA	All	ME 2a
51	ME 2b (1): Evaluate the current operations and efficacy of the General Improvement District (GID); consider expansion of the GID boundary to appro- priate character districts (e.g. the River District) as development moves further from the Old Town area when appropriate.	Planning/PDT, Economic Health	River, Others	ME 2b
52	ME 2b (3): Evaluate the feasibility of establishing a Downtown economic development fund to further support public-private partnerships in the Downtown area.	Economic Health, DDA	All	ME 2b
53	ME 2b (4): Ensure that future public investment supports the Innovation District, River District, and other emerging economic catalyst areas within Downtown.	DDA, BID (if cre- ated), Economic Health	Innovation, River, others	ME 2b
54	ME 3a (1): Develop new policies and modify current policies, procedures, and practices to reduce and resolve barriers to infill development and redevelopment. Emphasize new policies and modifications to existing policies that support a sustainable, flexible, and predictable approach to infill development and redevelopment.	Planning/PDT, Historic Preser- vation, Engineering/ Building Depart- ments, Utilities	All	ME 3a
55	ME 3a (3): Develop and maintain development fee schedules that account for differences between redevelopment and greenfield development costs, and aim to provide fair and equitable apportion- ment of cost for the different types of develop- ment.	Planning/PDT and related de- partments	All	ME 3a

No.	Action Item	Responsibility	Character District	Related Policies
56	ME 3a (5): Apply fees in the Historic District only if applicable and put back into the Historic District. For example: street oversizing fees – should have a rational nexus and geographic application.	Planning/PDT	Historic	ME 3a
57	ME 3a (6): Encourage multiple-story buildings in the Campus North and Canyon Avenue districts, especially along Mason, College, and Mulberry	Planning/PDT	Campus North, Can- yon	ME 3a
58	ME 3a (7): Look at underutilized parking lots as opportunities for redevelopment in the Canyon Avenue District for both buildings and parking structures	Planning/PDT, Economic Health, DDA	Canyon	ME 3a
59	ME 3a (8): Encourage additional density and intensity in the Civic and North Mason districts	Planning/PDT	Civic, North Mason	ME 3a
60	ME 3a (9): Identify potential redevelopment sites that could be prime employment opportunities; identify and address barriers to redevelopment of these sites	Economic Health, Planning/PDT	All	ME 3a
61	EE 1c (2): Incorporate public art, cultural heri- tage and Nature in the City features and educa- tional information into the Poudre River History Walk. [River District]	City – Park Planning, Parks, Natural Areas, Historic Preser- vation	River District	EE 1c
62	EE 1d (1): Assist with the identification and reme- diation of brownfield sites that may impact public health, with consideration of the environmental, social and economic costs and benefits of remedi- ation projects.	City – Utilities, Planning, Historic Preservation	All	EE 1d
63	EE 2a (1): Develop informational and educational resources on renewable energy (solar, geother- mal, hydropower, wind or other technologies) that acknowledge the unique constraints and opportu- nities Downtown (e.g., historic buildings, shared rooftops).	City – Utilities, Historic Preser- vation, Planning, Economic Health	All	EE 2a

No.	Action Item	Responsibility	Character District	Related Policies
64	EE 2a (2): Explore mechanisms for coordinated energy and sustainability accounting to measure overall net impact and level of performance to track progress toward citywide greenhouse gas reduction goals.	City – Environ- mental Services, Utilities, Planning, CSU	All	EE 2a
65	EE 2a (4): Identify buildings with the greatest and most effective opportunities to integrate photovol- taic systems. Create education, incentives, rebates, demonstrations, and partnership opportunities to facilitate participation.	City – Utilities, Private Partners	All	EE 2a
66	EE 2a (5): Explore solutions that allow multiple tenants and condo owners to produce and utilize renewable energy in shared buildings, both resi- dential and commercial.	City – Utilities, DDA, Private Partners	All	EE 2a
67	EE 2a (6): Develop district- or community-scale solar gardens that are available to commercial subscribers. Consider installation on top of parking garages, sites with limited development potential, and other suitable sites.	City – Utilities, Private Partners	All	EE 2a
68	EE 2a (9): Identify obstacles and opportunities to support the development of public and/or private district energy, combined heat/power, smart grids, demand response systems, and other energy inno- vation projects in the Downtown area.	Utilities, DDA, Environmental Services, Private Partners	All	EE 2a
69	EE 2b (2): Explore the creation of a DDA program for energy efficiency retrofits, similar to the façade improvement program.	DDA, Historic Preservation, Utilities	All	EE 2b
70	EE 2c (3): Develop a walking tour and digital guide to introduce and explain the energy and environ- mental innovations in the Downtown area. Con- nections to Colorado State University's innovative programs and projects should be highlighted.	City, DBA, CSU, Private Partners	Innovation, North Ma- son, Civic, Canyon, Campus North	EE 2c
71	EE 2e (2): Require new development projects and major remodels to submit a waste reduction plan prior to demolition and/or construction for both construction and operations waste.	City – Environ- mental Services, Planning	All	EE 2e

No.	Action Item	Responsibility	Character District	Related Policies
72	EE 2f (2): Require radon testing and mitigation for new development, redevelopment, and remodels.	City – Environ- mental Services, Building Services	All	EE 2f
73	EE 2f (3): Encourage the design, construction, and operation of buildings that meet WELL Building standards or similar measures of superior indoor environments.	City – Environ- mental Services, Planning	All	EE 2f
74	EE 2f (4): Apply the Transportation Air Quality Impacts Manual to projects in the Downtown to inform land use and transportation decisions.	City - Environ- mental Services, Planning, FC Moves, Engi- neering, Traffic Operations	All	EE 2f
75	EE 2h (1): Develop a business electric vehicle charging station incentive program to increase installation of EV charging stations at existing busi- nesses and institutional facilities.	City – Environ- mental Services, Utilities, DBA, Private Partners	All	EE 2h
76	EE 2h (4): Explore opportunities for neighborhood electric vehicle (EV) programs.	City – FC Moves, Utilities, Environ- mental Services	All	EE 2h
77	EE 2h (7): Explore the transformation of the Mason Street Corridor from a designated "enhanced travel corridor" to a "transportation innovation corridor" that integrates and supports new transportation technologies and products (e.g., driverless cars, shared cars, electric and alternative fuel vehicles).	City – FC Moves, Utilities, Engineer- ing, Planning	Campus North, Can- yon Area, Historic, Civic, North Mason	EE 2h
78	EE 3a (2): Inventory existing outdoor public and private outdoor and green spaces in the Down-town area and identify ways to enhance connections with nature in these areas.	City - Planning, DDA, Parks, Natu- ral Areas	All	EE 3a
79	EE 3a (6): Enhance Fort Collins Heritage Park to include more native landscaping, gathering spaces, and opportunities to enjoy the natural setting along the river.	City – Parks, Parks Planning	River District	EE 3a

No.	Action Item	Responsibility	Character District	Related Policies
80	EE 3b (3): Enhance the Riverside Corridor with additional trees and other landscaping, perhaps as a buffer between a bike/ped trail and the train. [Move to character districts	City – Engineer- ing, Planning	Energy Cor- ridor	EE 3b
81	EE 3d (1): Create Land Use Code standards for edible landscaping within public rights-of-way.	City – Planning, Engineering, Forestry, Utili- ties, NoCo Food Cluster	All	EE 3d
82	EE 3d (3): Identify possible locations acceptable for limited food production in strategic locations along the Poudre River.	City — Natural Areas, Parks, Park Planning, Storm- water	Innovtaion, River, Ox- bow, Lincoln Corridor, Poudre Nat- ural	EE 3d
83	EE 4b (3): Develop an outreach program that high- lights the City's history of flooding and stormwater management efforts and what property owners can do to reduce stormwater runoff volume, reduce flooding impacts, and improve the water quality of runoff.	DBA, DDA, City – Utilities	All	EE 4b
84	EE 4d (1): Encourage use of the Net Zero Water Planning Toolkit by property owners and devel- opers to evaluate water footprints for properties, establish district goals for water conservation and water quality improvements, and track and report progress towards achieving net zero water use.	City — Utilities, Planning	All	EE 4d
85	TP 1a (3): Evaluate pedestrian bulb-outs to en- hance walkability/reduce crossing distance at key intersections.	City—FC Moves, Engineering	All	TP 1a
86	TP 1d (1): Construct the full design of Lincoln Corridor Plan.	City – Engineer- ing, FC Moves, Traffic Opera- tions	Lincoln	TP 1d
87	TP 1d (2): Update and implement the Riverside Access Control Plan (with updated design from Downtown Plan; see Urban Design section).	City – Engineer- ing, FC Moves, Traffic Operations	Entryway, Poudre Nat- ural	TP 1d

No.	Action Item	Responsibility	Character District	Related Policies
88	TP 1d (3): Implement the Jefferson Street Design.	City – Engineer- ing, FC Moves, Traffic Operations	Historic, River	TP 1d
89	TP 1g (3): Identify and pursue potential Downtown Circulator funding partnerships.	City - Transfort	All	TP 1g
90	TP 1h (1): Implement the Transfort Route Improve- ment Project (TRIP) recommendations in the Downtown area.	City—Transfort	All	TP 1h
91	TP 1i (1): Develop a Citywide Parking Plan, in- cluding a menu of options outlining parking and access district typologies, funding mechanisms, organizational structure and stakeholder involve- ment (e.g., parking benefit district).	City—Transfort / Parking	All	TP 1i
92	TP 2b (2): Develop strategies to provide parking utilization data to the public in both online and mobile application form.	City – Parking Services, CPIO	All	TP 2b
93	TP 2f (1): Work with the Parking Advisory Board to identify thresholds based on parking utilization data that would warrant initiation of an on-street paid parking system.	City— Parking, Planning	All	TP 2f
94	TP 2f (2): Research and identify preferred vendor and type of meter desired (e.g., single-space or multi-space; pay by space, pay by license plate; cell phone only).	City— Parking, Planning	All	TP 2f
95	TP 2f (3): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other existing parking technologies).	City— Parking, Planning	All	TP 2f
96	TP 2f (4): Identify implementation area, and devel- op a comprehensive stakeholder education and communication plan.	City— Parking, Planning	All	TP 2f
97	TP 2f (5): Identify specific use of revenue generat- ed from on-street paid parking fees that support City policies.	City— Parking, Planning	All	TP 2f

No.	Action Item	Responsibility	Character District	Related Policies
98	TP 2g (1): Identify conditions that warrant the de- velopment of new parking structures.	City— Parking, Planning	All	TP 2g
99	TP 2g (2): Explore various funding sources for development of parking structures, such as public-private partnerships, parking district, tax increment financing (TIF), parking fee-in-lieu, and on-street paid parking.	City— Parking, Planning	All	TP 2g
100	TP 2g (3): Explore development of parking struc- tures to encourage primary employment on the fringes of Downtown.	City— Parking, Planning	All	TP 2g
101	TP 2h (1): When a sustainable funding source for new parking is in place, explore revisions to the Land Use Code allowing new development to pay a fee-in-lieu for of part or all the on-site parking requirements.	City— Parking, Planning	All	TP 2h
102	TP 2i (1): Create a comprehensive regulation doc- ument for public parking facilities (on-street and structured) in Downtown.	City— Parking, Planning	All	TP 2i
103	TP 2i (2): Analyze appropriate triggers for remov- ing on-street parking in favor of bike parking, car share, and/or bike share spots in the context of the overall supply and availability of parking.	City— Parking, Planning, FC Moves	All	TP 2i
104	UD 5b (3): Finalize engineering and landscape design from Mason Corridor streetscape design competition and construct improvements	City of Fort Col- lins/DDA/CSU	Campus North	UD 5b
105	UD 6b (3): Design and construct alley enhance- ments (incl. trash/recycle enclosures) within the 500-600 Block of S. College Ave (east side of College)	DDA	Campus North	UD 6b
106	UD 6c (2): Fund and create an art walkway streetscape fronting on east side of Jefferson Street, linking with artist live/work/retail area.	City of Fort Collins	River	UD 6c
107	UD 7a (5): Finalize engineering and landscape design for the Riverside Streetscape Improve- ments capital project and construct improve- ments	City of Fort Col- lins/DDA	Entryway Corridor	UD 7a

No.	Action Item	Responsibility	Character District	Related Policies
108	UD 7a (7): Finalize engineering and landscape design from Mason Corridor streetscape design competition and construct improvements	City of Fort Col- lins/DDA/CSU		UD 7a
109	UD 7b (1): Design and install additional plantings on the City-owned lot at the northwest corner of Cherry and College	City of Fort Collins	Innovation	UD 7b
110	UD 7b (3): Design and install landscape gateway improvements at the northwest corner of the Mulberry and College intersection	City of Fort Col- lins/DDA	Canyon Ave- nue	UD 7b (3)
111	UD 7b (4): Design and install landscape gateway improvements at the Linden and Buckingham Street intersection.	City of Fort Col- lins/DDA	Innovation	UD 7b (4)

Ongoing

No.	Action Item	Responsibility	Character District	Related Policies
1	AC 5a (3): Program "convertible" streets that can be used for art events (Canyon Avenue, 200 block of Linden, 200 block of Howes).	Organization of Creative Culture, DDA, Planning	Historic, Canyon	AC 5a
2	AC 5b (2): Explore opportunities to collaborate with the Neighborhood Connection Program to develop a neighborhood-based public art pro- gram.	Neighborhood Services, Organi- zation of Creative Culture, Cultural Services	All	AC 5b
3	AC 5b (3): Convene all stakeholders to explore opportunities and structure that could support additional public and/or private arts initiatives.	Organization of Creative Culture, Art Organizations	All	AC 5b
4	AC 5d (2): Seek out opportunities for art work to stand in for design requirements.	Planning	All	AC 5d
5	MM 2b (1) Continue to practice and develop cur- rent Downtown policing to keep abreast of growth and dynamic needs.	Police	All	MM 2b
8	MM 2c (1) Continue open exploration of issues and possible new locations, with collaboration and comment from all affected interests and City departments.	Police, Opera- tions Services	City Center	MM 2c
9	ME 1c (2): Continue to support Fort Collins' Down- town business incubation programs and industry cluster groups as key elements of both innovation and future employment growth in the City.	Economic Health	All	MM 1c
10	ME 1c (3): Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation, and recruitment efforts that bring jobs and import income or dollars to the community.	Economic Health, DDA, DBA	All	ME 1c
11	ME 1c (8): Emphasize proximity to open space (i.e. the Oxbow District) to encourage and sup- port primary employment uses.	Planning/PDT	Oxbow	ME 1c
12	ME 1d (3): Support programs that encourage residents to spend dollars locally.	Economic Health, Planning/PDT, DBA, DDA	Civic/North Mason	ME 1d

No.	Action Item	Responsibility	Character District	Related Policies
13	ME 1d (4): Support the retention and recruitment of retailers or development projects that have a high potential impact on sales tax generation, spe- cifically focused on increasing the amount of retail sales generated within the Downtown area.	DBA, Economic Health	All	ME 1d
14	ME 1h (4): Regularly share Downtown economic information with the public, business owners, and property owners in multiple formats.	Economic Health, DBA, DDA	All	ME 1h
15	ME 2b (2): Ensure that public improvements are equitably distributed throughout the Downtown area.	DDA, GID, BID (if created)	All	ME 2b
16	Master Plan, such as the Poudre River History Walk, river restoration projects, pedestrian connections, and the Downtown kayak park.	City – Natural Areas, Park Plan- ning, Stormwater	Innovation, Oxbow, Poudre Natural, River	
17	EE 1b (2): Utilize Land Use Code requirements to ensure new development creates a transition between Downtown and the river.	City – Planning	Innovation, Oxbow, River, Pou- dre, Natu- ral, Lincoln Corridor	EE 1b
18	EE 2a (3): Explore a variety of funding sources and creative financing mechanisms to implement Climate Action Plan priorities in the Downtown, including public-private partnerships, Colorado Commercial Property Assessment Clean Energy (C-PACE), or other appropriate mechanisms.	City – Environ- mental Services, Utilities, DDA, DBA, CSU, Private Partners	All	EE 2a
19	EE 2a (7): Promote and incentivize the use of passive urban cooling strategies, such as tree can- opies, reflective roofs and pavement, living walls and roofs, and shading canopies and devices over windows, walls, parking lots and other open areas.	City – Planning, Utilities, Natural Areas, Environ- mental Services	All	EE 2a

No.	Action Item	Responsibility	Character District	Related Policies
20	EE 2a (10): Build on the FortZED jumpstart proj- ect by pursuing Department of Energy and other research funding opportunities to support CSU and private industry in developing, testing and deploy- ing new solutions into the market, using Down- town as a living laboratory because of its compact- ness and visibility for the community.	City – Environ- mental Services, Utilities, CSU, Private Partners	All	EE 2a
21	EE 2a (11): Engage innovative groups, such as the "Places of Invention Innovators' Network," in con- versations about ways to encourage innovation, reduce risks, showcase local technologies, and pilot university research.	City – Environ- mental Services, Planning, Utilities, CSU, Private Partners	All	EE 2a
22	EE 2b (3): Showcase deep energy renovations in Downtown buildings.	City - Utilities, Historic Preserva- tion, DDA	All	EE 2b
23	EE 2b (4): Utilize historic preservation best practices and guidance to ensure that energy efficiency retrofits in historic buildings are com- patible with their unique context.	City - Historic Preservation	Historic	EE 2b
24	EE 2c (2): Continue to develop and use City facil- ities as demonstration projects to highlight the City's commitment to energy and environmental innovation (including the new Utilities Adminis- tration Building, future Civic Campus, etc.).	City – Utili- ties, Planning, Environmental Services	Civic	EE 2c
25	EE 2c (4): Include educational signage regarding environmental topics as part of new development projects, at civic buildings and in public spaces.		All	EE 2c
26	EE 2d (2): Support green building projects that exceed minimum code requirements through in- centives, rebates, educational programs and other initiatives.	City – Planning, Environmental Services, Utilities, Building Services, DDA	All	EE 2d
27	EE 2d (3): Encourage developers and property owners to utilize the Integrated Design Assistance Program. Provide technical assistance and educa- tion on the benefits and business case for green	City – Planning, Environmental Services, Utilities	All	EE 2d

building practices.

No.	Action Item	Responsibility	Character District	Related Policies
28	EE 2f (1): Encourage best practices to detect and mitigate indoor air pollutants such as carbon monoxide, volatile organic compounds, radon and particle pollution for redevelopment projects that utilize existing buildings. Encourage best practice maintenance of heating, ventilation and air condi- tioning (HVAC) systems to maintain healthy indoor environmental quality.	City-Environ- mental services, Utilities, Building Services	All	EE 2f
29	EE 3a (3): Incorporate pocket parks, courtyards, safe children's play areas, green roofs, living walls, and opportunities to enjoy nature into new devel- opment, existing properties, streetscapes, alleyway improvements and other projects.	City-Planning, Parks, Engineers, Natural Areas, DDA	All	EE 3a
30	EE 3a (4): Incorporate landscaping that benefits birds, butterflies, pollinators and other urban adapt- ed wildlife species into new development, existing properties, streetscapes, alleyway improvements and other projects.	City – Planning, DDA, Parks, Engi- neering, Natural Areas	All	EE 3a
31	EE 3a (5): Showcase art, energy, and nature to- gether through Art in Public Places projects and other artistic installations.	City – Art in Pub- lic Places	All	EE 3a
32	EE 3a (7): Incorporate setbacks or varied edges into large infill buildings to create a green edge and publicly accessible plazas, courtyards and gathering spaces.	City – Planning	All	EE 3a
33	EE 3b (1): Continue to incorporate street trees and high-quality landscaping in all development. Con- tinue to maintain the health and longevity of the existing, mature tree canopy Downtown.	City — Planning, Forestry	All	EE 3b
34	EE 3c (2): Incorporate best lighting practices and dimming capabilities into street, pedestrian and building lighting. Select lighting sources with ap- propriate intensity, color output, color rendering, and lighting distribution designed to support public safety, reduce glare and minimize health impacts.	City – Utilities, Planning, Building Services	All	EE 3c
35	EE 3c (4): Decorative lighting should be used in a way that does not create uplight, glare, or other adverse impacts.	City – Planning, Building Services	All	EE 3c

No.	Action Item	Responsibility	Character District	Related Policies
36	EE 3c (5): Complement the primary uses of various Downtown character districts with lighting that fits the context and priorities for each area (e.g., wild- life protection along the river corridor vs. entertain- ment in the historic core).	City – Planning, Building Services	All	EE 3c
37	EE 3d (2): Encourage the planting of fruit trees as part of new development projects.	City – Planning	All	EE 3d
38	EE 4a (1): Encourage cooperative approaches to sustainability innovations, such as renewable ener- gy production and smart grid technologies, to pilot and test new methods and distribute financial risk among various departments, agencies and parties.	City, DDA, DBA, CSU, Places of Invention Inno- vators' Network, Private Partners	All	EE 4a
39	EE 4a (4): Seek private and other creative funding sources for innovative capital projects that support sustainability.	City, Places of Invention Inno- vators' Network, Private Partners	All	EE 4a
40	EE 4b (1): Continue to require, and encourage best practices and latest technology for Low-Impact Development (LID) as part of new development.	City – Utilities, Engineering, Planning	All	EE 4b
41	EE 4b (2): Coordinate implementation of the proj- ects detailed for the Old Town Drainage Basin in the Stormwater Master Plan with other public and private development and improvement efforts.	City – Engineer- ing, Utilities, Nat- ural Areas, Parks, Planning	All	EE 4b
42	EE 4c (3): Ensure that infrastructure is sized to allow for planned or future development and adequately accounts for potential impacts to the water and wastewater system.	City – Utilities	All	EE 4c
43	EE 4d (2): Encourage public and private landscap- ing that utilizes xeric and wildlife-friendly plant species and management techniques. Continue to provide resources and technical assistance to property owners and developers.	City – Utilities	All	EE 4d
44	TP 1a (1): Continue to implement the Pedestri- an Improvement Program, including identifying potential improvements in coordination with Street Maintenance Program (SMP) and other capital project opportunities.	City—Engineer- ing, Streets	All	TP 1a

No.	Action Item	Responsibility	Character District	Related Policies
45	TP 1a (2): Continue to implement the Pushbutton Accessibility Improvement program.	City—Traffic Op- erations	All	TP 1a
46	TP 1f (3): Identify funding opportunities for cy- cling-related improvements (e.g., grants, etc.).	City—FC Bikes	All	TP 1f
47	TP 1f (4): Coordinate with the Street Maintenance Program (SMP) and other capital projects to add/ improve bicycle facilities when opportunities allow.	City—FC Bikes, Streets	All	TP 1f
48	TP 1k (1): Continue implementing the Bus Stop Improvement Program.	City—Transfort, Engineering	All	TP 1fk
49	TP 3a (1): Continue to provide real-time transit in- formation, and identify opportunities for improved communication.	City—Transfort	All	TP 3a
50	TP 3b (2): Continue to implement the Bike Wayfin- ding Program.	City—FC Bikes	All	TP 3b
51	TP 3d (1): Provide information on travel options and special programs (engagement, incentives) to employers via the Transportation Demand Man- agement (see also TP 2d (1):) and ClimateWise programs to promote the use of public transit, biking, and walking.	Near	City—FC Moves, Util- ities; DBA	TP 3d
52	(Not sure which policy to enter this under - was pulled from EE-3a) Infill and redevelopment should protect, celebrate, and engage with natural spaces and features in the Downtown (e.g., face or en- gage the Poudre River corridor).	City – Planning	Innovation, Oxbow, River, Lincoln Corridor, Poudre, Natural	



