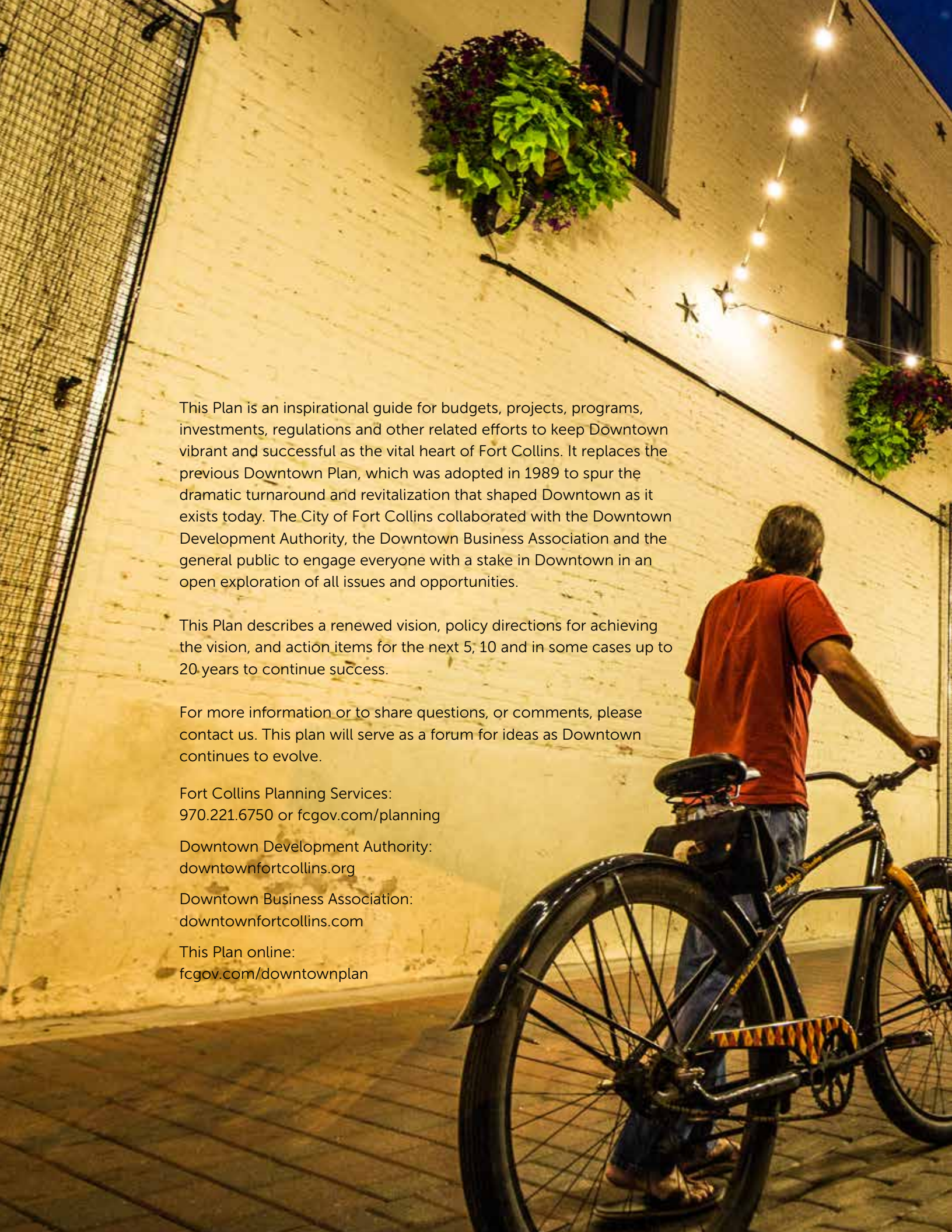


The 2017 Fort Collins

# Downtown Plan





A man with a beard, wearing a red t-shirt and blue jeans, is riding a black bicycle on a brick-paved street at night. He is positioned in the lower right foreground, facing away from the camera. The background features a light-colored brick wall. A string of warm white lights is strung across the wall, and two flower boxes filled with green plants and purple flowers are hanging from the wall. A black metal fence is visible on the left side of the frame.

This Plan is an inspirational guide for budgets, projects, programs, investments, regulations and other related efforts to keep Downtown vibrant and successful as the vital heart of Fort Collins. It replaces the previous Downtown 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, the Downtown Business Association and the general public to engage everyone with a stake in Downtown in an open exploration of all issues and opportunities.

This Plan describes a renewed vision, policy directions for achieving the vision, and action items for the next 5, 10 and in some cases up to 20 years to continue success.

For more information or to share questions, or comments, please contact us. This plan will serve as a forum for ideas as Downtown continues to evolve.

Fort Collins Planning Services:  
970.221.6750 or [fcgov.com/planning](http://fcgov.com/planning)

Downtown Development Authority:  
[downtownfortcollins.org](http://downtownfortcollins.org)

Downtown Business Association:  
[downtownfortcollins.com](http://downtownfortcollins.com)

This Plan online:  
[fcgov.com/downtownplan](http://fcgov.com/downtownplan)







## A Commitment to Our Shared Vision



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 1970s, began developing a vision for a revitalized Downtown. They saw Downtown's amazing potential, took risks, and committed their time, talent and treasure to bringing their vision to life. In 1989 the City of Fort Collins created the first Downtown Plan to continue building this momentum. 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 for 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 coming years.

The 2017 Downtown Plan reflects the input of engaged residents, businesses and community partners. And this time, unlike in the 1980s 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 sustain its unique character and authentic sense of place; to create an inclusive and welcoming environment for all residents, businesses, organizations and visitors; and to embrace new opportunities.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Darin Atteberry', written over a light blue horizontal line.

Darin Atteberry

City Manager







# Acknowledgments

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EXISTENTIAL  
JUSTIFICATION TEST

PLANET VS EARTH

TEST RESULT

☐ DESTROY

☐ SAVE

SUBJECTS	PASS	FAIL
THE ART	X	
RESOURCE		X
MANAGEMENT		X
LEACE		X
BREWING	X	
FITNESS		X
ENVIRONMENTAL		X
HEALTH		X
FINANCE		X

DESTROY  
EARTH







Section 1:

# Introduction



*Interactive fountains at Oak Street Plaza*





## Introduction

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, you can see and hear the singular essence of Downtown Fort Collins.

Fort Collins' entire history is inscribed into Downtown. The original 1867 townsite is here; the original town then became Downtown as Fort Collins quickly grew into a center of commerce and activity for surrounding agricultural settlement and for residential neighborhoods expanding around the Downtown.

Downtown grew steadily in its first hundred years due to the rise of agriculture related industry, the establishment of Colorado Agricultural College, the arrival of the railroads, the implementation of the streetcar system and the growing presence of the automobile.

Following World War II, Downtown experienced a period of steep decline amid a new rush of modernization, suburban growth and commercial development to the south. Today's success seems so natural, it's easy to take for granted the difficult transformation that has reestablished Downtown as the proud heart of the City.

Starting in the 1970s, community leaders and engaged citizens began to realize the value that was being lost as the Downtown character faded. They initiated serious steps to improve Downtown's fortunes.

The City hired a prominent Chicago planning firm to study the issues and recommend improvements. A City Historic Preservation Commission was formed. Committed community members wore out shoe leather building support for special property tax financing districts used to design and build pedestrian, beautification and parking enhancements. Individual building owners began to restore the original beauty of historic buildings with the assistance of special public financing incentives.

The vibrant transformation following those initial efforts is thanks to countless difficult decisions and hundreds of millions of dollars in investment by private owners and the public. This legacy of commitment and effort gives Downtown its identity today.



# Plan Organization

## Section 1: Introduction

Downtown Fort Collins has changed dramatically in the years since the original 1989 Downtown Plan. Economic activity has expanded beyond the Historic Core and Downtown has become a place where people of all backgrounds gather to live, work and play. The introduction to the 2017 Plan describes the plan development and engagement process, explores the state of today's Downtown economy, and outlines a renewed vision for Downtown.

## Section 2: Topic Areas

The Downtown Plan is organized into six topic areas meant to tie primary themes and related content together, but it is important to consider the relationship between the topic areas as well. Each topic area has a related series of principles, policies and action items.



### Key Considerations:

- Buildings
- Streetscapes
- Outdoor spaces



### Key Considerations:

- Getting to/from Downtown
- Parking (bike and vehicle)
- Getting around Downtown
- Communication about all of the above



### Key Considerations:

- Mix of uses
- Investment in Downtown
- Additional Downtown housing



### Key Considerations:

- Affordable space
- Coordination and communication
- The 24-hour creative economy



### Key Considerations:

- The Poudre River corridor
- Climate resiliency and innovation
- Nature in the City
- Utility infrastructure

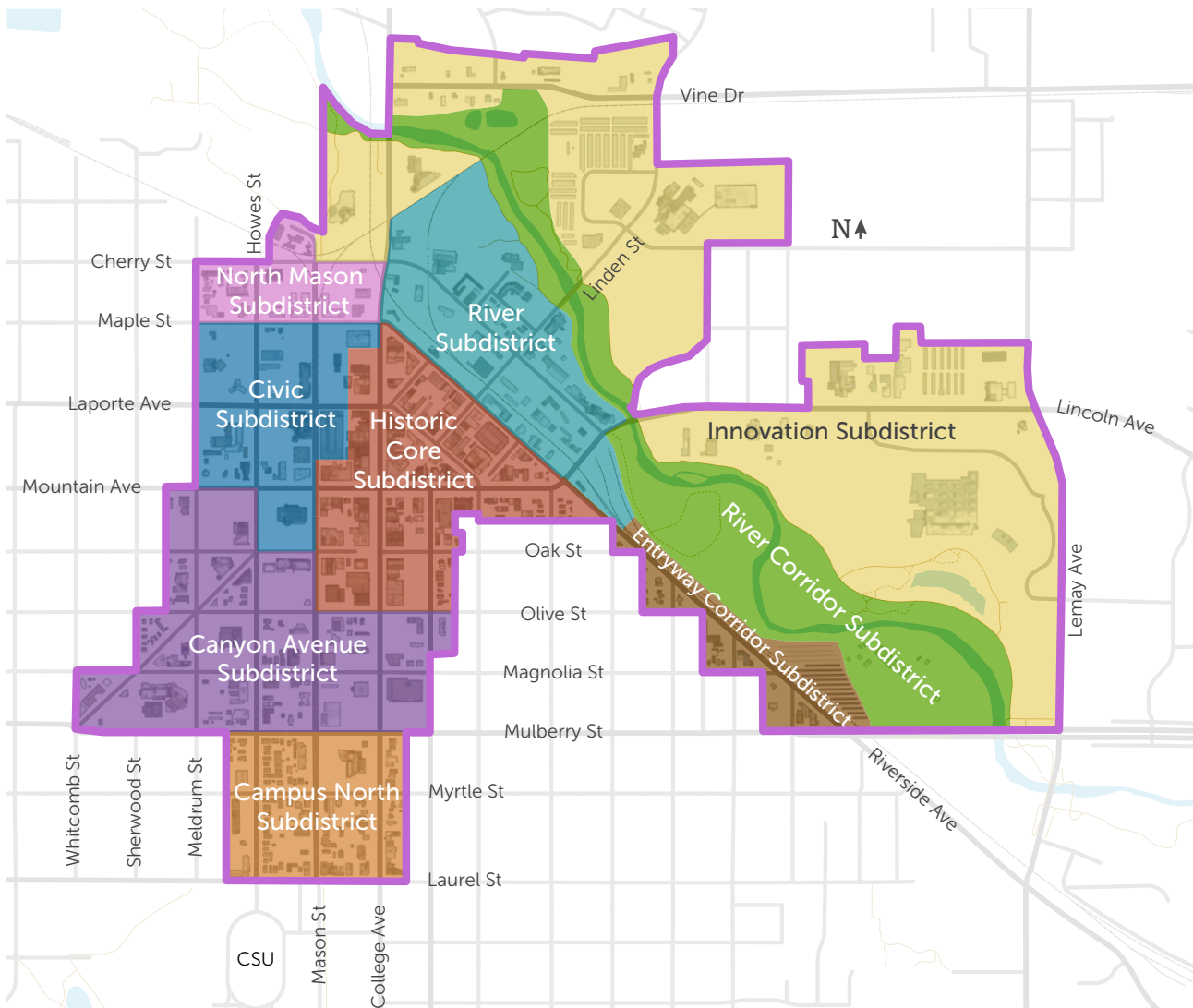


### Key Considerations:

- Keeping up with growth - maintenance, management and policing
- Illegal and disruptive behaviors

### Section 3: Character Subdistricts

Downtown is comprised of nine distinct and varied geographic areas represented in the Plan as character subdistricts. The Plan describes the desired future character of each and identifies their specific needs, priorities and opportunities. The character subdistricts section of the plan illustrates how the principals, policies and action items in the topic area section could be applied geographically.



### Section 4: Implementation

The community's vision for Downtown will only be realized through the sustained, intentional effort of numerous City departments, private and non-profit partners, Downtown property owners and stakeholders. The Implementation section of the plan contains specific actions to support the principles and policies presented in the Topic Areas section, and includes potential timelines, funding sources and partnerships.

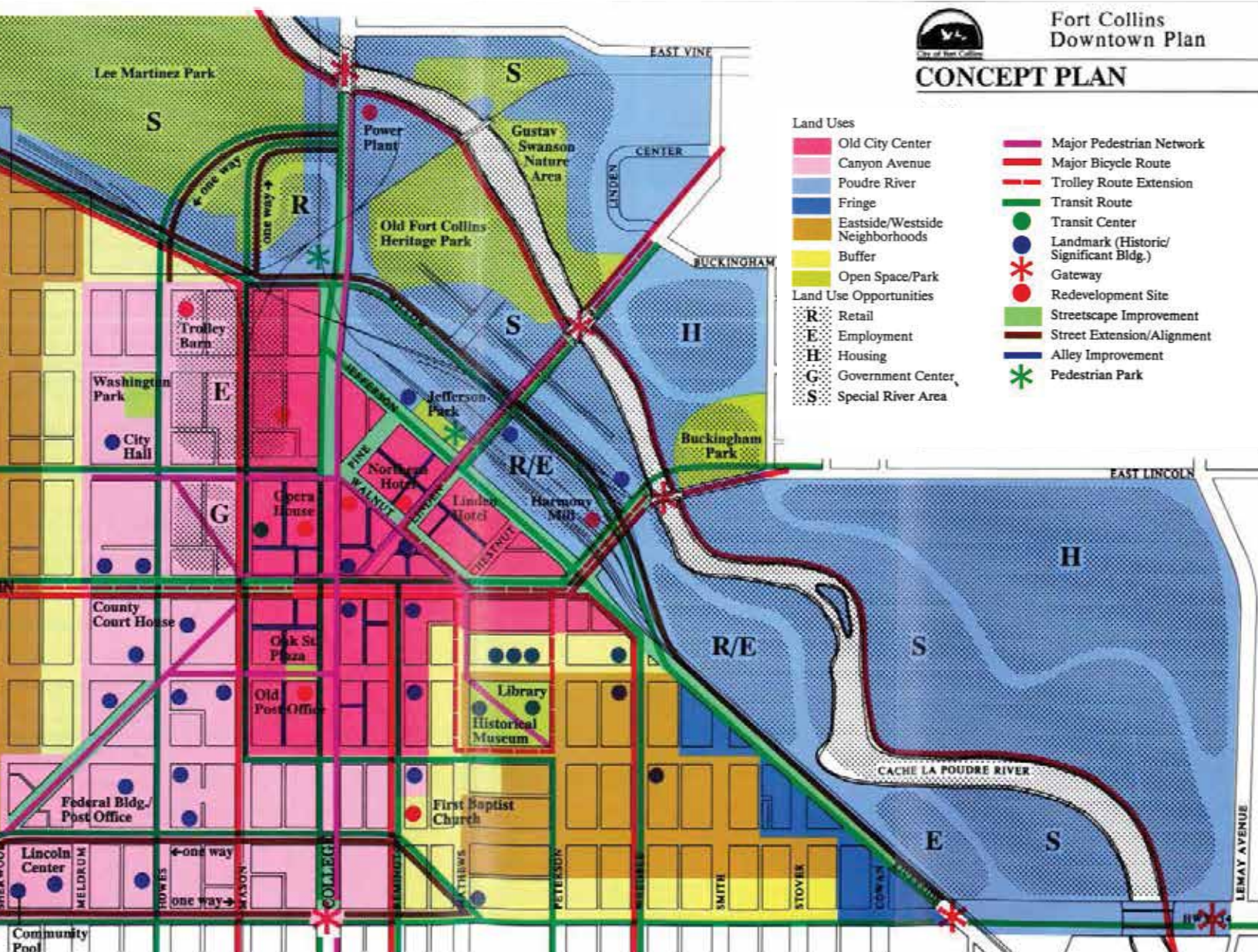


## 1989 Downtown Plan

The 1989 Downtown Plan helped spur on revitalization efforts. It established wide buy-in on a clear vision for "a first class economically vital center for shopping, living, recreation and employment." It described an enjoyable Downtown with attractive buildings and streets, diversified modes of transport emphasizing walking, new market opportunities and a dynamic mindset of activity and ideas that would support both business and culture.

The mission of the 1989 Downtown Plan has been achieved. As the lively and prosperous social and civic hub for the community, Downtown Fort Collins has been recognized as one of the most successful downtowns of its size in the nation.

*Below: Framework from the 1989 Downtown Plan*



## Why a new plan?

Since the adoption of the 1989 Plan, the context for decisions and choices about Downtown has changed dramatically, which warranted a thorough public discussion about how to manage and build on our success in a time of prosperity and growth.

Revitalization has created a new set of questions and issues needing creative solutions and approaches. Desirability in the property market brings rising land values and rents, which affects affordability for the diverse spectrum of users and businesses that contribute to Downtown's success. Downtown's established character and charm elicits questions about how larger new redevelopment projects can be compatible and add to our sense of place. With burgeoning popularity for socializing and community events, there are questions about transportation options and how best to manage parking.

These and other interrelated issues are positive opportunities – “good problems for a city to have” in the words of an expert who works with downtowns around the country.

The path forward must foster innovation. Fort Collins, and especially Downtown, is touted for its creative culture. It should be a place to develop and showcase forward-thinking practices of sustainability, technology, culture and design.

The 2017 Plan recommends actions and sets the stage for ongoing dialogue to work toward a community-based vision. Recognizing that a vibrant city culture depends on the input of many people with differing ideas and values, the Plan hinges on cooperation and calls for an atmosphere that is inclusive to all.



## Who is this plan for?

This Plan should be a living and evolving policy document. As an element of Fort Collins' Comprehensive 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 resources
- Build understanding and shared goals
- Communicate and educate
- Build on the momentum of previous decades of work

The recommendations contained in this Plan should 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 decision-makers 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.

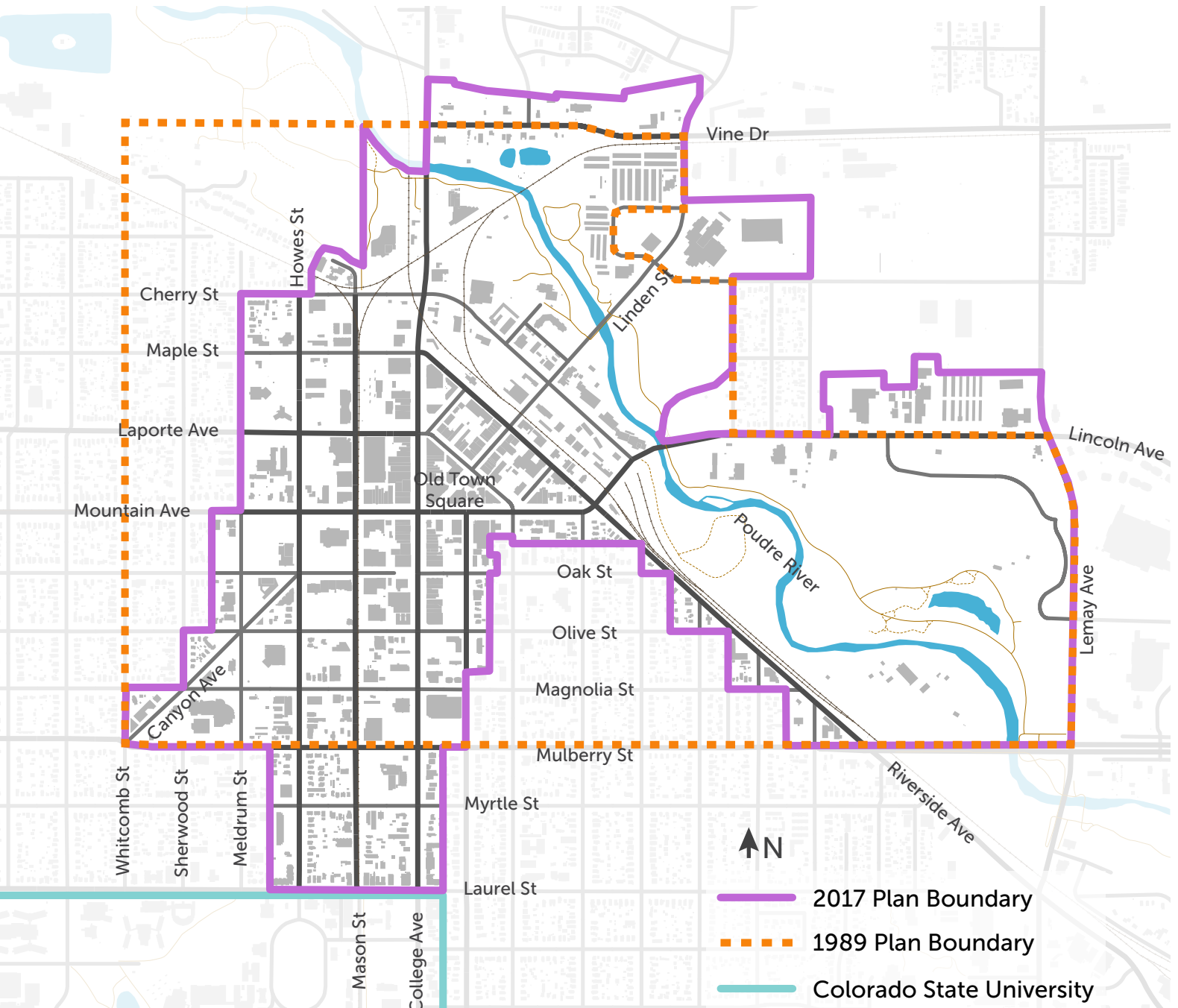
**Partners & Other Stakeholders:** Private sector partners, non-profit organizations, Colorado State University, Larimer County and other partner organizations should review the Plan to better understand the community's vision and priorities for Downtown.



## Downtown Plan Area

The Downtown Plan encompasses more than the historic core of "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

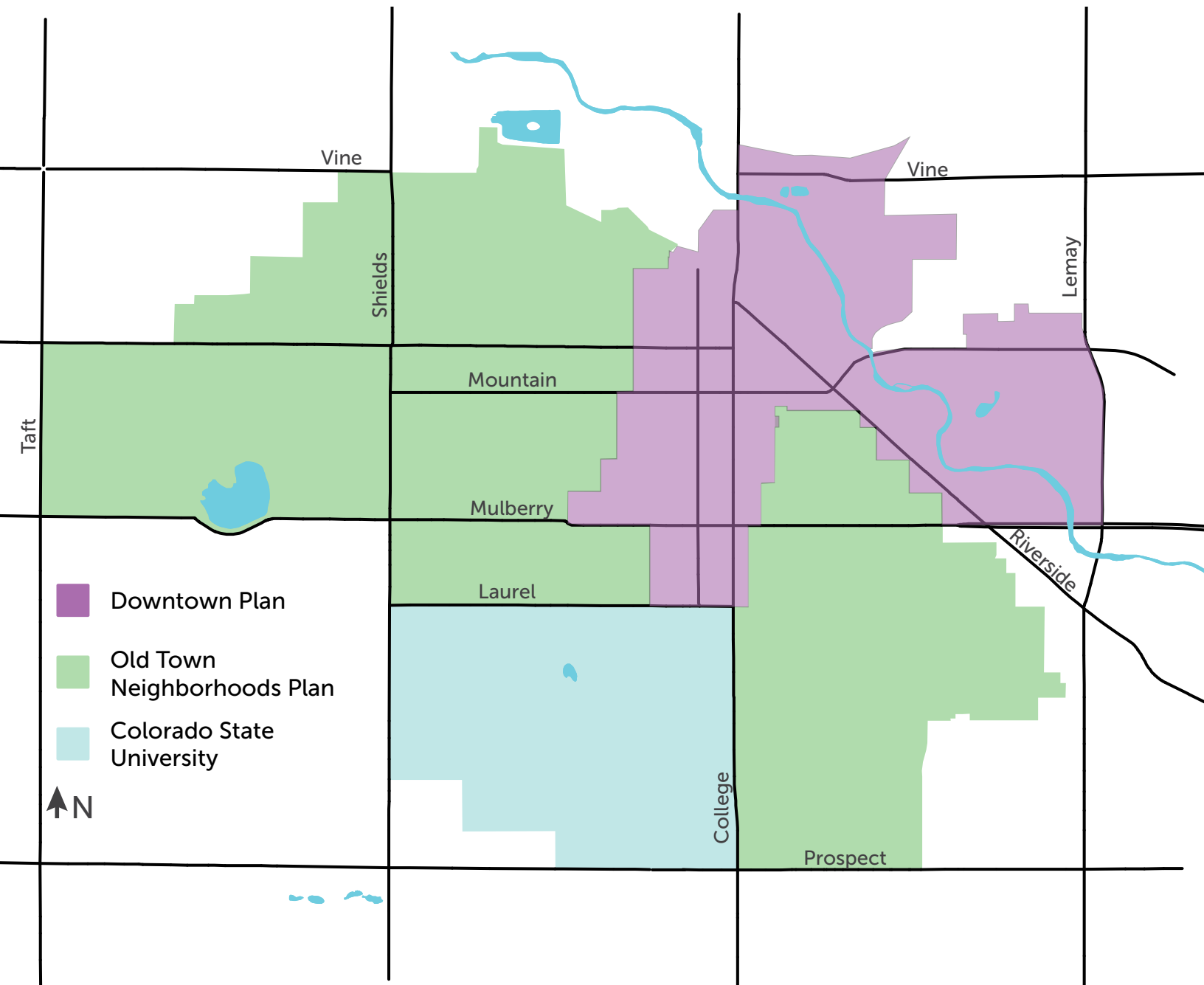
Avenue eastward to Lemay Avenue. The boundary has evolved since the 1989 Downtown Plan to include additional commercial areas, to correspond to zoning boundaries, to exclude residential areas and to reduce overlap with the Old Town Neighborhoods Plan.



## Adjacent Influences

Developed concurrently with the 2017 Downtown Plan, the Old Town Neighborhoods Plan area shares significant boundaries with the Downtown area. Specific outreach efforts during plan development clarified the transitions between Downtown and the adjacent neighborhoods.

Colorado State University also shares a common boundary with Downtown. CSU primarily influences the Campus North Subdistrict (shown on page 15), but the University's dynamic presence affects the entire Downtown.







## Community Engagement and Outreach

Perhaps more than any other Fort Collins planning project to date, community input influenced the content of the Downtown Plan. It captures the results of a wide-ranging, 18-month conversation involving thousands of residents, business owners, representatives of various interests and visitors. The issues and priorities identified in the Plan directly reflect what community members had to say. Engagement techniques included traditional methods such as focus groups and public workshops as well as more innovative grassroots efforts, such as text message surveys and interactive booths at community festivals and events. See Appendix B for the meeting and event log.

## Working Groups

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

Contributions from the working groups were an essential component of the Plan. Working group members helped facilitate workshops, ensured all perspectives were represented, provided content, reviewed the policy guidelines and edited the draft Plan document. Each of the working group members invested significant time and energy.



## Plan Development Timeline

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

- 1 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 love about the Downtown area and what could be improved. One-on-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.
- 2 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 the future of Downtown. Walking tours of the character subdistricts explored how different parts of Downtown might look, feel and develop over time.
- 3 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.
- 4 Document Development** – In the draft phase, members of the six working groups provided their expertise to refine 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.
- 5 Implementation & Plan Adoption** – Prior to adoption by City Council, the public reviewed the draft Downtown Plan 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 6 week public comment period. The Plan was further refined to reflect comments received from the community and from City Boards and Commissions, who also offered recommendations to City Council prior to plan adoption.



## Engagement by the Numbers

The Downtown Plan used 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. See Appendices A-E for additional information.



Community Engagement

- **36** Working Group Meetings
- **2** Working Group roundtables
- **57** Presentations to **17** City Boards and Commissions
- **17** Presentations to community groups such as the Downtown Business Association (DBA), Downtown Development Authority (DDA), and Chamber of Commerce



Public Events

- **38** public events including:
- Community Issues Forums
- Invited Speakers (New Vision for Downtown, City Comforts with David Sucher)
- Interactive Downtown Plan workshops
- Combined workshops with the Old Town Neighborhoods Plan



Online & Mobile Activities

- **4** Online questionnaires with **1,673** total respondents
- **175** Text message survey respondents
- Downtown Plan website
- Nextdoor social network postings
- **241** Keypad polling respondents



Broadcast Outreach

- Over **900** email newsletter subscribers
- City Facebook and Twitter feeds
- DBA and business email lists
- Posters, postcards, business cards
- Giveaway items (stickers, tattoos, bike lights)

# Where Are We Now?

## Issues & Opportunities

In developing this Plan, Downtown stakeholders, residents and City staff used a Strengths, Weaknesses, Opportunities and Threats (SWOT) framework to identify issues and priorities. 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 refined and supported the findings. See Appendix A for the complete SWOT analysis.





## Economic Insights

Downtown Fort Collins is flourishing as a local and regional hub for arts, entertainment, shopping and an authentic and unique experience. To support Downtown's continued economic vibrancy, the Downtown Plan began with a market assessment (Appendix H). This assessment helped identify economic 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 a mix of college students and working young professionals in their 20s and 30s. Most Downtown residents are renters who live alone or with roommates, and most are childless.

- Population: 1,400 (within Downtown Plan area)
- 24,000 (within a 10-minute bike ride)
- The population of Downtown is projected to grow 8% by 2020

### Who Works Downtown?

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

### Downtown Employment

- 17% of total jobs citywide
- 7% of citywide employers
- Approximately 14,000 jobs
- Jobs to housing balance: 17 to 1

### Top 5 Job Types Downtown

- Accommodations and food services (29%)
- Public administration (20%)
- Professional, scientific and technical services (11%)
- Retail trade (8%)
- Manufacturing (6%)

### Vacancy Rates

2016	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%



### 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:

- The 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.
- The 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.

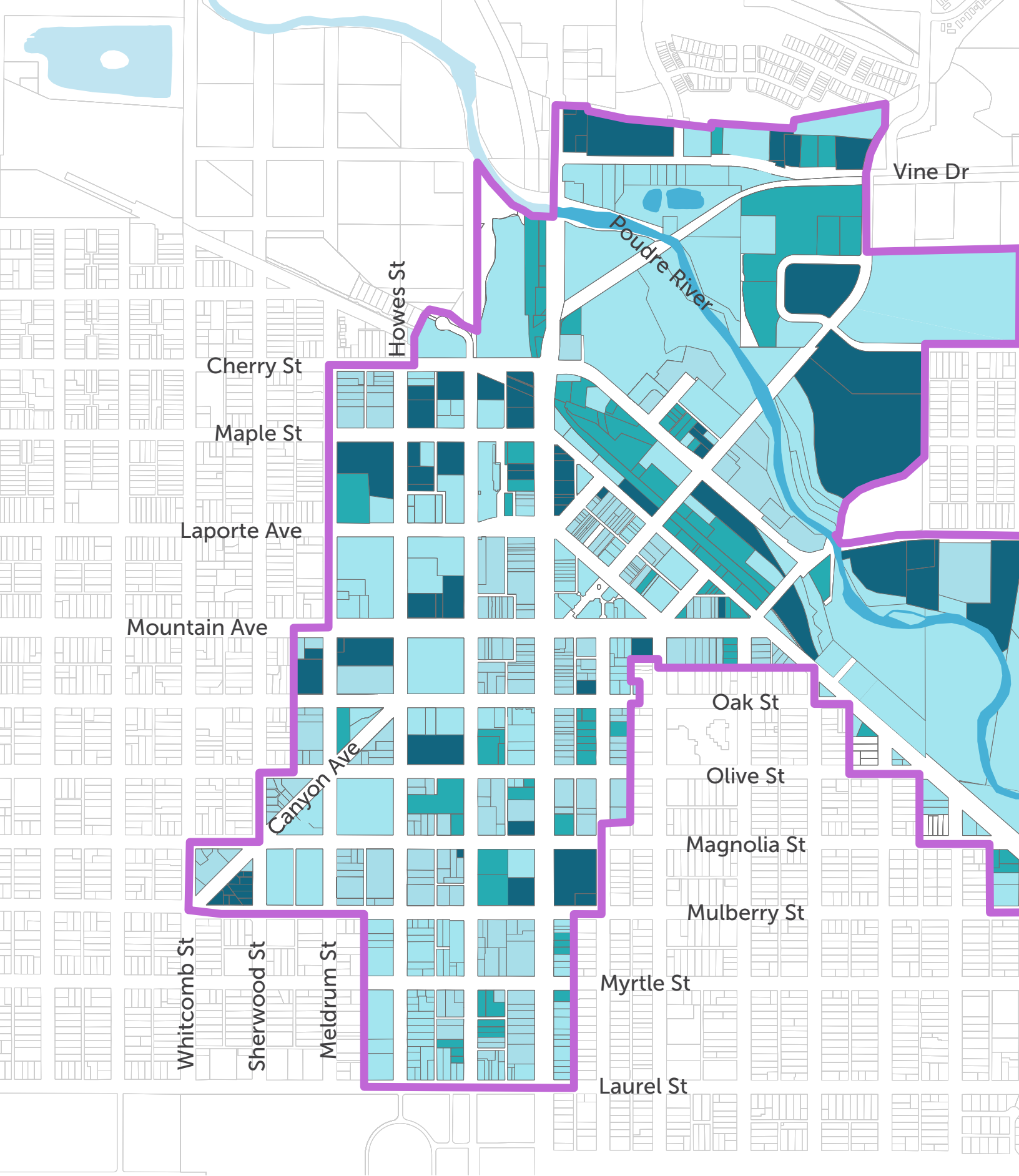
### National Trends, Local Impacts

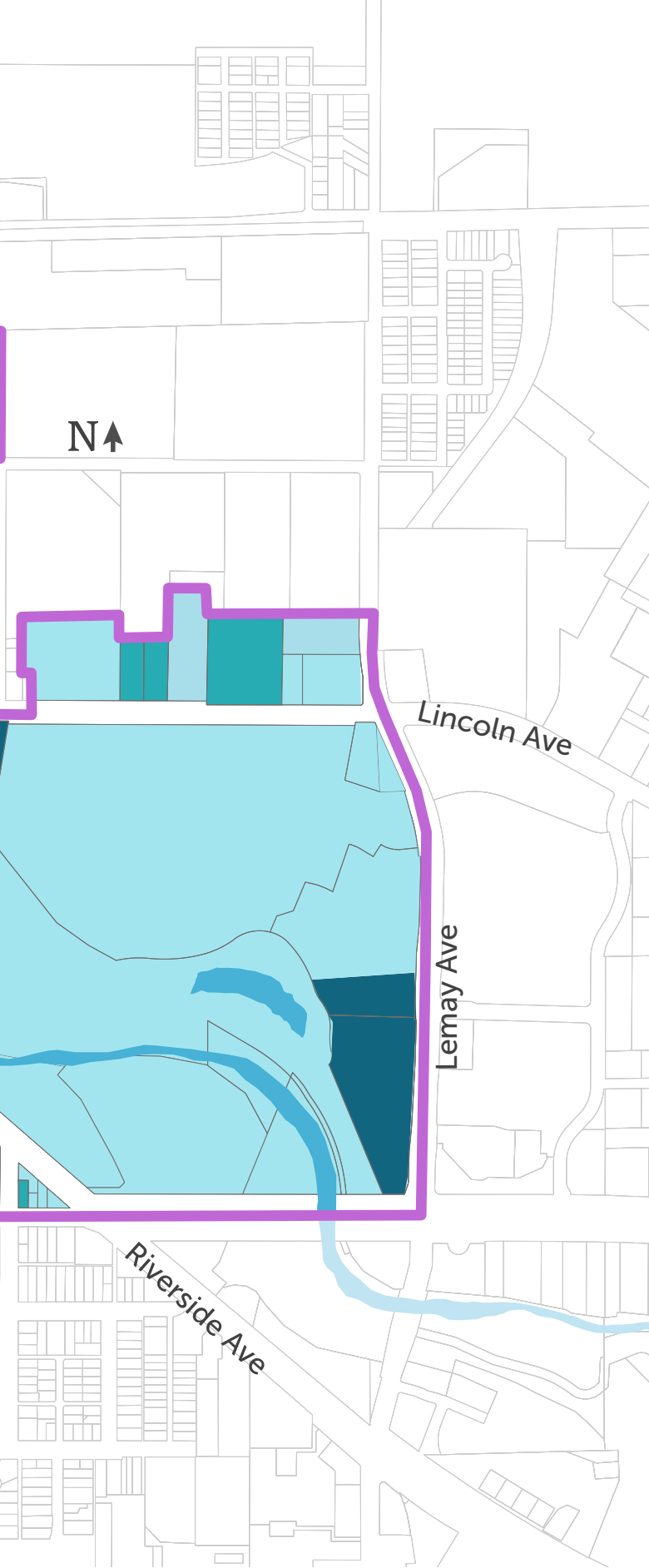
Since 2000, small cities in the United States between 100,000 and 250,000 residents have experienced a 13.6% growth in population, more than twice that of New York and Los Angeles and approximately 10% faster than the national growth rate. A market assessment (Appendix H) conducted for Fort Collins by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

- Changing workforce demographics including the rise of Millennials and women.
- A resurgence of interest in downtown living.
- High demand for skilled talent, driving businesses to locate in compact urban centers.
- Strong demand for and use of alternative transportation modes (i.e. walking and biking).
- Increasing interest in healthy lifestyles, including fresh food and active living options.
- Rising awareness of social inequity, leading to demands for more affordable housing in and near downtowns.
- Risk of “pricing out” downtown’s unique art and cultural establishments as demand for commercial and residential property increases and supply decreases.
- Growing consumer preference for local retail and experience shopping.



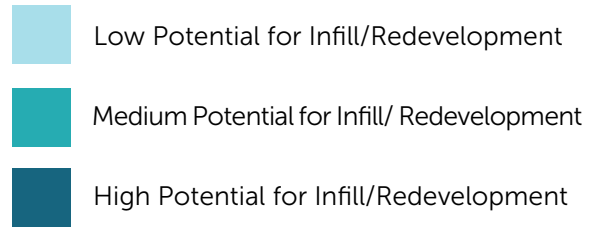






## Room to Grow?

The very low vacancy rates Downtown indicate a need for more infill and redevelopment projects that enhance the existing character and features associated with its current success. But how much can Downtown really grow? This map 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.











## Where Are We Going?

Above all, the vision outlined in this Plan is about vitality. The intent of every principle, policy and action item is to make Downtown a place where people can live fruitfully — to work and be fulfilled; to play and recreate; to meet and reside in community; and to enjoy the beauty and opportunities Downtown offers.

Because of Downtown's history, the area is already infused with activity and investment. This Plan will ensure Downtown remains a place where meaningful business and a healthy, diverse community are commonplace, comfortable and sustainable. Such a place takes on a dynamism of its own. Where this is already realized, the Plan explains how to preserve success. Where obstacles to vitality exist, the Plan offers guidance on a 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

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.



## Section 2: Topic Areas





Looking SW on Linden Street

## Introduction

The Downtown Plan is organized into six topic areas:

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

While this organization is useful in working with related sets of issues, the topic areas are also fundamentally interdependent. Many of the issues addressed by the Downtown Plan should be considered comprehensively and from multiple perspectives, rather than in isolation. Grounded in the broad public input received during the planning process, the principles, policies and action items presented in this chapter provide a framework for dialogue and collaboration around the values and priorities of Downtown's stakeholders.

The Downtown Plan's ultimate success relies on the coordinated implementation of strategies and action items across all of the topic areas. For example, a flourishing arts and creative business sector (Arts and Culture) will benefit from organizing functions of Downtown management entities (Management and Maintenance). Thoughtful design of new development (Urban Design) is key to providing access and parking for employees, residents and visitors (Transportation and Parking).

## Planning Terms Defined

A **vision** is an aspirational, future-oriented statement that reflects the community's priorities and desires for the next 10-20 years. Vision statements provide the overarching direction for the Downtown Plan.

**Principles** are thematic goals that directly support the intent of the vision statement. They set the guidance for more specific policies and action items. For each topic area, there are 3 to 7 principles that support that topic area's vision.

**Policies** are targeted statements that can be more directly tied to the work of City departments, collaborating agencies, or external groups. Policies provide more detailed direction related to decisions, programs, regulations, and investment in the Downtown area.

Policies then drive a set of **action items**, which are tangible steps that can be taken by one or more parties to help achieve the vision and principles outlined for each topic area.



# Urban Design



## Vision

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

*Construction of Elizabeth Hotel down Old Firehouse Alley from Linden Street*

## Overview

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

Thanks to the extraordinary efforts of local citizens and the City's Historic Preservation program, residents and visitors today enjoy its unique collection of preserved historic buildings that made such an impression on Mr. Goff.

The Historic Core Subdistrict anchors Downtown and the vitality generated by the Core extends into

surrounding areas. Downtown's overall trajectory of revitalization is driving a strong market demand for infill, adaptive reuse and redevelopment projects on underutilized sites, and there is significant capacity to accommodate growth. Continuing changes will typically take the form of denser development with larger and taller new buildings.

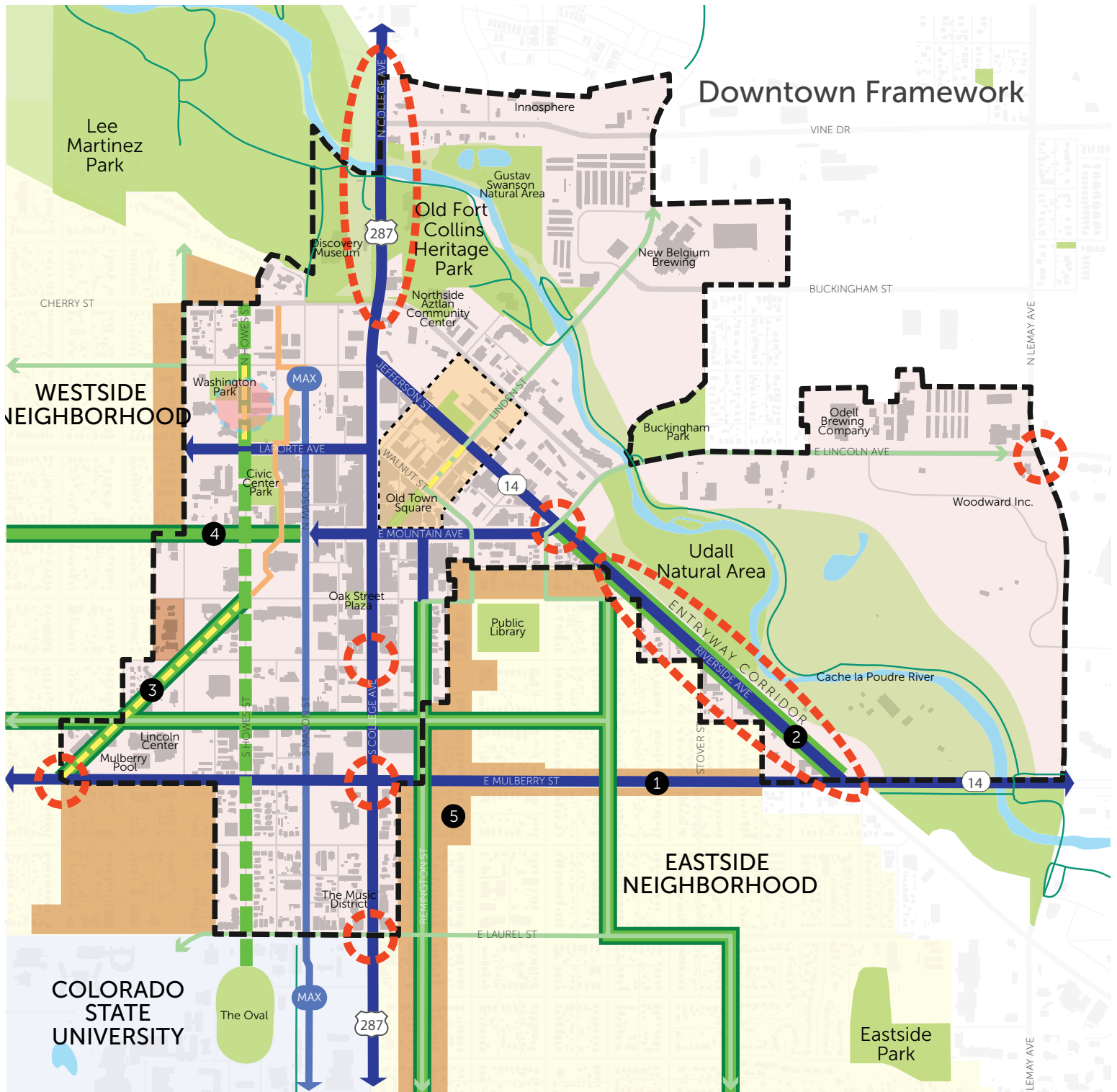
Protecting and enhancing historic character, visual distinctiveness and pedestrian friendliness is paramount through the entire Downtown as it continues to evolve. Downtown's sense of place must be carefully understood and protected in all public and private actions. Clarifying how new development can achieve this is one of the primary goals of the plan.



*Traditional pedestrian scale was created through Downtown buildings designed with a single, dominant building mass of 1-4 stories and no setbacks or upper story stepbacks. This simple massing is made visually interesting with detailed facades crafted with authentic materials. Handsome examples include the Northern Hotel, Linden Hotel, Armstrong Hotel, the Avery Building, the Miller Block, and more modern interpretations like the Opera Galleria.*







## Legend

### EXISTING ELEMENTS

- Downtown Plan Boundary
- Old Town Neighborhoods Plan Boundary
- CSU Main Campus Boundary
- National Register District
- Buffer Transition
- Building
- Roadway
- Arterial Streets
- MAX Transit Line
- Parks & Public Space
- Streams, Rivers, Lakes
- Trails
- CivicSpine

### FUTURE ELEMENTS

- Gateway
- Greenways
- Convertible Streets
- Potential Prioritized Bike Route
- Prioritized Bike Routes<sup>1</sup>

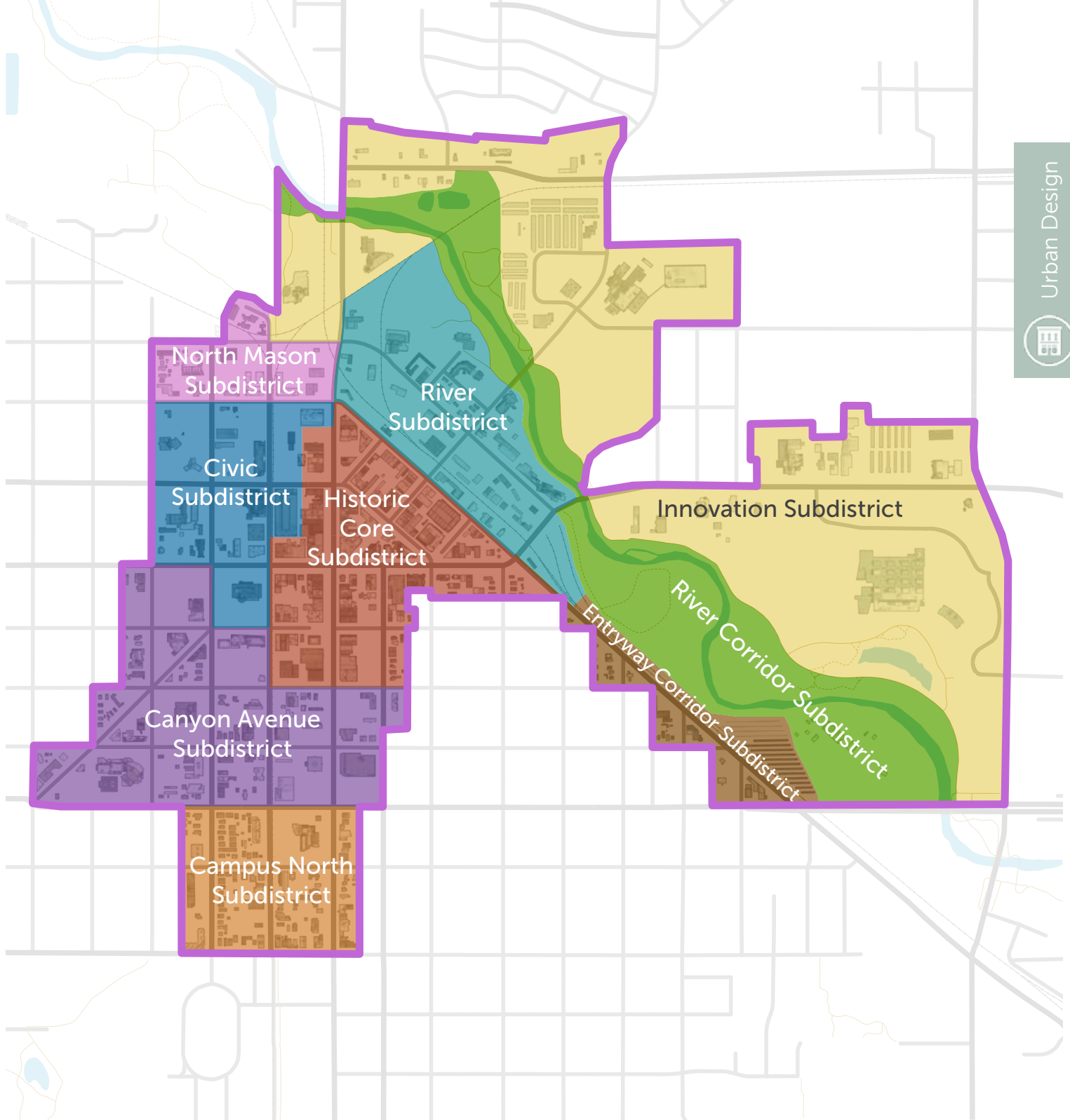
1. Routes taken from the Fort Collins Bicycle System Wayfinding Plan

- Civic Center Park

### Key Projects

- 1 Mulberry Corridor Improvements
- 2 Riverside Corridor Improvements
- 3 Canyon Corridor Improvements
- 4 Greenway Designations
- 5 Buffer Transition Area





## Character Subdistricts


Due to the variety of design characteristics present throughout Downtown, the Plan area was divided into distinct character subdistricts. These nine subdistricts each have attributes that create unique identities in terms of building patterns, streetscapes and outdoor space configurations. Each subdistrict's desired future character is distinct, but all subdistricts are unified by the principles of urban design. For more information on the subdistricts, see principal UD 1 on page 62 and section 3 of the Plan beginning on page 168.



## Key Considerations

Planning issues related to urban design encompass the whole range of characteristics that combine to create Downtown's unique sense of place. The classic street-and-block pattern, streetscape components, plazas, buildings, parking, trees and landscaping combine to shape our shared public experience of Downtown.

*"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*



Rooftops and terraces should be utilized as functional outdoor space whenever possible.

Outdoor space should be plentiful throughout the Downtown at a variety of scales serving a multitude of functions.

Design details, high quality materials and appropriate orientation to the street make buildings an engaging part of the urban fabric.



Urban design aims to provide cohesion between all the physical elements that make up individual areas of Downtown and the transitions to surrounding neighborhoods. Urban design issues in the Downtown involve three main components.

## Buildings

Buildings are a primary factor influencing an area's sense of place. The character, height, shape and size of buildings, their placement on a lot and the relationship they have to each other and their surrounding context heavily influence the experience of an area. High quality design and materials, especially at the street level, are essential for creating an engaging pedestrian environment.

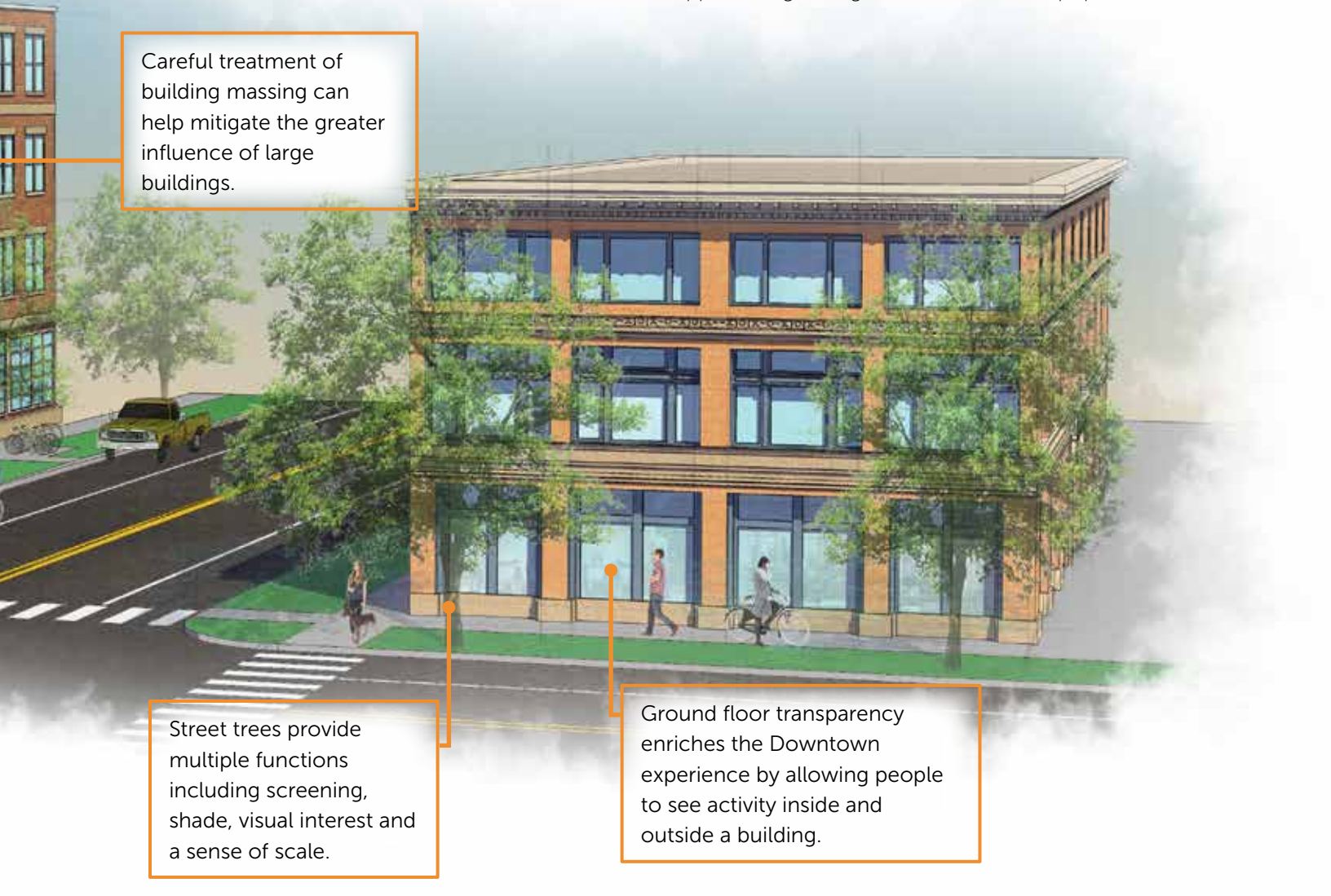
Downtown has a significant number of historic buildings. They are a key element contributing to Downtown's unique character. The pleasing atmosphere created by the existing building stock needs to be maintained and enhanced by new development, even when this development is larger and more dense.

## Streetscapes

The streetscape encompasses streets, sidewalks, and alleys, and makes up almost half of Downtown's land area. Streetscapes need to be welcoming and engaging for pedestrians, as well as create seamless connections throughout Downtown and the surrounding areas.

## Outdoor Spaces

Public and private outdoor spaces include parks, natural areas, plazas, patios, landscaped areas and seating areas. These spaces provide opportunities for social interaction, relaxation and recreation. They can also soften edges throughout Downtown and help mitigate the impact of large buildings. A range of sizes and uses for outdoor space should be provided Downtown to support the growing resident and visitor population.



Careful treatment of building massing can help mitigate the greater influence of large buildings.

Street trees provide multiple functions including screening, shade, visual interest and a sense of scale.

Ground floor transparency enriches the Downtown experience by allowing people to see activity inside and outside a building.



## Buildings

The Downtown skyline is expected to continue to evolve with a limited number of additional buildings that rise above the tree canopy, in the 7-12 story range, mainly to the west and south of the Historic Core.

A few new buildings with slender tower components may attain heights similar to the tallest existing towers which define Fort Collins' skyline — 1st National Bank at 158 feet with 11 stories, constructed in 1971; and the Savings Building (home of Key Bank) at 156 feet with 11 stories, built in 1970.

These towers, located in the Canyon Avenue subdistrict, are defining elements of the Fort Collins skyline. Any additional towers of similar height would also be built in the Canyon Avenue subdistrict.

Other larger new buildings, in the 4-6-story range, may continue to rise throughout the Downtown area under zoning height limits in specific, appropriate subdistrict locations. Exceptions are the "oxbow" site on Linden Street and the Lincoln Corridor area, which have three-story height limits.

### Caveats on Zoning Height Limits

Zoning regulations set maximum allowable heights on a given site, but other factors associated with Land Use Code requirements and development project needs often ultimately determine the height of a specific building.

## Parking

Parking to support the proposed uses in larger buildings is often an inherent limitation. Many Downtown sites have very limited space for surface parking, and the cost of providing structured parking is a limiting factor for maximum building size.

## Historic Context

The established height and scale of historic buildings in the immediate surrounding context is often a limitation on specific sites. This is particularly critical on smaller sites that lack space to create a transition through setbacks and/or stepbacks of new construction, and sites where small existing buildings would be on the north side of a taller new building.

## Construction Types

Building codes require certain construction techniques for different building heights, with cost implications for developers. In construction terminology, taller buildings in Fort Collins will continue to be 'low rise'—up to 75 feet, typically 6 stories—and 'mid rise'—generally 7-12 stories, up to approximately 160 feet.



### Construction Types Affecting Height Decisions

Wood frame construction is limited to a maximum of four stories on top of a concrete or steel podium on the ground floor.

Steel stud construction allows up to 5 stories for apartments and 6 stories for offices, over a concrete or steel podium on the ground floor, equating to roughly 85 – 100 feet in height.

Buildings made entirely of non-combustible materials like concrete and steel range from 11 stories, equating to roughly 160 feet in height, to unlimited height based on the building's ability to withstand a fire.





## Maximum Building Heights

Zoning regulations set maximum building heights on a block-by-block basis as illustrated below by color coded block shapes. The shapes omit building setbacks, stepbacks and other determinants of building volume. The tallest portion of a proposed building is limited to these maximum heights with the possibility of lower limits based on design standards for compatibility reviewed on a case-by-case basis.

Taller new buildings in infill and redevelopment projects can have positive impacts: increased density can result in more housing options, greater energy efficiency per unit and greater pedestrian activity. The inherent challenge with larger developments, however, is ensuring that they positively contribute to established charm and character rather than detracting from it.

Although participants in the planning process differed in their opinions about building heights, it was agreed that limiting the overall bulk, mass and scale and using

appropriate architectural design techniques can make taller buildings acceptable.

Currently, regulations include basic maximum height limits that work in conjunction with qualitative requirements to shape the size and design of new construction; with the emphasis placed on the qualitative requirements. This approach needs to shift to a more clearly stated regulatory framework to facilitate more efficient review of proposed development projects. The pedestrian experience, shadow impacts, and relationships to adjacent development should all be critical factors in evaluating the compatibility of new development Downtown.

Ultimately, revised regulations will result in greater predictability of outcomes in the development review process.



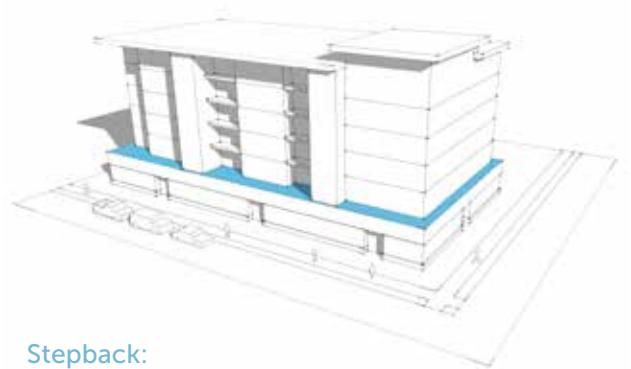


## Urban Design Concepts Governing Building Height and Size

- ① Refine building height limits based on location and a height limits map that aligns with the character subdistricts.



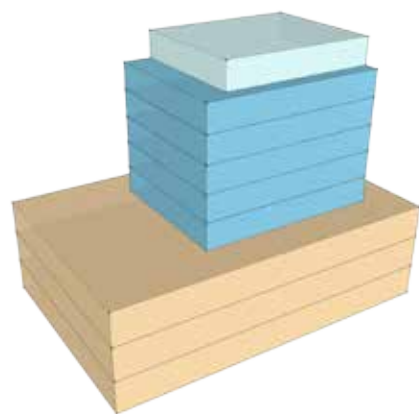
- ② Continue to foster Downtown's traditional pedestrian scale and character through upper floor building stepback requirements. Define appropriate stepback parameters depending upon site context.



### Stepback:

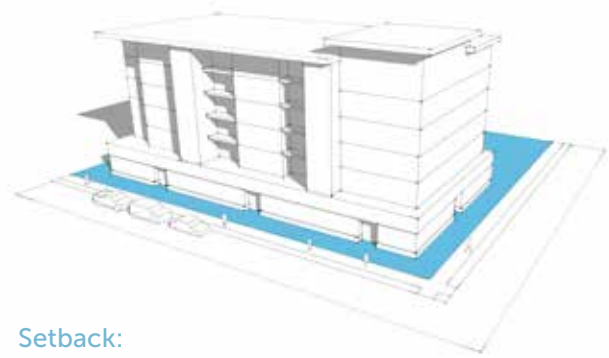
*A recess in a wall used to get more daylight to the street level and to enhance the pedestrian experience.*

- ④ Augment stepback parameters to promote slender building forms that allow view corridors and solar access to be maintained. Separate any new towers from existing towers in order to maintain view corridors.





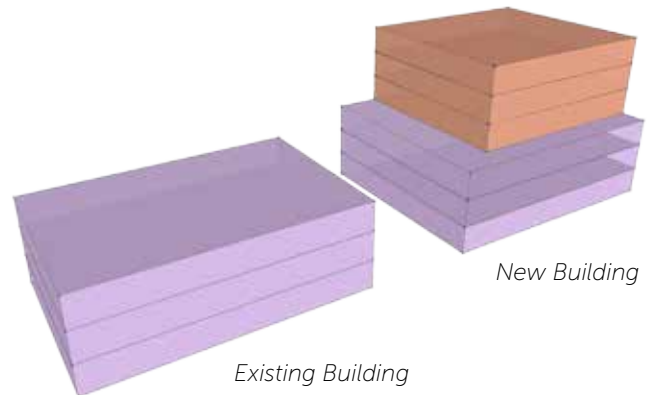
- ③ Set buildings back from streets based upon the streetscape classification (see streetscapes on page 45) as appropriate for the character subdistricts.



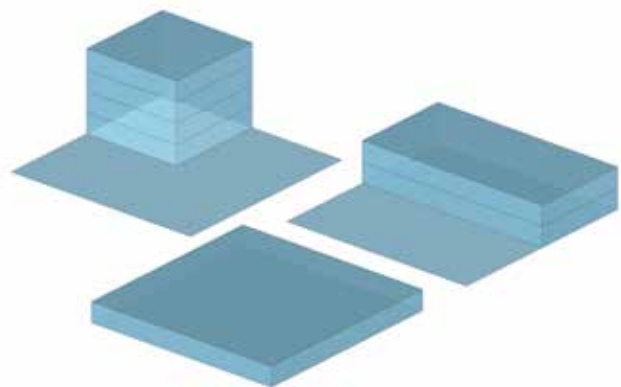
#### Setback:

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

- ⑤ 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.



- ⑥ Explore the use of Floor Area Ratio (FAR) limits to mitigate the bulk of new buildings. FAR is the ratio of a building's total floor coverage to the size of the parcel upon which it is built.



*Floor Area Ratio (FAR) is calculated by dividing the total building floor area of all levels by the lot area. The three examples above all have a FAR of 1.*



## 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 different character subdistricts and define both current and desired future character.

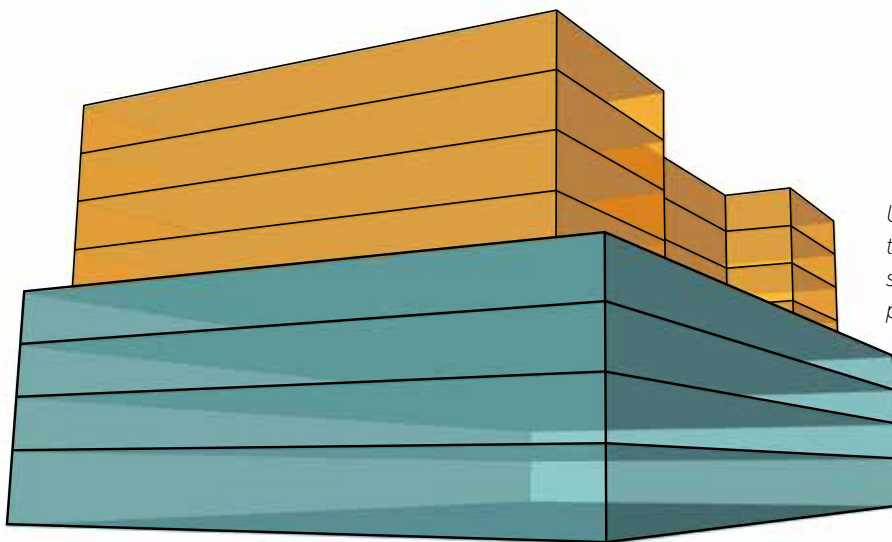
### Buildings at the Sidewalk Level

Buildings should be designed, first and foremost, with the pedestrian in mind. Tools to create pedestrian-friendly building design (see below) will be somewhat different in commercial storefront situations as compared to landscape setback situations. Design and materials should reinforce the context and setting of a given character subdistrict.



### 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.
- High quality, durable building façade design and materials that invite attention.
- Pedestrian-scaled building features such as awnings, canopies, ornamental lighting and appropriately-sized signage.
- Entrances that are oriented and connected directly to the sidewalk.
- Floodplain regulations developed in concert with historic preservation and urban design goals so that building entries and outdoor seating areas are not elevated.
- Emphasis on Pedestrian Priority Zones identified in the Larimer County Urban Area Street Standards (LCUASS).



*Upper story setbacks for buildings taller than the historic scale of 2-4 stories help minimize impact on the pedestrian.*



## Historic Building Character and Compatible New Construction

To a large extent, historic character defines Downtown – its character is "Historic Downtown" or "Old Town." This identity is established mainly by the buildings—particularly by those in the historic core, but also by historic buildings throughout Downtown.

Stewarding this heritage and legacy through ongoing change will continue to be a design challenge as historic buildings age, additional buildings become eligible for designation as historic resources with the passage of time, and new buildings are added.

### New Construction

New buildings can maintain and extend the continuity of character established within Downtown's historic context over time if certain urban design principles are incorporated. This does not mean that new construction should replicate older architectural styles. Rather, architectural style can vary if buildings of different eras are brought together through:

- Use of similar proportion, scale, height, balance and rhythm of building elements within the site context;
- Creation of a distinction between lower and upper floors;
- Architectural style that doesn't confuse the history of the area;
- Matching of contextual building setbacks;
- Consideration of contemporary requirements for floodplain and public safety that avoid conflict with historic preservation goals; and
- Use of similar and complementary building materials that feel durable and permanent.

### Building Additions

Additions to historic buildings should be distinguishable from the original design, while also maintaining visual continuity. This balance can be achieved by building stepbacks for upper floors, compatible materials and colors, and design of façade components. When all of these variables contrast too strongly with the original design, the addition will be incompatible. Conversely, when the design elements match the original, including the style of façade components, then the addition is indistinguishable and the history of the building's evolution is unclear.

### Adaptive Reuse

Adaptive re-use of older existing buildings is typically the most sustainable approach to accommodating changing purposes and functions of Downtown properties.

Adaptively reusing an old building reduces the energy consumption that comes with demolishing a structure and building a new one to replace it. Although many adaptive reuse projects do involve further construction, the amount of energy required for the additional work is often considerably less than what a new building would require. Energy saved includes procuring fewer raw materials, manufacturing fewer new supplies, transporting fewer materials to the construction site, and reducing waste.

Well-done adaptive reuse can restore an old building not only for the new use, but also for the community to continue appreciating the site's historical significance and maintaining links to the past.

Even though an old building might not possess remarkable architecture, it can still hold cultural significance because of its associated history and memories that contribute to the community's unique sense of place. With adaptive reuse, an historical site can be preserved and complementary structures built around it. Good design creates a bridge between old and new, illustrates the community's identity and adds to Downtown's charm.



*Example of a compatible addition to a historic structure.*



## 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 extended 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-foot wide. Such wide streets aren't typically associated with walkable downtowns, but they do have benefits.

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 streets in Fort Collins have multiple functions. Railroad cars carry freight several times per day down the center of Mason Street. Downtown's wider rights of way accommodate the whole range of utilities — water and sewer, storm drainage, electric and digital lines — along with the space required for sidewalks, trees, flower pots, street furniture, bicycle racks and private outdoor seating areas.



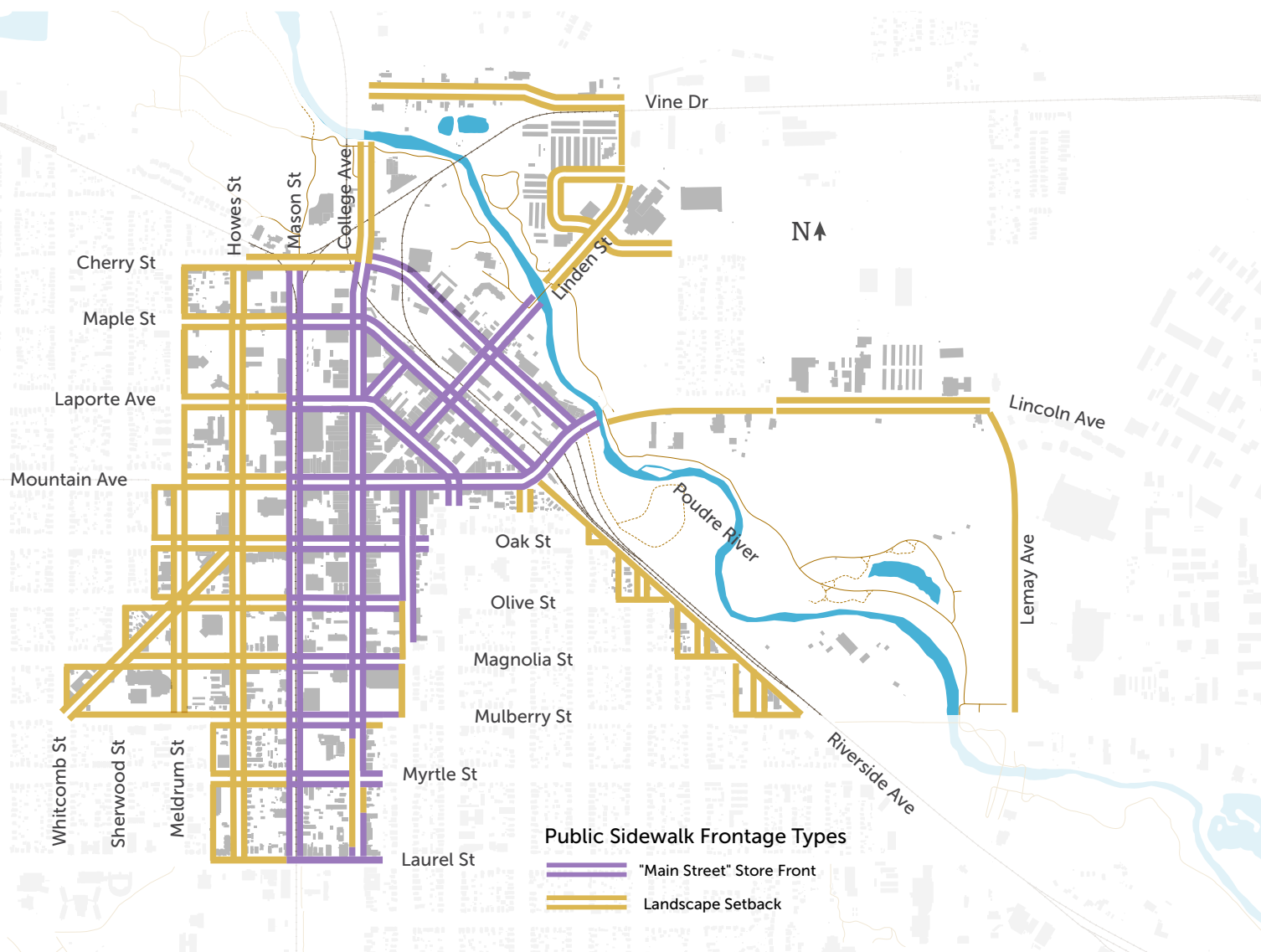
1950s photo of 17 cars across College Avenue. Today, the street also incorporates landscaped medians, trees, planters and outdoor seating.





## 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 façades. 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 distinctly different character: a main street storefront streetscape with wider paved sidewalks and trees in cutouts; and a landscape setback streetscape that includes a parkway strip between the sidewalk and street along with greenery between sidewalks and buildings. Streets shown as "main street storefront" on the map below are appropriate for any new buildings to be constructed to property lines fronting streets.



Streetscape types shown here are different than the functional street classification reflected in the City's *Transportation Master Plan* and the Larimer County *Urban Area Street Standards (LCUASS)*, and will serve as the basis for future lot frontage improvements associated with development projects.

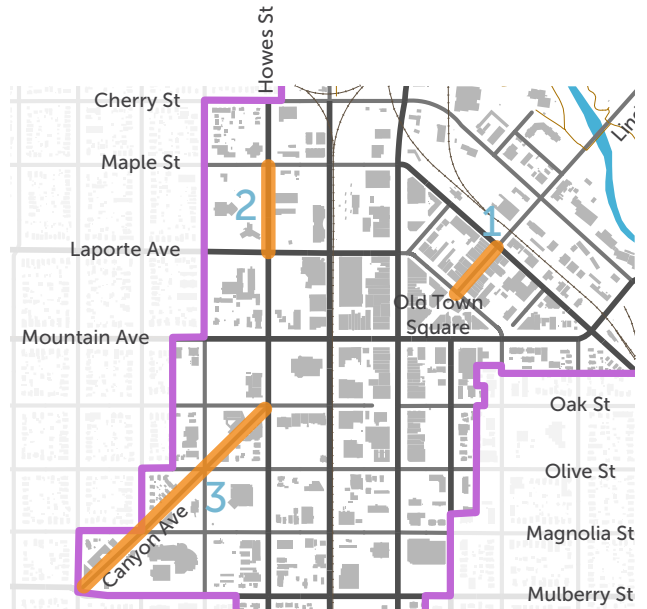


## Convertible Streets

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

- 1 200 block of Linden Street (between Walnut and Jefferson)
- 2 200 block of Howes Street (between LaPorte and Maple)
- 3 200-400 Block of Canyon Avenue (between Mulberry and Howes)

All of the potential convertible streets share locations and functions that make them appropriate for additional public uses such as markets and festivals.







## Enhanced Alleys

The concept of improved, pedestrian-friendly alleys was introduced in the 1981 Downtown Development Authority (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. A fifth alley network, including the Dalzell, Wattles and Corbin alleys, was completed in 2011 in the Campus North subdistrict.

Urban design enhancements to the alleys have improved 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 because they lacked space to house multiple receptacles.

Future alley enhancements will be selected and prioritized by the scoring results of an assets, opportunities and challenges analysis included in the Downtown Alleys Master Plan.



Old Firehouse Alley



Tenney Court



## Outdoor Spaces

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

### Downtown Parks

As the residential market continues to grow Downtown and the number of cultural events increase, we must be more intentional about preserving Downtown park spaces, and more clearly defining their roles relative to multiple demands:

- Parks are cross-functional – they provide common gathering space for public events, active recreation activities, passive spaces and access to nature;
- Downtown is outgrowing existing park space;
- Event venues in Downtown parks should be better defined and equipped; and
- With increased event pressure and residential growth, a stronger commitment to identifying, preserving, and creating Downtown park space is needed.

### Existing Park Assets

Four City-operated parks are located within the Downtown: Civic Center Park, Washington Park, Old Fort Collins Heritage Park, and Oak Street Plaza. Three other parks (Library Park, Lee Martinez and Buckingham Parks) abut the Downtown, and are impacted by the Downtown resident and visitor population.

### Civic Center Park

The 2.3 acre Civic Center Park abuts the Larimer County Courthouse and hosts many large events throughout the year including Taste of Fort Collins and Brewfest.

Civic Center Park also provides lawn seating areas and a small stage that provides an amphitheater-like setting for musical performances. The parking lot and park is used for farmers' markets, craft fairs, concerts

and other Downtown events. It is often undersized for programmed events, as the size of these events has grown over time.

### Washington Park

Fort Collins' second oldest park covers just over an acre adjacent the City Hall. The park includes basketball courts, a small playground, and a lawn with an extensive mature, large tree canopy. Washington Park accommodates large events such as Tour de Fat. Washington Park provides an important neighborhood park function for residents living in or near Downtown.

### Old Fort Collins Heritage Park

Old Town Heritage Park provides a multi-purpose lawn adjacent the Northside Aztlan Recreation Center, as well as a skate park and handball courts. It is heavily used for events in Downtown. The park functions as an important trailhead, providing access to the Poudre River Trail.



*Future enhancements considered for Old Fort Collins Heritage Park include a large-scale community playground (source: BHA Design)*



## Future Downtown Parks

Desires for more active water recreation access along the Downtown reach of the Poudre River will soon be realized. After more than a decade in the making, the first phase of major renovations along the river, including river access points, a whitewater park, picnic areas and trail improvements will be constructed east of College Avenue. The project is expected to open in early 2018.

Another anticipated park close to Downtown will be located east of the historic Great Western Sugar Beet processing facility, which is currently used as the Streets Maintenance Facility, located near the intersection of Vine & Lemay. When completed, this park will include a playground, picnic shelters, restrooms, and

multi-purpose fields. The park will be a convenient resource for the adjacent Alta Vista and Andersonville neighborhoods. A timeline for completion of the park has not been determined.

## Future Downtown Park Needs

As residential population and density increase in Downtown, parks will play an increasingly important role in the lives of residents. Expanding events and the needs of a growing Downtown residential population cannot be sustained within the footprint of existing Downtown parks. Furthermore, there is a tendency for park space to be compromised by building expansion and programmed events. These increasing demands need to be carefully balanced with traditional park uses.



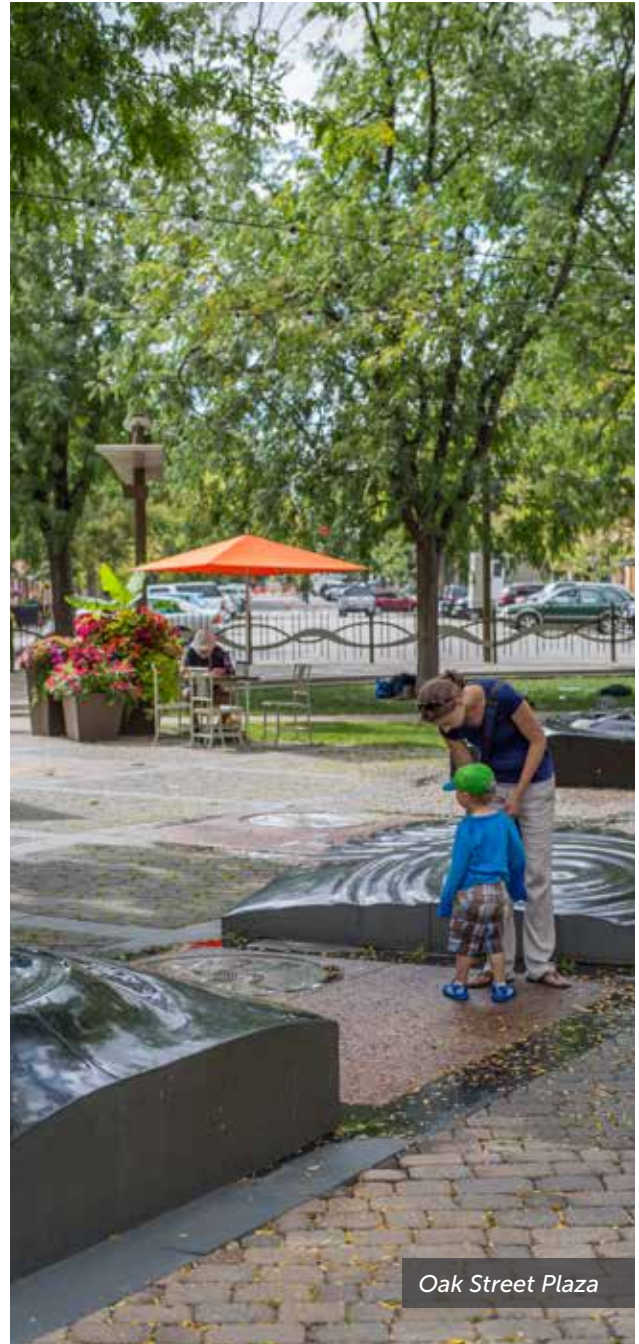
*Poudre Whitewater Park Concept*



## Public Plazas

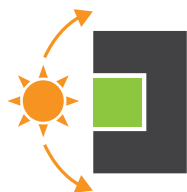
Old Town Square is the primary focal point of the community. This pedestrian-use section of former Linden Street within the Old Town Historic District was recently renovated from its original 1985 design. It features a flexible space for stage performances, open air market events, a water feature for children to play in, tables in a café style atmosphere and more, to invite the entire cross-section of the community.

Oak Street Plaza is a popular gathering space in Downtown, particularly for families. It includes interactive fountains, movable seating and lighting. Events held in the plaza include small concerts, story time in the park, art festivals and other events that require a more intimate setting.





## Features to Maximize Outdoor Spaces



Solar orientation that allows spaces to be used year-round.

Protecting outdoor spaces from high wind impacts.



Flexible design that accommodates multiple activities.

Outdoor space design based on surveys of public behavior.



Various features that enhance public use of the area, including ample seating.

Entrances or private outdoor spaces that are oriented and connected to the sidewalk.



Design that enhances user safety and security.

Landscaping that supports habitat for birds, butterflies and pollinators.



Public art.

A strong indoor-outdoor connection through the use of awnings, canopies, overhead or sliding doors and operable windows.





## 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 offset urban density through accessible and well-designed private outdoor spaces. Outdoor spaces must be of adequate size 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.

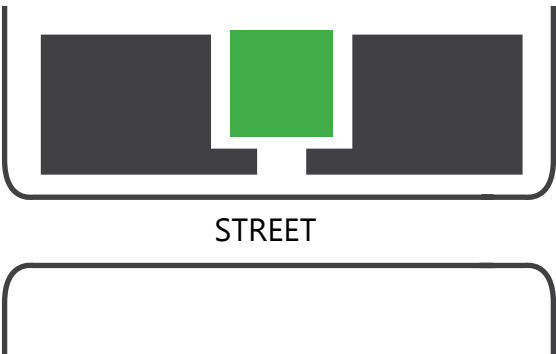


*Back Patio on an alley (Equinox Brewing)*

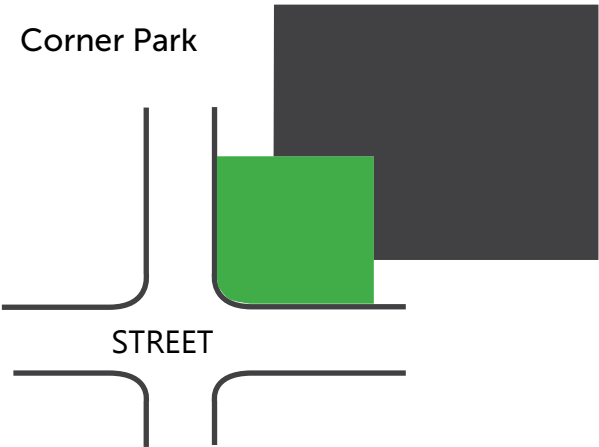
Outdoor Space Configurations

Outdoor spaces in private development should be oriented to receive maximum solar exposure while using trees, overhangs and overhead retractable covers, such as awnings or umbrellas, to provide shade in the warmest months. Landscaping and other features that support the goals of the Nature in the City program, including gardens, planters, green roofs and living walls should be included whenever possible.

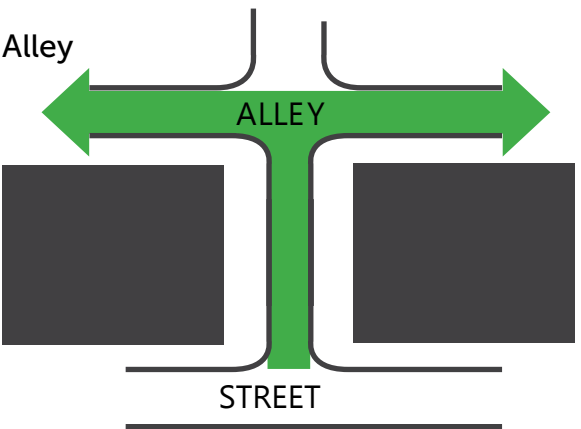
Private Courtyard



Corner Park



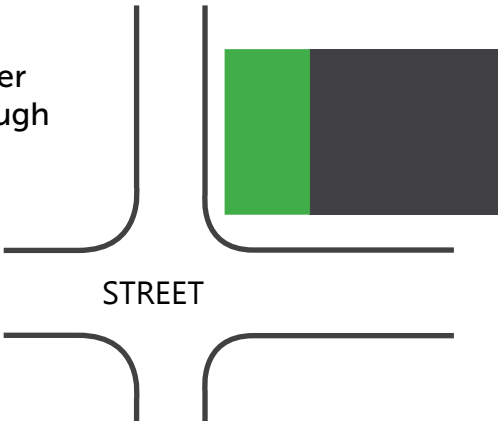
Street-Facing Courtyard



Raised Terrace



Corner Through Plaza





## Reclaimed Residual Spaces

As Downtown continues to evolve, additional opportunities for creative use of space may also include gaps between buildings, former railroad rights-of-way, or areas of shallow flooding. These spaces could provide small-scale public spaces, gardens, habitat for birds and butterflies and opportunities for peace and rejuvenation within the busy Downtown area.



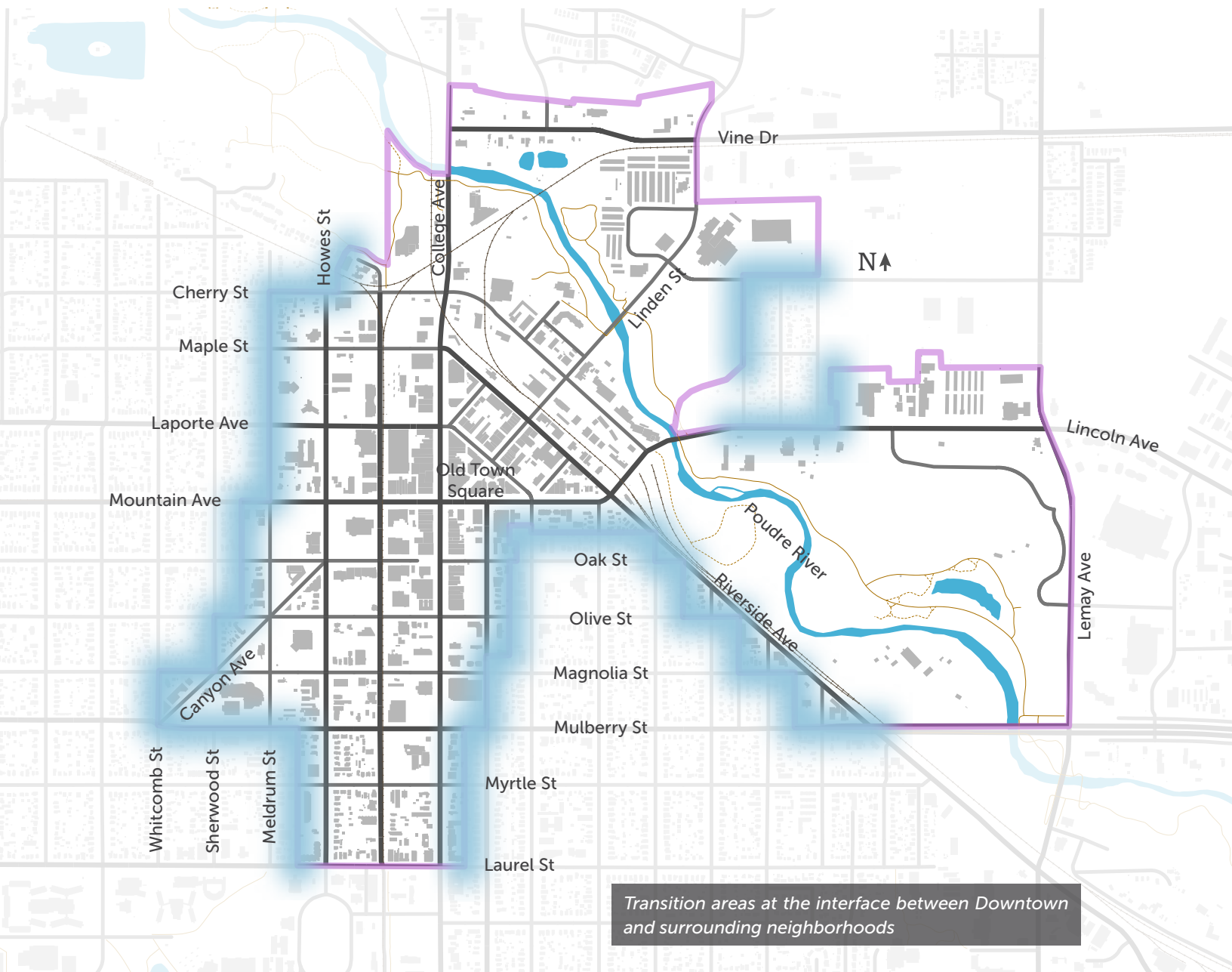


## Transitions

Sensitive design solutions are required at the edges of Downtown, where commercial uses meet residential areas, at the interface between historic and non-historic resources and at the boundaries between Downtown Character Subdistricts. New compatibility standards will encourage seamless transitions in building scale and design 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 situations where proposed buildings, such as mid-rise structures and towers, are significantly taller than the surrounding context. This type of scenario will be most common in the subdistricts outside the Historic Core. Matching of building floors and horizontal design features should be employed along with setbacks above the building base.





## Tools Used to Create the Urban Design Recommendations

What is the economic impact of parking requirements on commercial development? How might removing one 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. These tools will remain important for the completion of multiple action items.

### Photo-realistic 3-D Model

City staff created computer-generated model for the Downtown area that depicts existing buildings and streetscapes. The model can be used to evaluate hypothetical building forms and analyze proposed development. The model helped to:

- Examine a variety of options for building heights and massing
- Evaluate building setbacks from both a structural and aesthetic standpoint
- Explore a range of building material treatments
- Function as a tool for increasing clarity in the development review process
- Further visualization for public outreach

### Pro-forma Analysis: Modeling Financial Trade-offs

Pro-forma analysis is a method to evaluate market feasibility of a potential real estate development project. It compares estimates of potential income streams from development to the construction and operating costs of the development, yielding information about the feasibility of development and how the Land Use Code affects a project's outcome.


As part of the Downtown Plan process, a team led by City staff examined hypothetical scenarios for example sites to inform discussions of urban design issues, policies and regulations. The goal was to better understand crucial variables that go into development Downtown. This work will continue with the implementation of several Urban Design action items.

Key considerations were:

- Financial tradeoffs among various building height and massing choices.
- Feasibility and financial impacts of on-site parking in a development project, whether in structure or as surface parking.
- Feasibility of building programming and design options to increase affordability, including material choices.





An aerial view of a 3D architectural model of a city street. The model shows a grid of buildings with various rooflines and colors, interspersed with green spaces, trees, and parking lots. A major road, College Avenue, runs diagonally through the scene. The perspective is from an elevated position looking southeast.

*Image from the 3D model looking southeast over College Avenue to the River Subdistrict. The model supported public discussion through enhanced visualization. This aided the understanding of existing conditions and visualizing scenarios of hypothetical development .*



## 3D Model

These hypothetical examples show how the model can aid discussion and understanding of building height and design issues. These examples do not imply favorability of any actual development approach.

There are markedly different perspectives in the community regarding change associated with development Downtown. The challenge of balancing competing objectives will always remain—the tools may not result in consensus. Rather, they provide for more effective discussion of mutually understood aspects of a given proposal.



*These images illustrate the effect of adding or removing a story from a hypothetical building with massing and building material approaches also evident*



*Community members providing input on future Downtown development*



*Hypothetical building comparing 9 stories to 6, again with massing and building material approaches also evident.*



*Example of visualizing how a prospective new development relates to existing, historic context*



*Example of maximized development based on the current height limit on the site and parking requirements—requires a major parking structure*



*Example street level comparison of a new building adjacent to a historic building*



*The 3D model dramatically aids discussion of pros and cons of multiple aspects of proposed redevelopment and circulation concepts*



## Impact of Parking Requirements on Building Form and Streetscapes

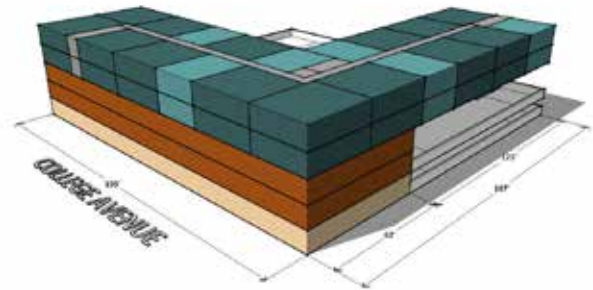
Each new development adds direct vehicle and bicycle parking demand to the already-high demand generated by the overall popularity of Downtown.

The 3D modeling and pro forma exercises developed in the planning process indicate that current vehicular parking requirements for private land development can have detrimental urban design impact. Accommodating parking demand in each individual development project can constrain building design and have a negative ripple effect on buildings, streetscapes, and outdoor spaces.

Parking needs Downtown are accommodated by a diverse combination of curbside parking, public parking structures, various public and private parking lots, and parking incorporated into private buildings.

Requirements for private off-street parking in new construction add cost which competes with quality design and construction costs.

Examining the amount of required off-street parking on development sites is a significant action item recommended in the Downtown Plan. This continuing parking analysis should explore a variety of options to fund additional public parking that can accommodate increased demand generated by development as well as increasing overall demand from visitors.



### Building Use and Area:

- Site: 36,465 sq. ft.
- Retail: 12,000 sq. ft.
- Commercial: 24,000 sq. ft.
- Residential Unit Mix:
  - 1 bed - 6 units, 2 bed - 14 units (per floor)
  - 36,400 sq. ft. residential w/ 4,310 sq. ft. circulation (total)

### Parking Requirements:

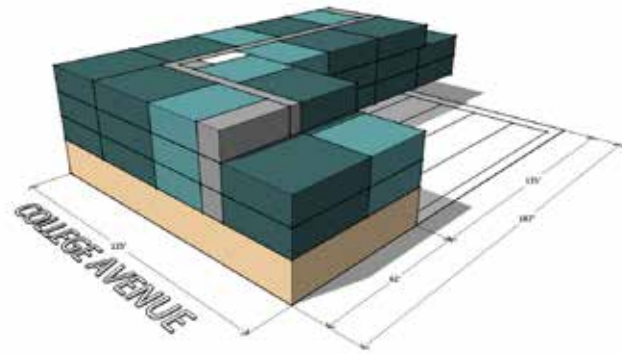
- Retail: 24 (2 per 1,000 sq. ft.)
- Commercial: (3 per 1,000 sq. ft.)
- Residential: 38 spaces (.75 for 1 bed units, 1 for 2 bed units)
- Parking lot dimensions: 125' x 195'
- Total spaces required: 134 spaces
- Parking provided:
  - Ground level: 65 spaces
  - Upper level: 69 spaces
  - Total parking provided: 134 spaces



*For a more thorough discussion of Downtown parking challenges and management strategies see Transportation & Parking starting on page 78.*

### Off-street Parking Tradeoffs

Benefits	Challenges
<ul style="list-style-type: none"> <li>• Convenient for on-site residents and commercial users.</li> <li>• Avoids off-site impacts upon already-constrained on-street parking.</li> <li>• Can provide more convenient access for people with disabilities or mobility impairments.</li> </ul>	<ul style="list-style-type: none"> <li>• Incurs significant development costs that could be applied toward building and material enhancements.</li> <li>• Inefficient use of land.</li> <li>• Only serves specified users; otherwise unoccupied.</li> </ul>

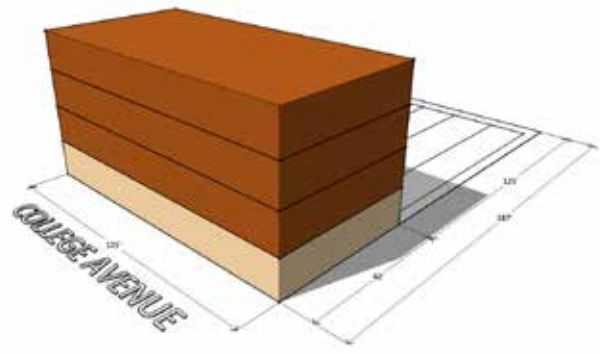


#### Building Use and Area:

- Site: 23,375 sq. ft.
- Retail: 7,750 sq. ft.
- Residential Unit Mix:
  - 2nd and 3rd floors: 1 bed - 6 units, 2 bed - 10 units
  - 4th floor: 1 bed - 5 units, 2 bed - 7 units
  - 38,900 sq. ft. residential w/ 5,460 sq. ft. circulation (total)

#### Parking Requirements:

- Retail: 24 (3 per 1,000 sq. ft.)
- Residential: 40 spaces (.75 for 1 bed units, 1 for 2 bed units)
- Parking lot dimensions: 125' x 125'
- Total spaces required: 64 spaces
- Total spaces provided (surface parking): 43 spaces



#### Building Use and Area:

- Site: 23,375 sq. ft.
- Retail: 7,750 sq. ft.
- Commercial: 23,250 sq. ft.

#### Parking Requirements:

- Retail: 15 (2 per 1,000 sq. ft.)
- Commercial: 69 (3 per 1,000 sq. ft.)
- Parking lot dimensions: 125' x 125'
- Total spaces required: 84 spaces
- Total spaces provided (surface parking): 43 spaces

These hypothetical models examine development feasibility of Downtown parcels. The exercise highlighted challenges and tensions associated with development Downtown. Current parking standards stood out as the primary influence on building program and influence building form significantly. It is important to take this into account while examining potential changes to parking management standards.



# 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): Establish guidelines for character subdistrict improvements that support the unique identity of the subdistrict.

### **Policy UD 1b: Transitions between Character**

**Subdistricts.** Provide appropriate transitions in building mass, bulk and scale between character subdistricts that have a different desired building scale, at the edge of Downtown adjacent to the Old Town Neighborhoods, and along the Poudre River Corridor.

#### **Action Item:**

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



*The 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.*



*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 (over three stories) in appropriate character subdistricts while maximizing compatibility through appropriate design.

**Policy UD 2a: *Maximum Building Height.*** Refine 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 include the entire Downtown Plan boundary.

UD 2a (2): Evaluate potential Land Use Code 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:**

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



Stepbacks help reduce the impact of large buildings 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: *Compatibility of Larger Development Projects.*** Clarify compatibility requirements for mitigating the impacts of larger development projects on the surrounding area.

**Action Item:**

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

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



*A wide range of building sizes and styles to coexist without compromising the character of an area. Image from 3D model.*



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 on 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 exemplify 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, 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 Designated and Significant Buildings.*** Design new construction adjacent to historic buildings and additions to be consistent with the Secretary of the Interior's standards and local preservation standards.

**Action Items:**

UD 4a (1): Revise the Land Use Code regulations to protect and complement the unique character of historic Downtown buildings and designated districts.

UD 4a (2): 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 Items:**

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 incentivize the retention and reuse of historic buildings.

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

**Action Items:**

UD 4c (1): Revise the Sign Code to include provisions to recreate 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.

**Policy UD 5a: *Street Level Interest.*** Street level space should be 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.

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

UD 5b (3): Clarify the strategy for design and construction of right-of-way encroachments, including street furniture, paving treatments, planters, landscaping and similar improvements.

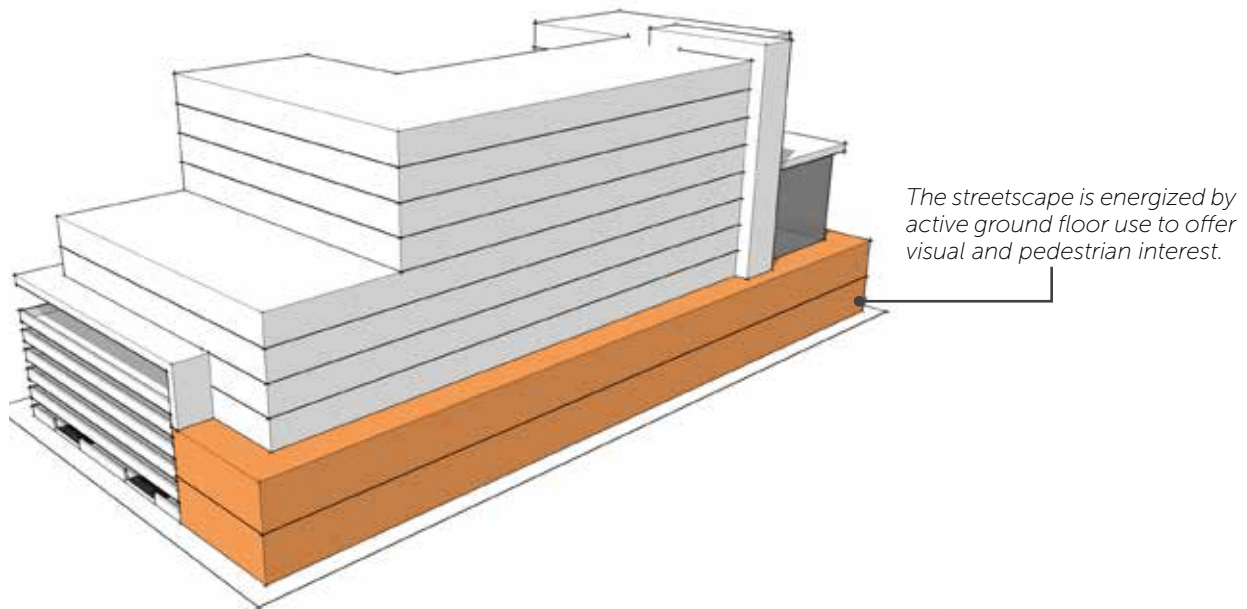
**Policy UD 5c: *Surface Parking Design.*** Site surface parking lots to minimize gaps in the continuous 'street wall' of a block and make all surface lots subordinate to buildings and open spaces.

### Action Item:

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



**Policy UD 5d: Structured Parking Design.** The design of parking structures should include an active use along the street level, as appropriate for the site context including financial feasibility.



**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 Article 3 of the Land Use Code to ensure that all 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 in Old Town*

#### **Policy UD 6a: Public Gathering Spaces.**

Support the creation of plazas, pocket parks and temporary installations that promote social interaction, Nature in the City and programmed and informal events.

##### **Action Item:**

UD6a (1): Identify the need for future Downtown parks and recreation services within the Parks and Recreation Policy Plan update.



*Enhanced Firehouse Alley*

#### **Policy UD 6b: Downtown Alley Improvements.**

Continue to redevelop key Downtown alleys into shared streets and enhanced walkways.

##### **Action Item:**

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



*Wayfinding along Linden*

#### **Policy UD 6c: Connected Outdoor Space Design.**

Locate private publicly accessible outdoor space amenities where they will activate the street best (e.g. gardens, courtyards, pocket parks, plazas promenades).

##### **Action Item:**

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

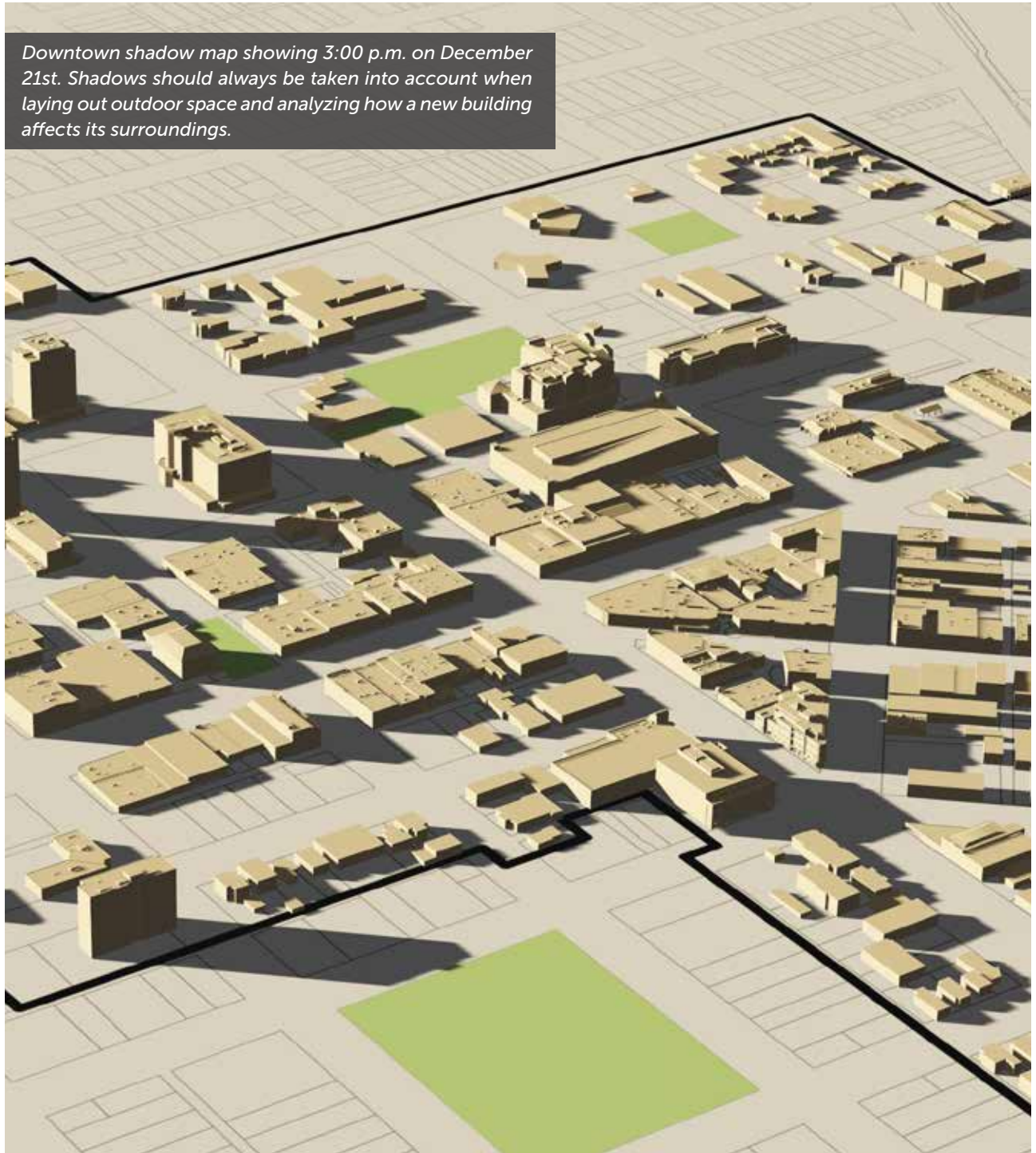


**Policy UD 6d: Outdoor Space Solar Orientation.** Orient publicly accessible outdoor space areas to maximize solar access during winter months.

**Action Item:**

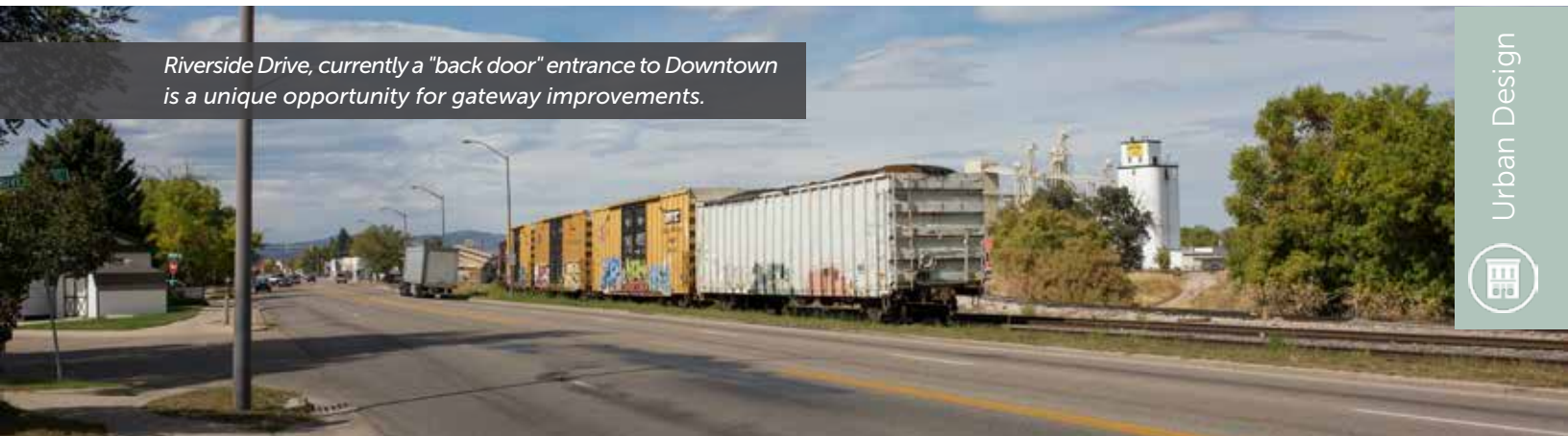
UD 6d (1): Amend the Land Use Code to include shadow analysis for all private outdoor spaces to maximize solar access during winter months.

*Downtown shadow map showing 3:00 p.m. on December 21st. Shadows should always be taken into account when laying out outdoor space and analyzing how a new building affects its surroundings.*





*Riverside Drive, currently a "back door" entrance to Downtown is a unique opportunity for gateway improvements.*



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 Avenue, North College Avenue at the Poudre River).

**Action Item:**

UD 7a (1): Develop a 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.



*North College Avenue, a gateway corridor into Downtown and the city.*



# Transportation + Parking



## Vision

Downtown residents and visitors will enjoy multiple travel choices. More people will be biking, walking and taking public transit to Downtown than ever before. Downtown will be accessible for drivers, and vehicle parking will be 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 will be frequent, convenient and comfortable. There will be multiple low-stress (low-speed and low-volume) routes for bicyclists with ample, convenient bicycle parking near destinations, and the sidewalk network will be well-connected and in good condition. Once Downtown, it will be 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, because every trip starts and ends with pedestrian activity, regardless of other modes. 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. 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 separated from traffic. However, because streets in Downtown were developed before the Americans with Disabilities Act (ADA) standards, some existing sidewalks do not comply with 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 balancing street furniture, outdoor seating areas and bicycle parking, with the need to keep 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 the existing east-west 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 must also maintain and enhance ground floor vibrancy.





## Driving

Downtown's economic success depends on the ability of tourists, visitors and Fort Collins residents to easily access the area. Most people travel to Downtown by vehicle, leading to busy roadways, slow speeds and congestion at some intersections, particularly during peak hours. The College Avenue and Mulberry Street intersection is a good example where congestion and a constrained right-of-way (ROW) highlight the need to balance vehicular movements with the interests of pedestrians and bicyclists to increase efficiency, improve safety and reduce emissions. Even with relatively heavy traffic, Downtown experiences fewer traffic crashes than other areas in Fort Collins, with parking-related crashes the most frequent type of incident. 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 page 78 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.



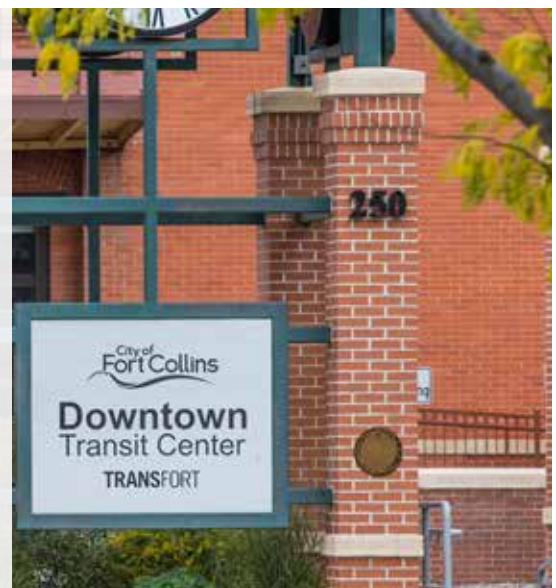
## Transit

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 serving riders who are dependent upon transit and others who choose to use transit. In recent years new regional routes like FLEX to Boulder and Bustang to Denver have started serving Downtown; however, regional routes remain relatively limited.



### History: Downtown transportation and parking

- 1907 – Streetcar system introduced
- 1940s – Parking meters added
- 1951 – Streetcar system removed
- 1973 – 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



## Key Considerations

When considering possible Downtown transportation and 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

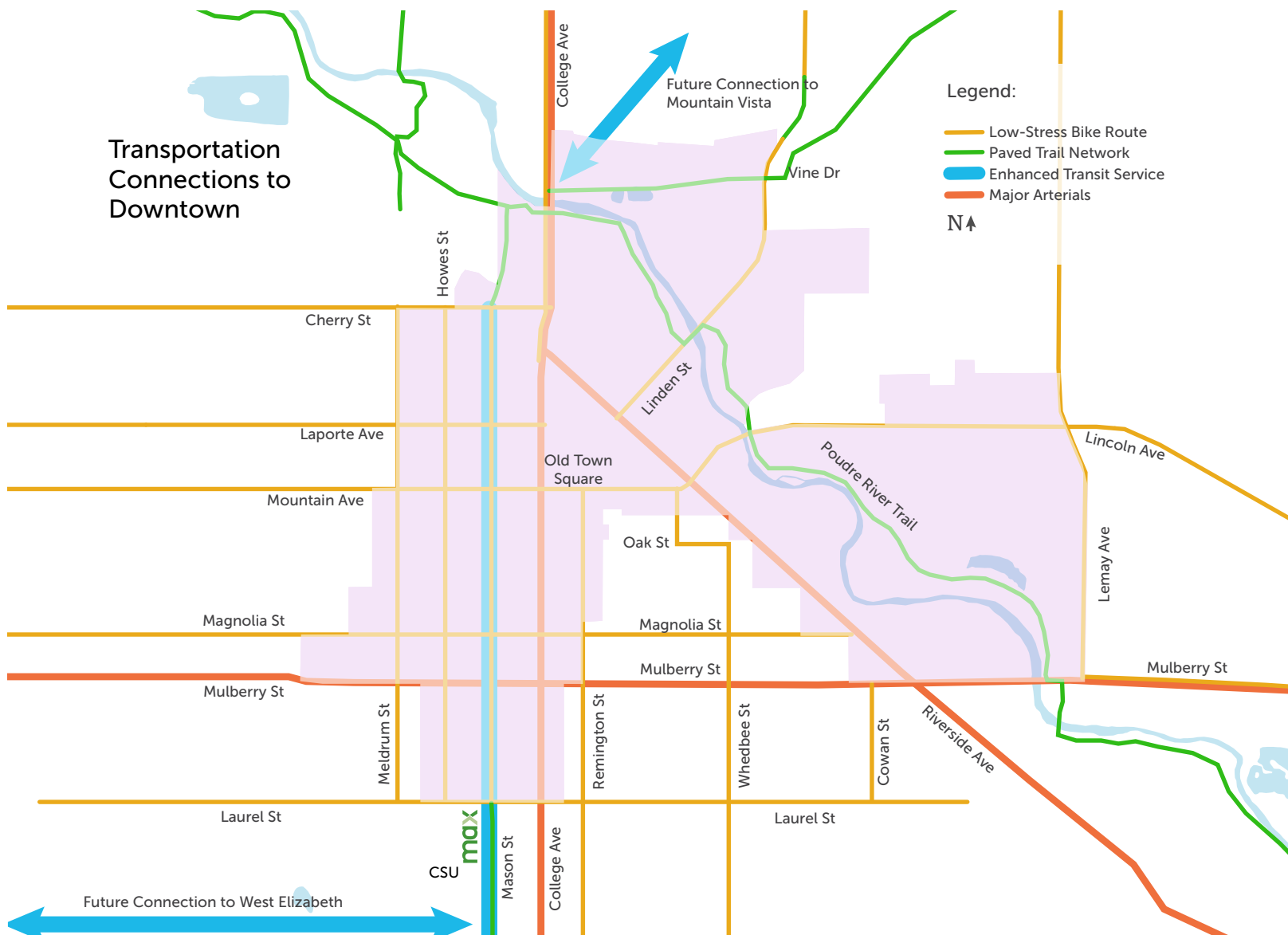
One of the keys to supporting the vibrancy of Downtown is to provide a robust set of transportation options for residents and visitors. This includes new and continuing investments in infrastructure and systems related to all modes, as well as a comprehensive way to add to and manage parking for vehicles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



For more discussion about gateway corridors, see Urban Design Principle UD 7 on page 71.



### Transportation Connections to Downtown





## Getting around Downtown

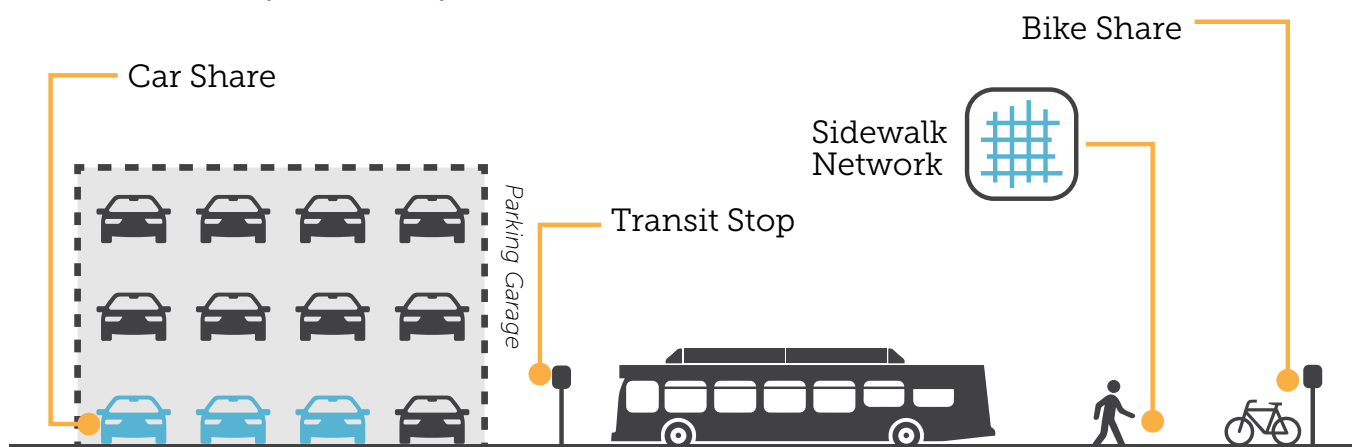
After people arrive Downtown there should be a variety of ways to get around. For shorter trips people should be able to walk on comfortable sidewalks with safe and easy street crossings. People should be able to navigate Downtown with easily understood wayfinding, well-marked streets and few barriers. 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.



For more discussion on sidewalks and pedestrian areas, see *Urban Design Principles UD 5* (page 67) and *UD 6* (page 69) and *Management + Maintenance Principle MM 1* (page 160).

### Seamless Transportation Options:



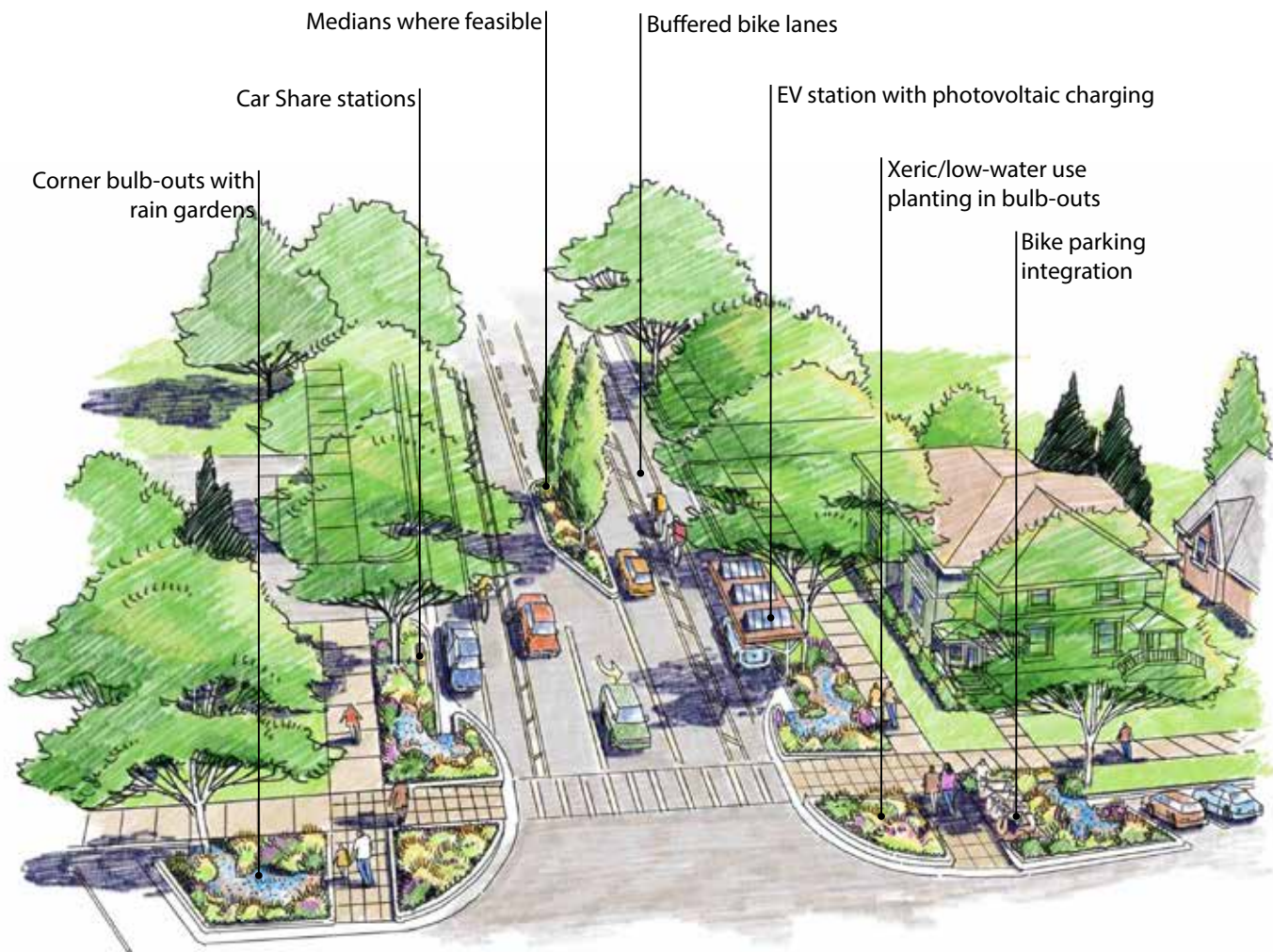
When a person is deciding how to travel somewhere, they often consider several factors:

- Distance from start to destination
- Cost
- Time
- Number, age and ability of people traveling
- Ease of travel at origin (What's the easiest way to get Downtown?)
- 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*
- *Parking Plan*





Example depiction of multi-purpose transportation improvements that incorporate green infrastructure into the right-of-way.



The Energy and Environment section describes green infrastructure concepts that relate to transportation and parking (Policy EE 4a on page 149).

## Communication

Providing trip planning tools can help reduce the perception that it is inconvenient to get Downtown. 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.





## 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 included a discussion about how to increase parking turnover to reduce time spent 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 long-term.

Many public meetings and outreach events guided policies that received further direction from the Parking Advisory Board, Planning and Zoning Board, and City Council. The results are policies incremental in nature to insure we don't compromise Downtown's vibrancy.

### Key direction from City Council

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

### 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 new shopping center. They have not since been replaced. The 1989 Downtown Plan identified issues similar to those we still see today:

- Parking is perceived as full,
- Employees park in close proximity to businesses where patrons should be parking, and
- 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 corresponding funding source to increase parking supply. Thus, the 2013 *Parking Plan* suggests that "parking is a giant unfunded liability." In 2014, the *Transit-*

*Oriented Development 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. So, the Downtown Plan was the perfect opportunity to engage in the parking dialogue alongside many other topics. The Downtown parking community dialogue took place as an integral element of the Downtown Plan.



## Public engagement

As an element of the Downtown Plan, the public engagement effort for the Downtown parking community dialogue included thousands of people who participated in open houses, focus groups, public events, workshops, charrettes, boards and commissions, community groups, and online and text message questionnaires. Additionally, collaborating with the Downtown Business Association (DBA) on some specific outreach targeted at Downtown business and property owners informed the conversation. See Appendix G for more information on the Parking Community Dialogue.



## Parking Policy Comparison

2013 Parking Plan	2017 Downtown Plan
When the issue of over-occupancy becomes untenable to Downtown employers, shift to on-street pay parking	Use data collected to re-evaluate on-street paid parking
Continue existing level of on-street parking enforcement.	Increase parking enforcement
Provide a pay-by-cell phone option to allow customers to extend parking time beyond the two-hour limit.	Provide a pay-by-cell phone option to allow customers to extend parking time beyond the two-hour limit.
Enhance collaboration between the City and Downtown employers to shift employees away from on-street parking in high demand locations.	Create a Transportation Demand Management (TDM) Program to reduce parking demand and encourage parking in appropriate locations.
Support public-private partnerships for creation of new parking supply.	Support public-private partnerships for creation of new parking supply.

## Identified Public Concerns\*

Issues:	Related Objectives:
Perceived lack of adequate parking turnover and accessibility	Increase the availability, ease of access to and turnover of on-street parking
Potential neighborhood impacts due to the increased pace of development	Develop a parking management system that is supportive of businesses, neighborhoods, and visitors
Need for better communication about parking locations and availability	Provide and communicate a variety of options for parking and for traveling to and around Downtown
Desire to move away from a punitive, enforcement-driven funding model	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

\*Identified in the Downtown Plan dialogue and the 2013 Parking Plan



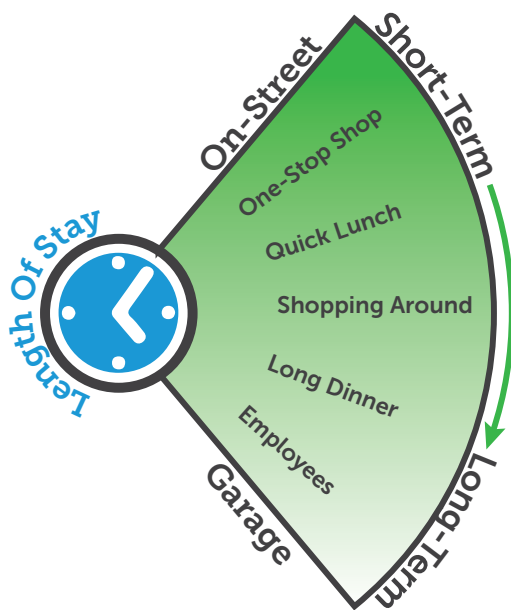


## Public Feedback

Throughout the dialogue, parking was identified as one of the biggest challenges to continued economic health and vibrancy in Downtown. Though lack of parking was a common complaint among residents, we currently lack the tools to collect data that would verify that perception. Feedback about potential solutions to the perceived lack of parking Downtown revealed divergent opinions across the board. Some agreed that on-street paid parking would effectively manage parking demand and also create a revenue source for future investment, while others thought paid parking would change the welcoming character of Downtown. Others were concerned that paid parking could negatively affect businesses in the retail sector, especially considering the 2016 redevelopment of the Foothills Mall. Many people thought that demand for parking could be reduced by increasing transit ridership and bike commuting.

Management of employee parking as was identified in past plans, is a continued problem. Stakeholders informed us that employees often park in the most convenient on-street spaces and “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 this phenomenon as “parking structure avoidance” due to “upside down pricing.”

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

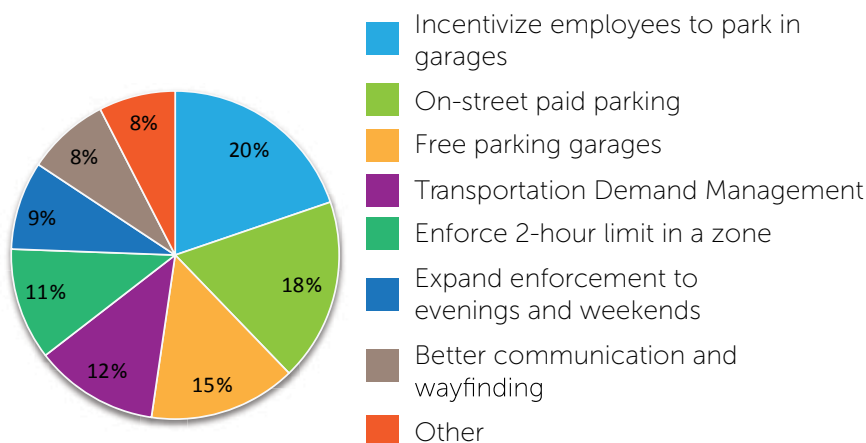


## Upside-down pricing

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 creates congestion, air pollution, a perception that there is no parking available and general frustration.



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?" (Select 3 multiple choice) Responses:



## Funding Parking Supply

Most people agreed 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-side 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.

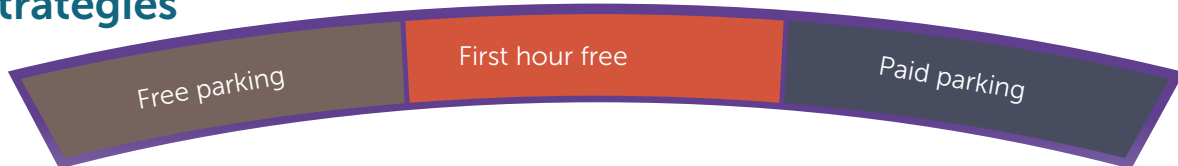




## On-Street Parking Management Strategies



## Garage Parking Management Strategies

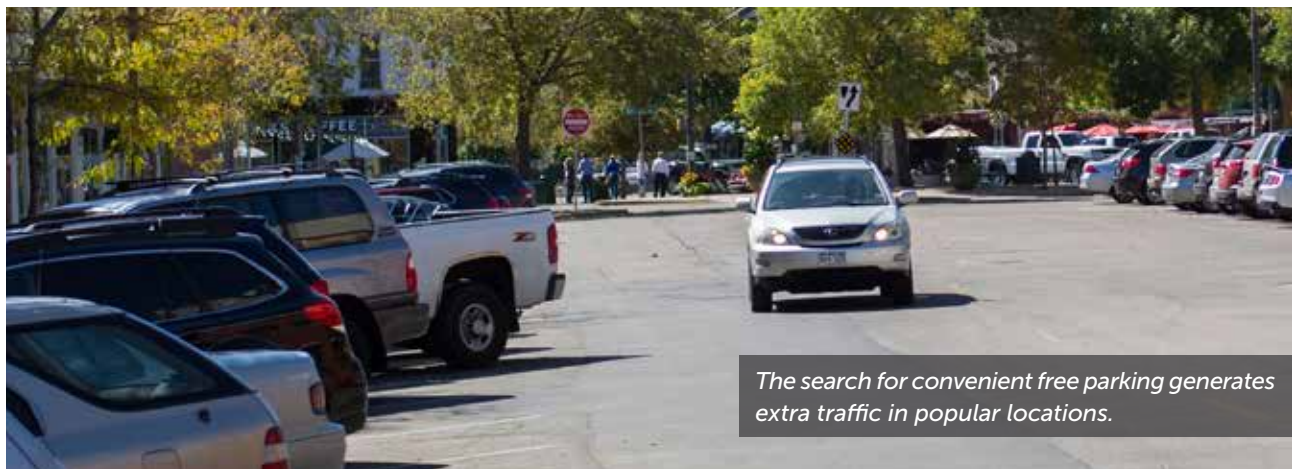


*Options for managing on-street and structured parking*

### Summary

Stakeholders were eager for change in Downtown parking but were 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 continuing to study when and where parking demand is highest. City Council and the Planning and Zoning board agreed 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.

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.





DRAFT





# 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. Support easy access and 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 and develop a complete pedestrian network that meets Americans with Disabilities Act (ADA) standards, especially completing sidewalks in areas with gaps.

### Action Items:

TP 1a (1): Expand the "Downtown" boundary used in the Pedestrian Improvement Program prioritization process to be consistent with the Downtown Plan boundary.

TP 1a (2): Continue to implement the Pedestrian Improvement Program, including identifying potential improvements in coordination with the Street Maintenance Program (SMP) and other capital project opportunities.

TP 1a (3): Continue to update ramps at intersections to make pedestrian pushbuttons accessible for people using mobility devices.

TP 1a (4): Continue to implement Leading Pedestrian Intervals at appropriate Downtown intersections.



*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 sidewalks that are 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 model with a number of factors to help prioritize improvements. 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 sidewalk improvement projects.*



TP 1a (5): Evaluate pedestrian bulb-outs to enhance walkability and reduce crossing distance at key intersections.

TP 1a (6): Implement a more fine-grained pedestrian network through the use of safe and clear connections (e.g., alleys, other midblock connections).

**Policy TP 1b: Multi-modal Intersection Improvements.** Identify key intersections for improvements to 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): Implement multi-modal intersection-related improvements identified in TP 1b (1), including identifying and pursuing funding within the larger citywide project prioritization process.

#### Policy TP 1c: Multi-modal Corridor Improvements.

Identify key corridors and street segments for redesign and improvements to improve safety and accommodate travel, parking and access needs for all modes of transportation.

#### Action Item:

TP 1c (1): Explore concepts for Complete Street corridors in the next *Transportation Master Plan* (TMP) update including but not limited to: Howes, Mason, Vine, Maple, Mountain and Walnut (east of College), Magnolia and Canyon (building off the design in Urban Design section). Emphasize biking, walking, and transit elements, as well as safety improvements for all users.



*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.*

#### SHARED-USE MOBILITY CENTER

*Mobility sharing programs can help support transit needs. Specific 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 public support; supportive infrastructure.*

- Shuttles: Transit stop/lane & curb access.*

- Mobility Hubs: Transit-Oriented Development (TOD), zoning & land use; integration of all modes with transit.*

*Source: Shared-Use Mobility Center*



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

**Action Items:**

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

TP 1d (2): Update and implement the Riverside Access Control Plan, building on the Jefferson Street Design and the with updated design from Downtown Plan; see the Entryway Corridor Subdistrict section on page 213.

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): Continue to expand car share and bike share in the Downtown area.

TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required on-site parking and support multi-modal options.

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





**Policy TP 1f: Complete Bicycle Network.** Continue to develop and implement the Low-Stress Network from the Bicycle Master Plan, and add bicycle facilities or provide alternate routes for areas with bicycle network gaps.

**Action Items:**

TP 1f (1): Building off the *Bicycle Master Plan*, prioritize key corridors to improve both north-south and east-west bicycle connections (e.g., Magnolia, Laporte). Coordinate with the Transportation Master Plan update (planned for 2017-2018).

TP 1f (2): Identify and construct intersection improvements that are beneficial for cyclists (e.g., in the Loomis, College corridors), as funding allows.

TP 1f (3): Continue to 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 (see also AC 1b (3)).



*The concept of a Downtown Circulator shuttle was part of the Transfort Strategic Operating Plan (2009). It would serve key activity centers (e.g., Old Town Square, breweries), as well as parking structures. High frequencies during peak times (e.g., 10-15 minutes) and offering the service free or at a low cost 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): Assess existing ridership and develop strategies for implementing additional service and service changes through the Transit Master 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.

**Action Items:**

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

TP 1i (2): 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, pedestrian and cyclist access safer and more efficient.

**Action items:**

TP 1j (1): Design and construct potential access improvements for buses, particularly for exiting off Maple and turning south onto Mason.

TP 1j (2): Design and construct potential access improvements for cyclists and pedestrians.

**Policy TP 1k: Bus Stop Improvements.**

Continue to implement the Transfort Bus Stop Improvement Program to upgrade bus stops to Americans with Disabilities Act (ADA) standards and to provide amenities for patrons (e.g., shelters, bike racks, wayfinding).

**Action Item:**

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

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

*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 Americans with Disabilities Act requirements, have high ridership and demographic considerations, such as youth, low income, senior and populations with disabilities, within ¼ mile of the stop.*





**Policy TP 1l: *Downtown-Specific Transportation Improvement Funding.*** Explore additional funding sources for parking and transportation improvements specific to Downtown.

**Action Item:**

TP 1l (1): Identify and pursue 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, transit ridership, as well as safety data.

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

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

**The City's current transportation goals include:**

- Commute trips by multiple occupant vehicles: 35% by 2020
- Commute trips by bicycle: 20% by 2020
- Zero roadway fatalities (see CDOT's long-term "Moving Towards Zero Deaths" initiative)

**Policy TP 1n: *Safety and Comfort.*** Support safety initiatives for all roadway users and mitigate transportation impacts to maintain a comfortable and enjoyable environment for people Downtown.

**Action Items:**

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

TP 1n (2): Pursue ways to mitigate train horn noise.

TP 1n (3): Explore options to reduce drivers "rolling coal."

TP 1n (4): Pursue more efficient ways of managing deliveries Downtown.

TP 1n (5): Continue coordinating with CSU to manage the impacts of large university-related events on Downtown.





Principle TP 2: Manage on-street and structured parking facilities for all users — including primary employment, ground floor retail, business services and visitors — that adequately balances supply and demand, and provide parking infrastructure to support future growth.

**Policy TP 2a: Bicycle Parking.** Provide and manage easy-to-use, convenient bicycle parking that adequately accommodates existing and future demand.

**Action Items:**

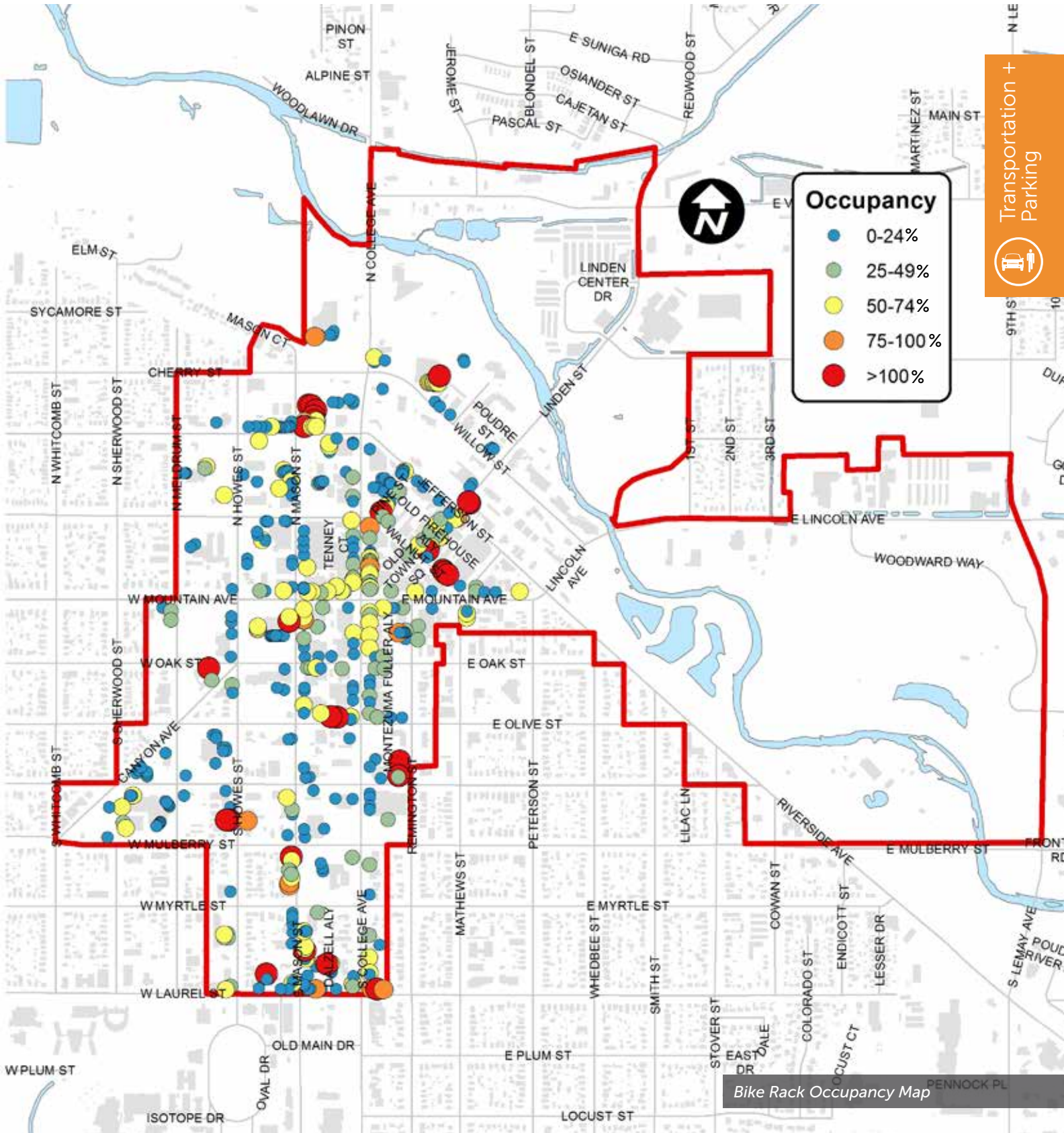
TP 2a (1): Develop a bike parking management plan, including monitoring rack condition/usage, managing abandoned bikes, design guidelines, potential land use code updates, guidelines for on-street bike parking and for long-term (secure covered) parking. Balance parking needs with maintaining a clear area for pedestrians.

TP 2a (2): Provide high-quality, accessible short-term and long-term bike parking to meet current and future needs at businesses/employers and other key destinations. Consider solar lighting components as part of long-term bike parking needs, as applicable.



*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, and signs from being used and pedestrian areas from becoming overcrowded.*

*The Bicycle Master Plan also calls for the development of a comprehensive bike parking management plan. A bike parking inventory was completed in 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 such as 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 2-hour limited parking spaces to weekends and evenings after 5 p.m., and permit an extension of the 2-hour limit.

#### **Action Items:**

TP 2c (1): Explore staffing and technical needs to extend parking enforcement hours after 5 p.m. on weekdays (Monday – Friday) and during the day on weekends (Saturday and Sunday).

TP 2c (2): Consistent with the preferred alternative from the 2013 Parking Plan, implement a “pay-by-cell phone” option to allow customers to extend parking time beyond the 2-hour limit.

### **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.



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

When parking utilization data meets a defined threshold, implement an on-street paid parking program that further manages demand and generates revenue to invest in future parking and transportation infrastructure and programs that reduce parking demand.

**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 meter type (e.g., single- space 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, on-street paid parking, and other creative fundraising techniques such as memorial bricks and advertising rights.

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



*Additional discussion found in the Urban Design Section, page 60.*



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

**Action Item:**

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 part or all of the on-site parking requirements.

**Policy TP 2i: *Public Parking Management.*** Create policies that guide off-site and parking structure leasing for new development, private citizens and Downtown employees in lieu of on-site parking. Also create 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. Identify opportunities to foster greater parking efficiency by changing stall configurations (parallel, perpendicular, diagonal) where conditions allow.

**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.

TP 2i (3): Evaluate conditions where more parking spaces could be added in existing areas by changing stall configurations. Restripe spaces where efficiencies can be created.

**Policy TP 2j: *Safety.*** Implement safety measures to ensure on-street and structured 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 poorly lit areas.

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

**Policy TP 2k: *Develop a Citywide Parking Plan.*** Include a menu of options outlining parking and access district typologies, funding mechanisms, organizational structure and stakeholder involvement (e.g., parking benefit district).

**Action Item:**

TP 2k (1): Begin conversation in the *City Plan* and *Transportation Master Plan* update planned for 2017- 2018.





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): Expand the use of real-time bus arrival information to additional bus stops (e.g., for the proposed Downtown Circulator in TP 1g), and identify opportunities for improved communication of other transit information.

TP 3a (2): Develop a comprehensive, integrated mobile app ("Downtown at a Glance") that provides information for different modes of travel and parking availability (including street closures and construction information).

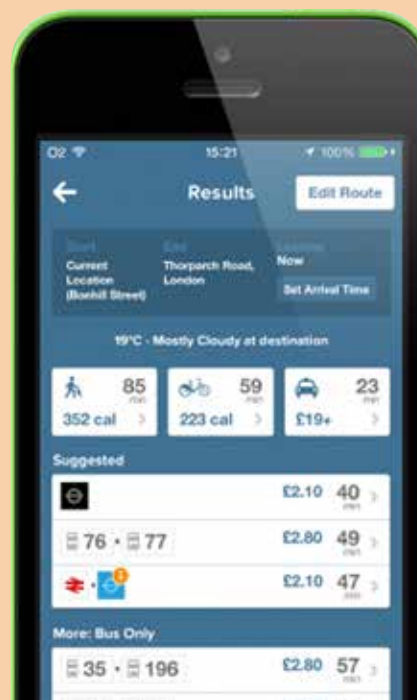
**Policy TP 3b: Wayfinding.** Continue to implement wayfinding for all users, including identifying parking garages and other key destinations, using the City's Downtown Wayfinding Sign System Schematic Design document as a unifying guide.

**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 *Bicycle Wayfinding Plan*.

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



Cutting-edge mobile applications like Citymapper provide a holistic view of all travel options. With one single app, users 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.





A *Bicycle Wayfinding System Plan* was developed following the adoption of the [Bicycle Master Plan](#). This plan recommended a citywide system of signed bicycle routes, including routes through Downtown. Two routes have been signed so far (Swallow and Remington).

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

*"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.*

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

**Action Item:**

TP 3c (1): Provide information about travel options and parking locations for everyday access to Downtown, as well as for special events (e.g., festivals, CSU games).

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

**Action Item:**

TP 3d (1): Work with employers to provide information on travel options and special programs (engagement, incentives) 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 will be a key economic engine for the region and one of the most distinctive small downtowns in the nation. Downtown will become a diverse employment center where retail, finance, technology startups, government and services thrive. Residents and visitors will 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 will be available to meet the needs of diverse age groups, lifestyles, and incomes. Downtown will also be 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% City-wide of sales tax revenues in 2016. Downtown's vibrancy comes in part from its mix of retail, services, government and primary employment contained within a relatively small geographic area, and an adjacent residential population in the Old Town Neighborhoods, for whom Downtown is a neighborhood shopping center. The nearby presence of thousands of employees and students at Colorado State University (CSU) is an additional driver of Downtown's economic activity.



*The Old Town Neighborhoods Plan was updated alongside the Downtown Plan. View the plan and learn more about the Old Town Neighborhoods at [fcgov.com/otnp](http://fcgov.com/otnp).*

### Downtown by the Numbers



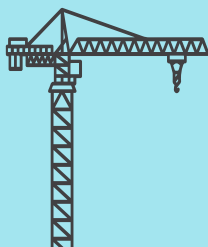
#### Vacancy

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



#### Sales Tax Revenues

1989: \$4 Million  
2016: \$12.6 Million



#### Recent Development

Last 5 Years: 405,000 s.f. Commercial  
300+ Residential Units

#### Currently proposed

~850,000 s.f. Commercial space  
226 residential units



*Historic preservation is a major topic in the Urban Design section, beginning on page 43.*

Some of the issues Downtown faces, however, are in part a result of its popularity and intentional revitalization. During 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 development that supports the desired future character of Downtown should be balanced with efforts to minimize the negative impacts of growth. Density can be added through incremental development that intentionally integrates housing, entertainment and night life options and active daytime uses.

This plan encourages development of housing options that minimize unit size. Smaller living spaces and live-work space can create additional housing opportunity while maintaining Downtown's unique character.



*The Energy and Environment section, beginning on page 145, contains several policies to encourage sustainability and green building practices.*



In the next 20 years, the Market and Economy policies in this Plan will help 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 beyond the historic core and into other character subdistricts. This additional density and intensity will provide more housing and commercial space, and could improve the affordability of Downtown for residents and business owners.
- **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 small-format 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, the Innosphere and the Downtown Artery. As businesses emerge from 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 subdistricts.



*Construction and adaptive building reuse at the Music District*

## Key Considerations

Discussions during the Downtown Plan process identified two specific themes worth highlighting. First, the importance of a 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 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 envision Downtown as a major residential market in the future. The 1989 Plan emphasized redevelopment of vacant and aging buildings, particularly in the Historic Core.



*Urban Design section contains more information about policies and action items related to redevelopment and possible changes to the Land Use Code. See page 63.*



*The Arts and Culture section, beginning on page 112, focuses specifically on strengthening Fort Collins’ creative network and providing opportunities for artists and creative people to thrive Downtown.*



*The pedestrian orientation of buildings, whether existing or new construction, is a critical component of the “feel” and character of Downtown. To learn more about how buildings can be designed with people in mind, see page 42 in the Urban Design section.*



Today, Downtown has a vibrant mix of housing, employment, and entertainment options. This balance of uses elevates Downtown beyond 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 placemaking throughout the area.

### Existing Business Mix

The existing mix of businesses Downtown consists of a combination of retail, services and food service including bars and restaurants. There are approximately 653 (as of Feb., 2017) businesses within the Downtown Development Authority (DDA) boundary, which roughly corresponds to the Downtown Plan boundary. 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

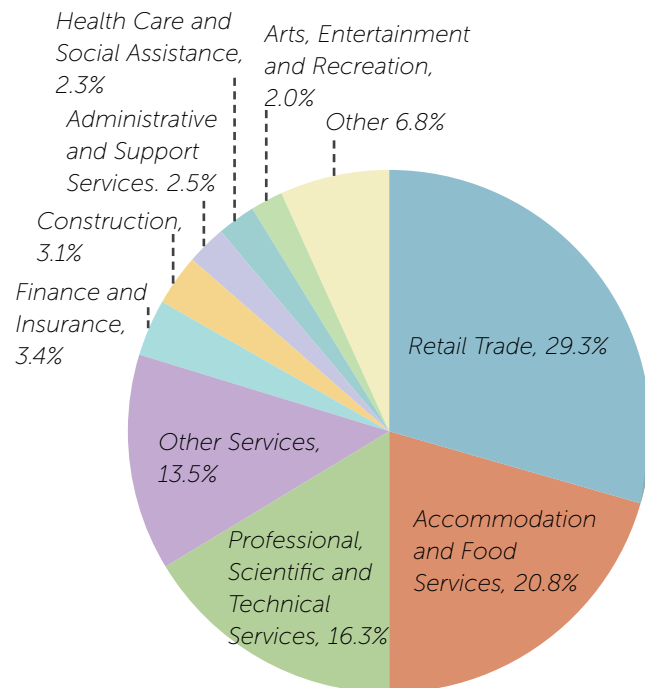
One of the key market opportunities identified in the Downtown Market Assessment (Appendix H) is a lack of high-quality office space. Commercial vacancies are at an all-time low, and there are few larger (>10,000 square ft.) office spaces in the Downtown. Adding commercial space Downtown will support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

### More Downtown Housing

Downtown is increasingly seen as a desirable place to live. Mixed-use development can provide more housing in the Downtown area while 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.

### Local Retail

Many people cherish the locally owned shops and businesses in the Downtown area. It is important to support and sustain these local businesses, while also recruiting new businesses to complement and enhance the mix of goods and services available Downtown. Marketing and promotional efforts can help keep Downtown's existing unique businesses strong and economically healthy by attracting new customers, even as local retailers face increasing costs, higher rents and growing competition from online retailers.



### 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.



## Investment in Downtown

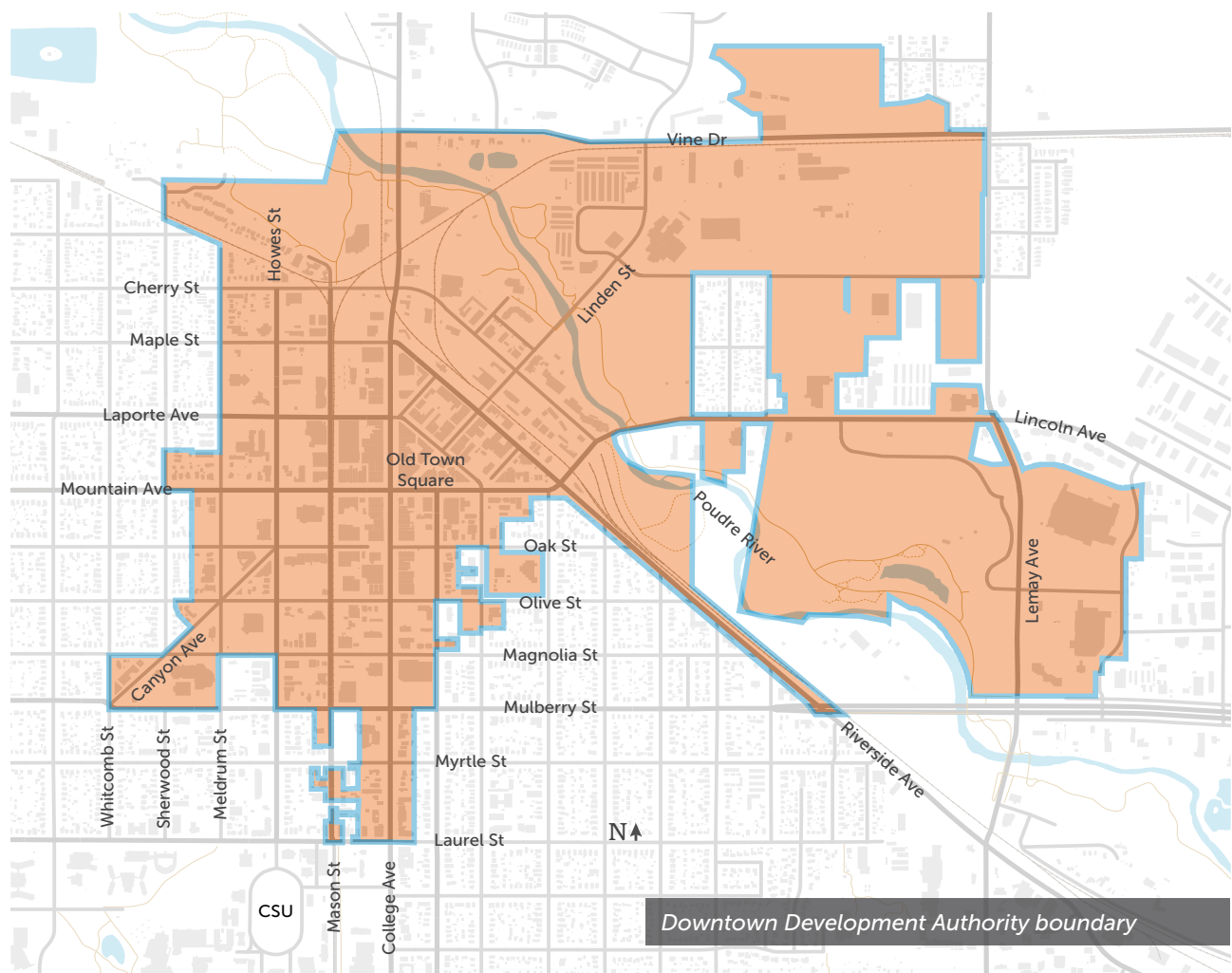
Downtown Fort Collins hasn't always looked and felt the way it does today. When the first Downtown Plan was adopted in 1989, vacant storefronts, run-down buildings and crumbling sidewalks threatened Downtown's economic vibrancy. The renaissance of the Downtown area over the last several decades was not 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 conveys the City's unique history and character and sets it apart from other places. Downtown's authenticity draws 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 of Downtown's continued economic health. Improvements in the Downtown will continue to be funded through a combination of private investment, City general funds, state and federal tax credits, grants for historic preservation and special taxes and fees.

## About the DDA, GID and DBA

The Downtown Development Authority (DDA) and the General Improvement District (GID) provide a dedicated source of revenue for special enhancements like alleys, planters, façade renovations, and public plazas. The Downtown Business Association (DBA) provides programmatic support to Downtown businesses.





## Downtown Development Authority

The DDA was formed in 1981 by business owners, property 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:

- Enhanced public infrastructure like alleyways, plazas, streetscapes, parking structures and arts/culture facilities.
- Building facades, utility improvements and upgrades, including rooftop solar, thermal, and wind energy systems.
- Programs, plans and designs for the downtown area with the City of Fort Collins and other strategic partners.

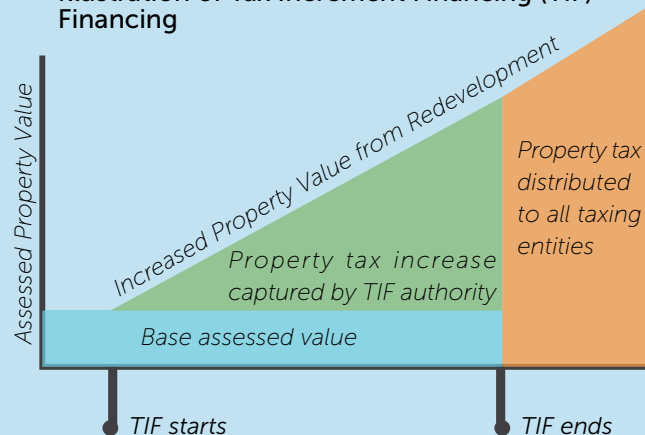
## DDA Impact at A Glance:

- 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
- Tax Increment Financing; 2015: \$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
- Sample 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.

### Illustration of Tax Increment Financing (TIF) Financing





## General Improvement District (GID)

Downtown property owners voluntarily created the GID in 1976 to fund 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.

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. 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 typically partners with the DDA, the City, and/or private investors to complete projects using a guiding capital improvements plan.

### 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.
- Sample projects: medians, street trees, Oak Street Plaza, sidewalk replacements, College Avenue corner plazas, Linden Street streetscape, Remington lot parking and parking wayfinding sign system.

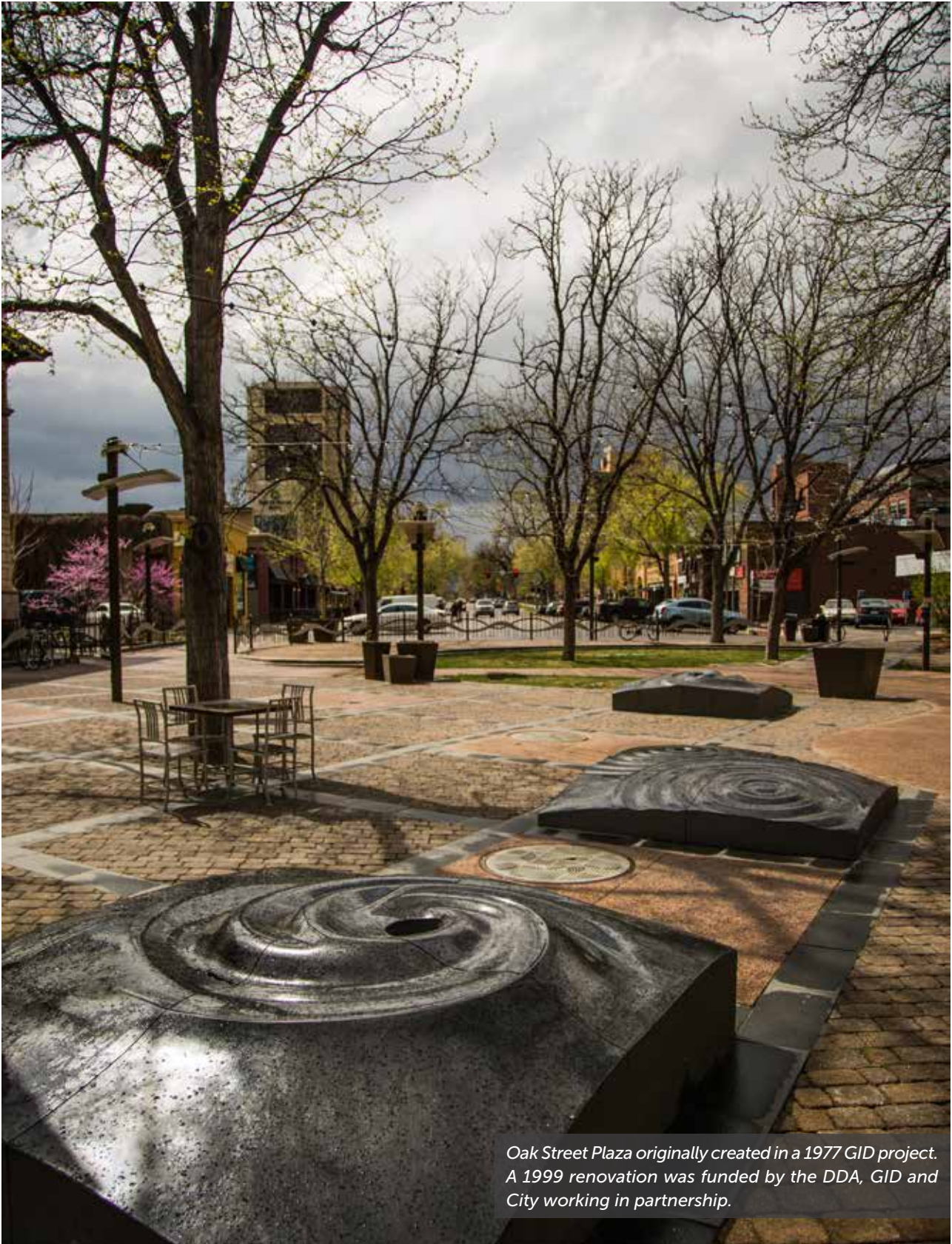
## The Future of Downtown Investment

In 2031, the authority of the Downtown Development Authority (DDA) to use Tax Increment Financing (TIF) will expire. Downtown development and economic activity is beginning to expand beyond the existing boundaries of the 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 2017 dollars) will need to be directed to Downtown improvements through another funding source. Identifying a range of potential new public and private funding sources before the DDA’s TIF authority expires in 2031 is a key task for the implementation of the Downtown Plan.

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, revisiting the implementation of the occupation tax and expanding the GID are four possible options to ensure continued investment in the Downtown area.

- The City could establish an **economic development fund** 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 clear definition.
- 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.
- The City’s **occupation tax** is an existing annual tax on establishments with liquor licenses and is specifically intended to offset local costs, particularly for law enforcement. The amount of the City’s occupation tax and the procedures for distributing the revenues generated could be analyzed and modified to better support Downtown’s maintenance and policing needs. In 2015, the occupation tax generated \$393,000 in revenue. This money was used to help fund police services citywide.
- The City could expand the boundary of the **General Improvement District (GID)** to incorporate areas of Downtown that are experiencing increased economic activity. The River Subdistrict and the Campus North Subdistrict are two possible areas for GID expansion. Expanding the GID would require initiation by a petition of property owners and City Council approval.



*Oak Street Plaza originally created in a 1977 GID project. A 1999 renovation was funded by the DDA, GID and City working in partnership.*



# 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 to local, regional, and visitor markets that highlight retail and dining offerings.

**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 and property owners. This entity should incorporate 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, mixed-use buildings that incorporate sustainable design and/or increased affordability, and desired housing types and affordable housing options.

ME 1b (2): Work with existing Downtown businesses that are interested in relocation; facilitate opportunities for adaptive reuse and redevelopment.

*The River Subdistrict is quickly developing additional commercial space.*





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

**Action Items:**

ME 1c (1): 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 (2): Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation and recruitment of start-ups, maker spaces, artisan manufacturing, and other businesses that bring jobs and import income or dollars to the community.

ME 1c (3): Invest in the physical assets (sidewalks, utilities, buildings) necessary to support entrepreneurship in parts of Downtown that currently lack adequate physical infrastructure.

ME 1c (4): Support the development of larger floorplate office and commercial spaces to attract incubator graduates and growing primary employers.

ME 1c (5): Further invest in placemaking efforts that enhance Downtown's unique attributes, create vibrant "third places," and provide amenities that help businesses attract talented employees.



*Downtown attracts business incubators such as the CSU Powerhouse Energy Campus, Innosphere and the Downtown Artery. It is important to support such uses with appropriate infrastructure, incentives and partnerships.*

**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 unique shopping options, creative studio/gallery spaces and other small-scale retail uses.

ME 1d (2): Support and develop programs that encourage residents to spend dollars locally.

ME 1d (3): Support the retention and recruitment of retailers and 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.



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

**Action Items:**

ME 1e (1): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed use buildings or that could be prime employment sites. Identify and address barriers to redevelopment of these sites.

ME 1e (2): 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 (3): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.



*It is important to support and encourage local businesses, while also welcoming chain businesses that complement and enhance the existing Downtown business mix. Marketing and promotional efforts attract new customers for local retailers facing increasing costs, higher rents and growing competition from online retailers.*

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

**Action Items:**

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

ME 1f (2): Support reform of the construction defects claim legislation to encourage development of for-sale condominiums.

ME 1f (3): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown.

ME 1f (4): Public-private partnerships should be used to achieve key community objectives, including parking, sustainable design and affordability.

ME 1f (5): Inventory and monitor the types and prices of housing Downtown; analyze the affordability of existing Downtown housing.

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

**Action Item:**

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

**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 (i.e., car share, short term rentals) and ensure that policies for land use, municipal regulation, and economic development are reviewed as needed.

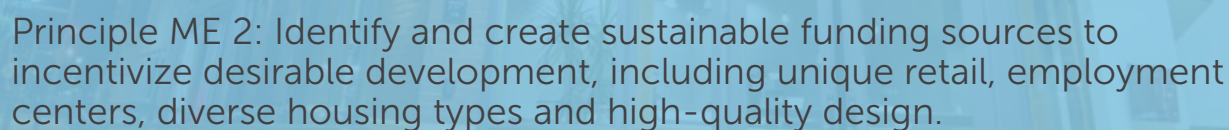
ME 1h (2): Identify key metrics and data sources and create a Downtown-specific economic dashboard to evaluate and monitor Downtown's economic health.

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.







*The General Improvement District (GID) has also directed funding to Downtown enhancements since 1976. This includes medians, street trees and public plazas throughout the core area. As Downtown continues to grow and expand beyond the core, it may be appropriate to consider expanding GID boundaries and/or formulating similar new funding districts.*

**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): Create and maintain an inventory of prioritized public improvement needs for the entire Downtown Plan area. Ensure that implementation of public improvements is distributed throughout the Downtown subdistricts as appropriate.

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

ME 2b (4): Analyze the rate of the City's occupation tax and the procedures for distributing the revenues generated to better support Downtown's maintenance and policing needs.



**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 compatible 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 respects and maintains existing 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.



# Arts + Culture



## Vision

Downtown Fort Collins will be a regional artistic and cultural hub and a national and global destination for a range of creative and social offerings. Downtown will attract talent, innovation and diversity and create vibrancy, inclusion and economic success. Artists, creative entrepreneurs and arts and culture organizations thrive Downtown with affordable live-work spaces, robust networks and a variety of well-supported venues and resources. Culture should be considered essential to sustainability and incorporated into every decision for Downtown. Active social spaces, unique events and experiences, creative businesses, and state-of-the-art cultural assets will enrich the lives of residents, the economic health of the Downtown area and the experiences of visitors.



## Overview

Arts, culture, and creativity are a major industry in Downtown and a significant driver of the economy. Therefore, the Downtown Plan expands traditional “arts and culture” to the broader and more inclusive term “creative industries.” The creative industries include arts and culture organizations such as museums, symphonies, and theaters and add creative businesses such as film companies, architecture and design firms, venues and breweries and individual performance artists, musicians, makers, creative entrepreneurs and employees of creative businesses. “Creative” and “artist” are used throughout this document to represent all people working in the creative industries.

Addressing the issues and ideas laid out in this plan will make possible the vision of Downtown Fort Collins as a global destination. Diverse artists, creatives, and entrepreneurs thrive with equitable access to affordable spaces to live and work. Opportunities abound to leverage art in new development, redevelopment and public spaces in innovative ways. As the number of creative businesses grows, more creatives translate their talent into a living. Creatives and cultural organizations are key to decision and policy making, adding to Downtown’s inclusive and respectful community and economy. Downtown’s cultural assets attract millennials and boomers and the skills and resources they bring and visitors seeking distinctive entertainment and cultural experiences.

*“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)*

What makes a community a desirable place to live? What draws people to put a stake in it? A Knight Foundation study asked these questions and discovered that those who are satisfied with their community believe it has great social offerings, is open and accepting and is aesthetically pleasing. The study concluded that community attachment directly correlated with economic success and that such things as basic services, safety and education were not economic drivers. A supportive, inclusive environment for innovation, entrepreneurship and creativity is critical to economic and social success in the 21st century.

## Current Strengths

Arts and culture are pervasive and a creative energy already pulses throughout Downtown. Numerous entities and individuals contribute to a lively and evolving scene. A short walk reveals sculptures throughout the plazas while live music can be heard over the laughter of children playing in the fountains. Around the corner an alley is adorned with murals, botanical arrangements, custom light fixtures, and pop-up art carts; painted pianos and transformer cabinet murals dot the urban landscape. 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, and others) are concentrated in Downtown, the City’s cultural anchor.



Stage assembly - New West Fest



In 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, the private sector, and individual community members.

The creative ecosystem Downtown can be seen in the development of studio, exhibition and performance spaces and the growth of entrepreneurial endeavors and needed resources. Prestigious museums, galleries, and theaters commingle with boutique shops, local restaurants, co-working space and creative businesses, all weaving a dynamic and vibrant fabric that brings together a wide spectrum of people.

Our effort and success was acknowledged when Fort Collins received the 2011 Governor's Arts Award. In 2016, the State of Colorado designated Downtown Fort Collins a certified Creative District.

## Downtown Has:



*Approximately 30 creative businesses*



*23 cultural institutions*



*24 permanent public art pieces*



*46 painted transformer cabinets*



*12+ painted pianos*



More than 1 million people visit Downtown each year, including residents and tourists. Many attend special events, such as the FoCo Music eXperiment, Taste of Fort Collins, or FortOberfest. Bohemian Nights at New West Fest is the largest festival in Downtown, attracting more than 100,000 attendees in a three-day weekend of free music. Theatre, dance, and music venues are also a big draw, including the Lincoln Center's two theaters, the Bas Bleu Theatre and a multitude of music venues. One-of-a-kind museums include 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

To the casual observer, the Downtown arts and culture scene is the picture of success. However, ask an artist or creative entrepreneur 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 additional support and resources are necessary to sustain the creative atmosphere that has been a key to Downtown's revitalization. Although new creative businesses are opening, other long-time enterprises are closing and some local creatives leave seeking a more supportive, affordable environment. This plan was co-created in an open, iterative process that reflects the key considerations and needs expressed by creatives in our community.

- Downtown rents are rising and spaces for living and working that were formerly affordable are becoming out of reach for artists and creatives.
- The efforts of creative startups, while numerous, remain dispersed. There is a strong need for greater coordination, communication networks and support resources.
- Opportunities for strengthening and supporting the 24-hour creative economy of Downtown include a larger regional Performing Arts Center; a year-round multi-use marketplace; and evolution of transportation, parking, management, and maintenance programs that balance vibrancy with safety and quality of life.
- The City's Cultural Plan will be updated in 2017-2018, and presents an opportunity to take the policies from this plan to a deeper level, to push concepts further, and to continue to co-create the future directly with the creative community.

## Lessons Learned

Several arts and culture organizations have come and gone, but the needs they were striving to address continue to exist. Fort Collins has the potential to become a nationally recognized arts and cultural center - a vital community that celebrates and inspires human creativity.

Arts and culture organizations provide resources and advocacy, ensure financial stability, develop venues and facilities, and offer education and business support for creative people. These goals are as relevant and necessary today as ever, as artists and creatives are priced out of the market, as community vitality increasingly relies on creatives living and working in our midst, and as diversification, creativity, and innovation remain critical to education and the economy.

For such an organization to be successful, it requires financial stability, political support, effective communication, and buy-in from the creative community. Previous efforts received initial support but none have had on-going sustainable funding. A modest amount of dependable ongoing funding would allow such a coordinating entity to leverage funding to achieve the goals of creative industries 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 creative ecosystem based on eight primary elements shown in yellow and orange. The elements are connected to the creative individual at the center, to one another, to the broader community showing how the network depends on other moving parts working together. The ecosystem and its creative energy are intertwined with the community, creating complex and mutually beneficial impacts shown as emanating from the network.

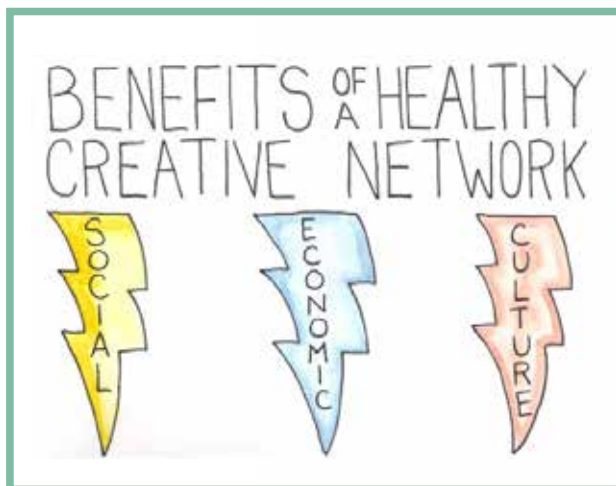




Illustration by Chris Bates



# Arts + Culture

## Principles, Policies & Action Items



Principle AC 1: Develop a creative network for individuals, organizations and creative businesses in Downtown.

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

### Action Items:

AC 1a (1): Create formal and informal partnerships among organizations involved with arts and culture such as Colorado State University, Poudre School District, philanthropic organizations, art advocates, Downtown Development Authority, Downtown Business Association, City of Fort Collins, affinity groups (outdoor, craft spirits, tech) and traditional industries (healthcare, agriculture).

AC 1a (2): Develop a creative industries partnership to engage all creatives and advance the industries. Build the partnership's role in arts, culture and creativity at the city, state, national and international levels.



**Policy AC 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 time periods of activity.

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



*A 24-hour creative economy recognized a full range of activities and groups that vary from early morning to after hours.*

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



See Policy TP 1h: Additional Transit Service on page 86 and policy TP 1g: Downtown Circulator on page 87.

**Policy AC 1c: Collaborative Decisions.** Involve creatives in decision-making and policy creation.

**Action Items:**

AC 1c (1): Consult with the creative industries to consider potential impacts and to gain insights when making decisions on investment and regulations.

AC 1c (2): Engage artists and creatives in policy creation and decision making to leverage their creative problem-solving skills.

**Policy AC 1d: Sustainability.** Recognize culture as an element of sustainability.

**Action Item:**

AC 1d (1): Audit the City’s approach to sustainability to explore opportunities to incorporate culture alongside environment, economic and social elements.

*Culture is now 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, value 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. To explore further, see *The Fourth Pillar of Sustainability: Culture’s Essential Role in Public Planning* by Jon Hawkes.*







Principle AC 2: Support the creation of an Office of Creative Industries as an essential component to achieving the vision.

**Policy AC 2a: Creative Industries Office.** Create an office with a staff position to support creative industries professionals, implement collective goals, coordinate with various resources, and centralize all resources/information.

#### Action Items:

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

AC 2a (2): The Office of Creative Industries will be housed in the Creative Community Center in the historic Carnegie building, which is already dedicated to community arts and creative uses. The City will also facilitate centralized resources for the creative industries at that site.

#### Case Study: Create Denver

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



*The City will use the Carnegie Building as the central resource and physical locus for arts, culture, and innovation in our community. 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 2b: Creative Industry Partnership.** Develop an organizational structure to engage creative industries professionals, ideally administered by the Director of Creative Industries.

**Action Items:**

AC 2b (1): Convene regular meetings of creatives to garner a complete understanding of their needs, identify resources that support those needs, engage creatives in policy discussions, and provide a united voice for the creative community.

AC 2b (2): Once hired, the Director of Creative Industries will support and facilitate the Creative Industries Partnership.

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

**Action Item:**

AC 2c (1): Promote the centralization and availability of resources, information, announcements, and opportunities related to the creative industries at the Community Creative Center.

**Policy AC 2d: Business Education.** Support business education for creative entrepreneurs and all creatives as a vital part of 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.

AC 2d (2) Sponsor and support programs/events that promote entrepreneurs and encourage innovation and collaboration.







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

**Policy AC 3a: Cultural Planning.** Update the Cultural Plan and Cultural Facilities Plan and implement the highest priority strategies.

**Action Items:**

AC 3a (1): Engage the creative community in co-creating updated Cultural Plans expected in 2017-2018.

AC 3a (2): Further examine the feasibility of new venues, including an 1800 – 2200 seat performing arts center Downtown, which was the highest priority in the previous *Cultural Facilities Plan*.

AC 3a (3): Support the creation of a community-centered use in the Car Barn



*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 creative scene and embrace the value of the State-certified Downtown Fort Collins Creative District.

**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 promote the Creative District and its activities that attract entrepreneurs and an educated work force.





**Policy AC 3c: Innovative Arts.** Support innovation to enhance creative placemaking Downtown.

**Action Items:**

AC 3c (1): Support existing and future efforts to create innovative programming and business opportunities Downtown, such as kiosks or pop-up art studios.

AC 3c (2): Review and revise policies that might unintentionally limit innovative arts programming or business endeavors.





**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.



### Case Study: Denver SCFD

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 start-up, live, work and live/work spaces for creatives.

**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): Inventory existing spaces and buildings that could be used for affordable start-up, live and/or work space and invest in public-private partnerships to develop new affordable creative spaces.

AC 4a (2): Support and promote existing creative spaces, both public and private, so they remain a resource for creative industries.

**Policy AC 4b: *Incentives.*** Explore ways to 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 the use of flexible funding streams for arts, cultural and creative 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 combines a rehabilitated historic mill building with new construction to provide 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 to better use 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 and develop public and/or private art programs for those spaces.

AC 5a (2): Program "convertible" streets that can be used for art events (Canyon Avenue, 200 block of Linden Street, 200 block of Howes Street).



See *Urban Design Convertible Streets*: Page 46



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, resulting in public art such as sculptures in roundabouts and stamped/carved concrete installations 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 art 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: *Non-traditional Art:*** Explore opportunities for expression through non-traditional art, such as graffiti, flier-art, busking, and performance and impromptu art.

**Action Item:**

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 stand in lieu of design requirements.





# Energy + Environment



## Vision

Downtown Fort Collins will pursue resource and natural systems conservation measures in all operations and development projects. Downtown will exemplify 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 should be felt even in Downtown's most urban spaces and is cultivated as an essential amenity. Recreational access to nature will be balanced with the need to preserve and protect natural resources, while stormwater management and utility infrastructure ensure existing and future community needs are met.





## 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, 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 municipal goals for reduced greenhouse gas emissions 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 and showcasing strategies that support goals related to energy efficiency, technological advances, renewable energy production, waste management, air quality and environmental health. For example, given the density of buildings Downtown, it makes more sense to test smart grid, combined heat and power, and district energy strategies in this area. New buildings should be built to last from durable materials and to be adaptable for new uses in the future, while existing buildings and infrastructure should be valued for their embodied energy and flexibility.



Downtown is the most loved, and therefore most used, area of Fort Collins, which means it is essential that all residents, employees and visitors can easily access natural spaces. As development and redevelopment continue to intensify and "fill in the gaps" throughout 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. In addition, floodplain areas along the Poudre River and throughout Downtown constrain the amount and intensity of development that can occur. 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.

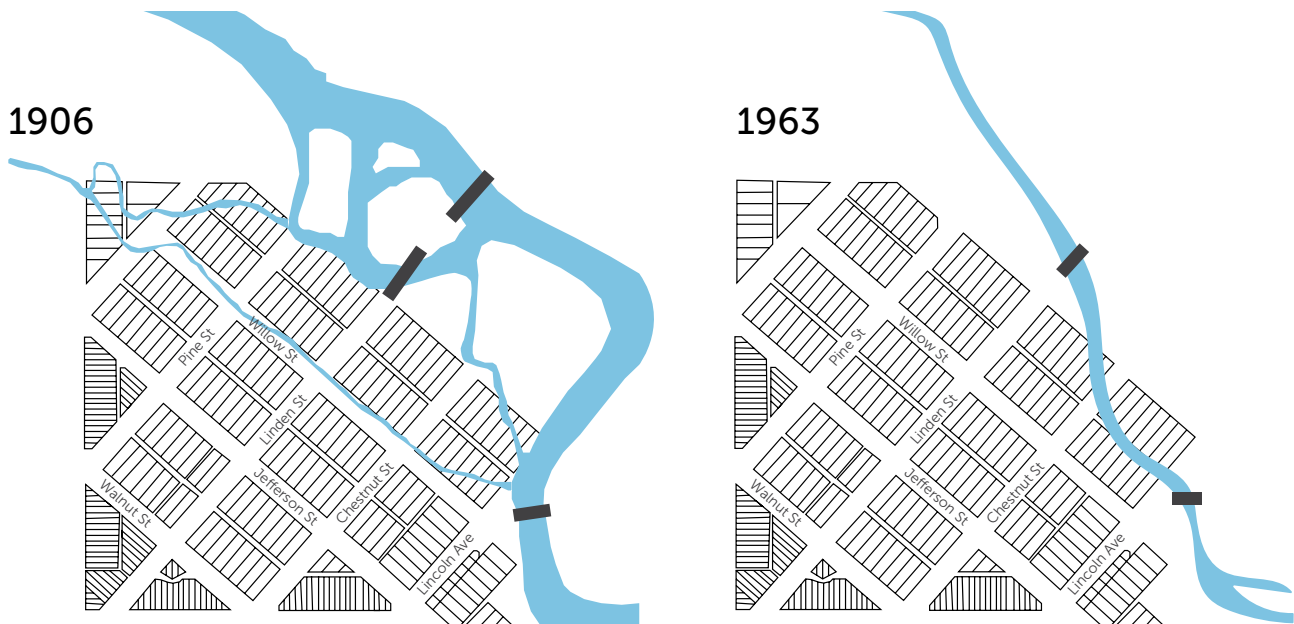
The ecology and beauty of the river should be not only protected, but also enhanced, as Downtown development and recreational activity continues to increase. Adequate water levels, as well as natural fluctuations in water flow throughout the year, are essential to both the aesthetic and ecological functions of the river. Water supply storage projects that are proposed currently or in the future could have significant impacts on river flows through Downtown, which does not support the community's vision for a healthy, protected river ecosystem.

The Downtown Poudre River Master Plan, adopted in 2014, focuses on improvements that support and connect wildlife habitat, provide high-quality and safe recreational experiences, and protect against flood damage in the Downtown section of the Poudre River corridor.

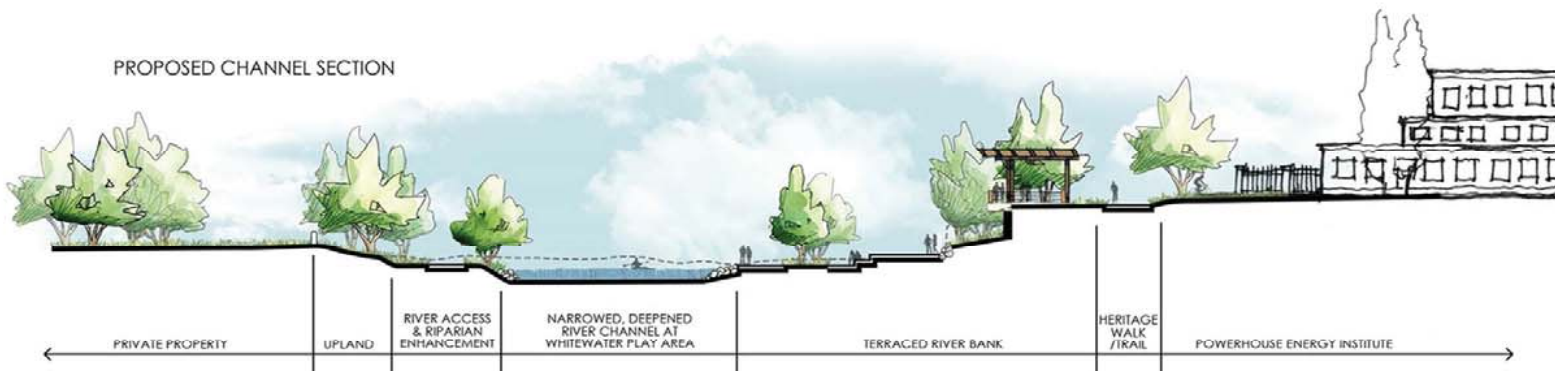
As Fort Collins grows, the City should protect the assets that make Downtown desirable. A healthy river corridor, access to parks and natural areas within the urban setting, and scenic views are all important facets of the Downtown experience. An easily accessible river corridor offers a respite from the excitement and pace of the urban core, which in turn yields physical, mental and emotional health benefits for residents and 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.



## Change Over Time



The Poudre River corridor has undergone significant changes over the past 150 years. Flooding, natural shifts, industrial activity, and engineering 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. Below are graphics from the Poudre River Downtown Master Plan depicting environmental and recreation enhancements.



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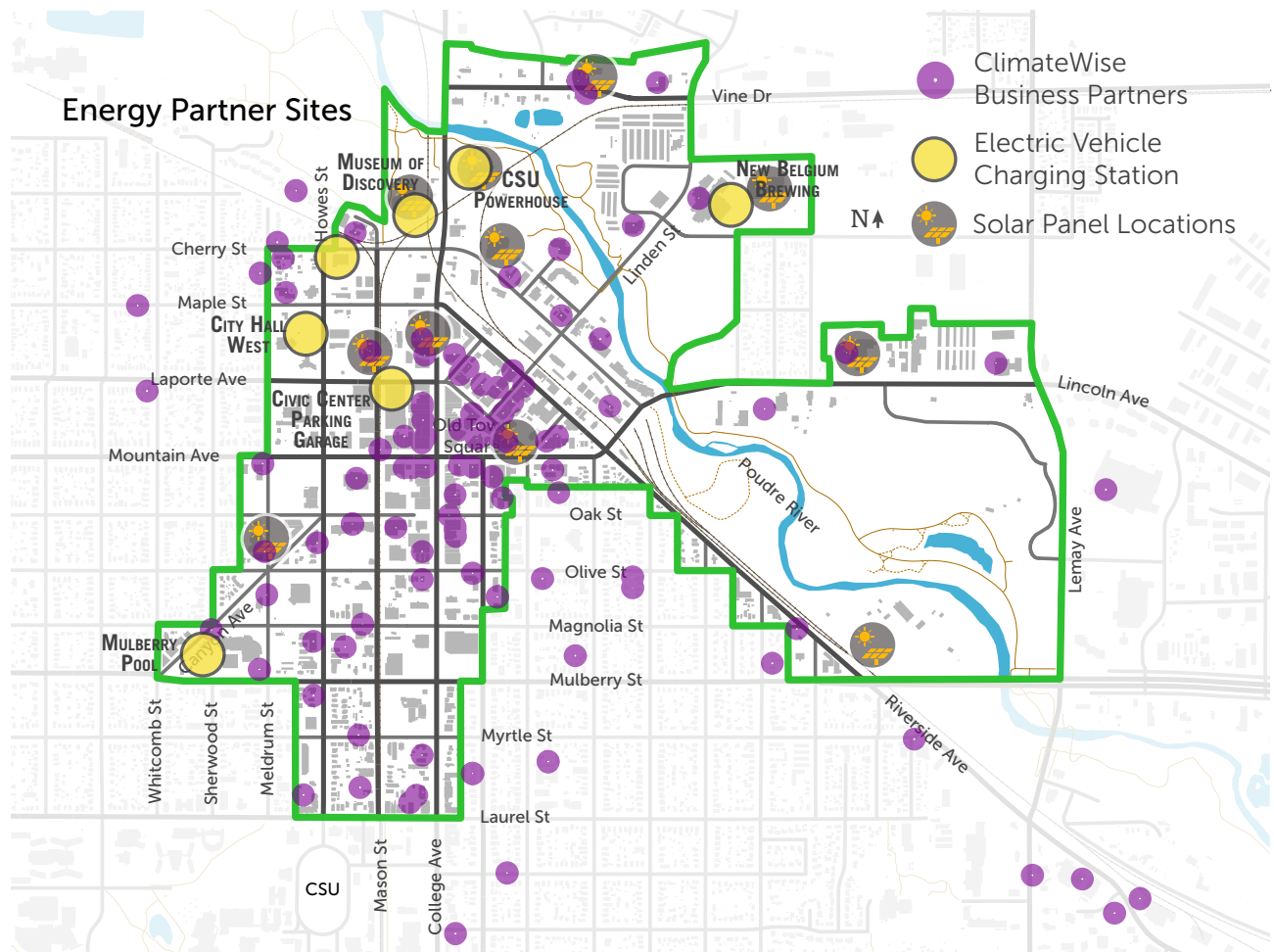
## Climate Resiliency & Innovation

Downtown is ideally positioned to test and demonstrate advanced strategies for protecting natural resources and reducing harmful emissions. 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 in embracing new technologies and sustainability strategies.

Projects and programs that support the community's climate action goals 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. Colorado State University will continue to serve as a leader in research and testing and is a critical partner for the City.

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 greenhouse gas emissions by retrofitting windows and doors, improving insulation and managing energy use more strategically. Climate action strategies should also reflect the value of the embodied energy of existing buildings that are adaptively reused in comparison to the environmental costs of new construction. Energy efficiency upgrades and renewable energy options should be accessible and affordable to all businesses, property owners and tenants.

Colorado's abundant sunshine, windy days and potential for ground source geoechange provide ample opportunities for renewable energy production and use. Solar panels can be added to rooftops and parking



areas; the clean energy 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 technologies can be tested and evaluated on civic buildings; and the community can pursue new shared renewable energy production programs like community solar gardens and district-scale geexchange projects.

In support of the City's climate action 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 and conservation, 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. As new technologies become more accessible and affordable, many green building techniques will become more cost effective for developers. However, trade offs between short- and long-term costs and benefits should be acknowledged.

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 considered one of the top five environmental risks to public health by the Environmental Protection Agency. These and other health concerns need to be considered as new development occurs and existing properties redevelop.

*As new technologies become more accessible and affordable, many green building techniques will become more cost effective for developers. However, tradeoffs between short- and long-term costs and benefits should be acknowledged.*



*Downtown is already leading the way in clean 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.



Publicly  
maintained  
trees  
Downtown



\$2.18 in  
benefits for  
every \$1  
spent on Fort  
Collins’  
urban forest

### Benefits of a Single Tree

- \$1.41 net CO<sub>2</sub> 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**

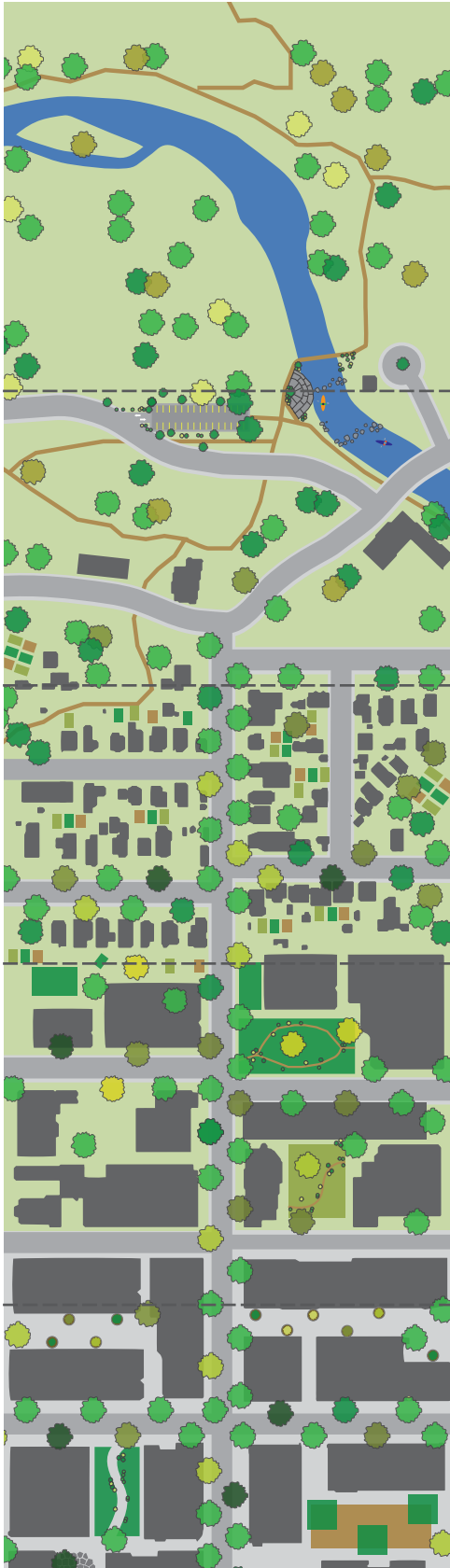
Source: McPherson, G.E., Simpson, J.R., Peper, P.J., Maco, S.E., Xiao, Q. 2003. *Benefit-cost Analysis of Fort Collins’ Municipal Forest*. Center for Urban Forest Research, USDA Forest Service.



**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 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. Agricultural spaces, particularly those with a variety of edible plantings, support important habitat for bees, butterflies and other pollinators.



## Opportunities for Nature - Downtown

There are opportunities for nearly every property, building or public space to contribute to a more connected and higher quality natural environment 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, 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.*

### Neighborhood Transition Areas

*Within residential, commercial and mixed-use areas, there are numerous opportunities for residents to create natural settings, observe wildlife, and connect to nature in their own backyards. Front lawns, tree planting strips, backyards and shared common areas can be enhanced to create habitat for birds, butterflies and pollinators — and allow people to find respite at their home or workplace.*

### Civic Areas and Parks

*Downtown's civic areas bring residents and visitors together, whether 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 urban-adapted wildlife and chances for visitors and employees to enjoy the benefits of time outside in nature.*

### Commercial Core 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. It was 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 property acquisition and infrastructure to reduce the number of properties and structures potentially impacted by flooding over the past few decades. New development and redevelopment will continue to have impacts on Downtown's ability to manage flooding and storm runoff. There are numerous opportunities to further improve infrastructure to ensure that the Downtown area is well-prepared for future severe storm events.

The Poudre River corridor is an incredible amenity to our community, but potential impacts due to flooding must be recognized. With a drainage area of over 1,800 square miles, the flows and velocities on the Poudre River are the highest of all of the streams in Fort Collins. A long flood history on the Poudre River includes major flooding in 1864, 1904 and most recently in 2013. Additionally, the Old Town floodplain is subject to flash flooding. If the streets and stormwater system are unable to handle the flows, flood waters spread through the blocks. With the many basements in this area, damages can be significant. Large capital improvement projects have been completed since the 1997 Spring Creek flood to improve drainage in the Old Town floodplain. However, there is more work to be done. Downtown has the greatest number of structures subject to flood risk of all of the drainage basins in Fort Collins.

### Fort Collins: Be Flood Ready

*To ensure Downtown is climate adaptive, it is important to recognize that flooding is the natural disaster that poses the highest risk to Fort Collins. Integrating flood protection into the planning process is critical. The City's floodplain regulations provide a comprehensive set of criteria to make structures more flood resistant. Outreach programs, such as the annual Flood Awareness Week, offer opportunities to educate citizens on flood safety, property protection and the natural and beneficial functions of floodplains, such as the Poudre River. The City has teamed with CSU, the Board of Realtors, Red Cross and others to provide consistent messaging in the community. The goal is to become more flood resistant so that when flood events do happen, there are fewer damages and recovery is swift.*



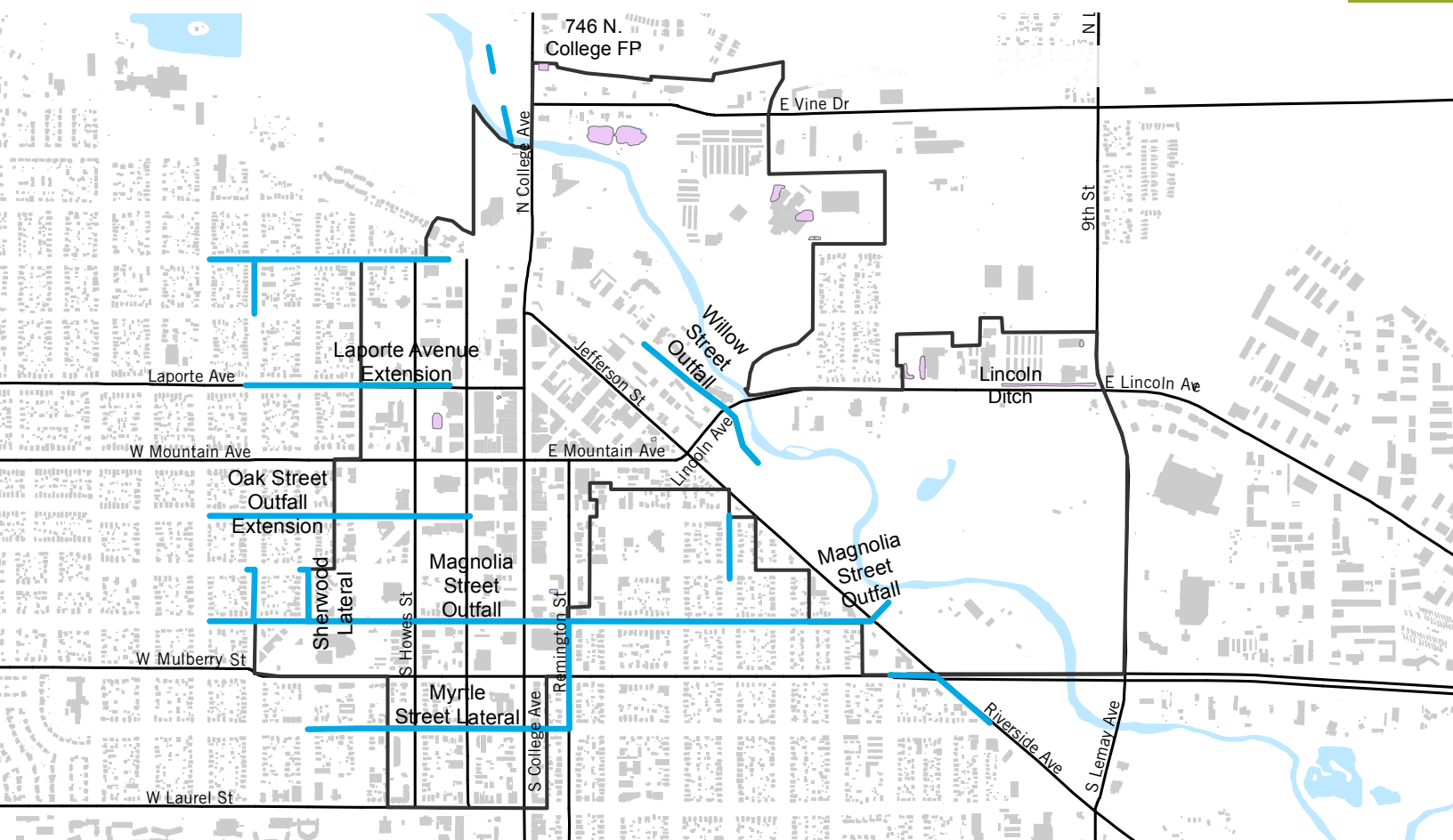
*Ongoing repairs and upgrades to water, wastewater and stormwater infrastructure will be critical to Downtown's vibrancy and success long into the future.*

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 the century mark, 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 and wireless communication systems, incorporate solar and geothermal energy production, create enhanced streetscapes, incorporate water quality features, or support Nature in the City goals within (or underneath) Downtown's roadways.

Managing water demand is also a priority Downtown. Water conservation strategies, both inside and outside buildings, can help property owners save water — and money — while improving the community's ability to respond to drought and water supply shortages.



Planned Stormwater Projects



## Floodplains

The Downtown Plan encompasses both the Poudre River floodplain (mapped by the Federal Emergency Management Agency) and the Old Town floodplain (mapped by the City of Fort Collins). The Old Town floodplain has the largest number of structures at risk for flood damage of all the drainage basins in Fort Collins. Life safety and property protection from flooding are key goals of the City of Fort Collins Utilities.



### Floodplain Regulations

Development within the floodplain must comply with the floodplain regulations in Chapter 10 of Municipal Code.

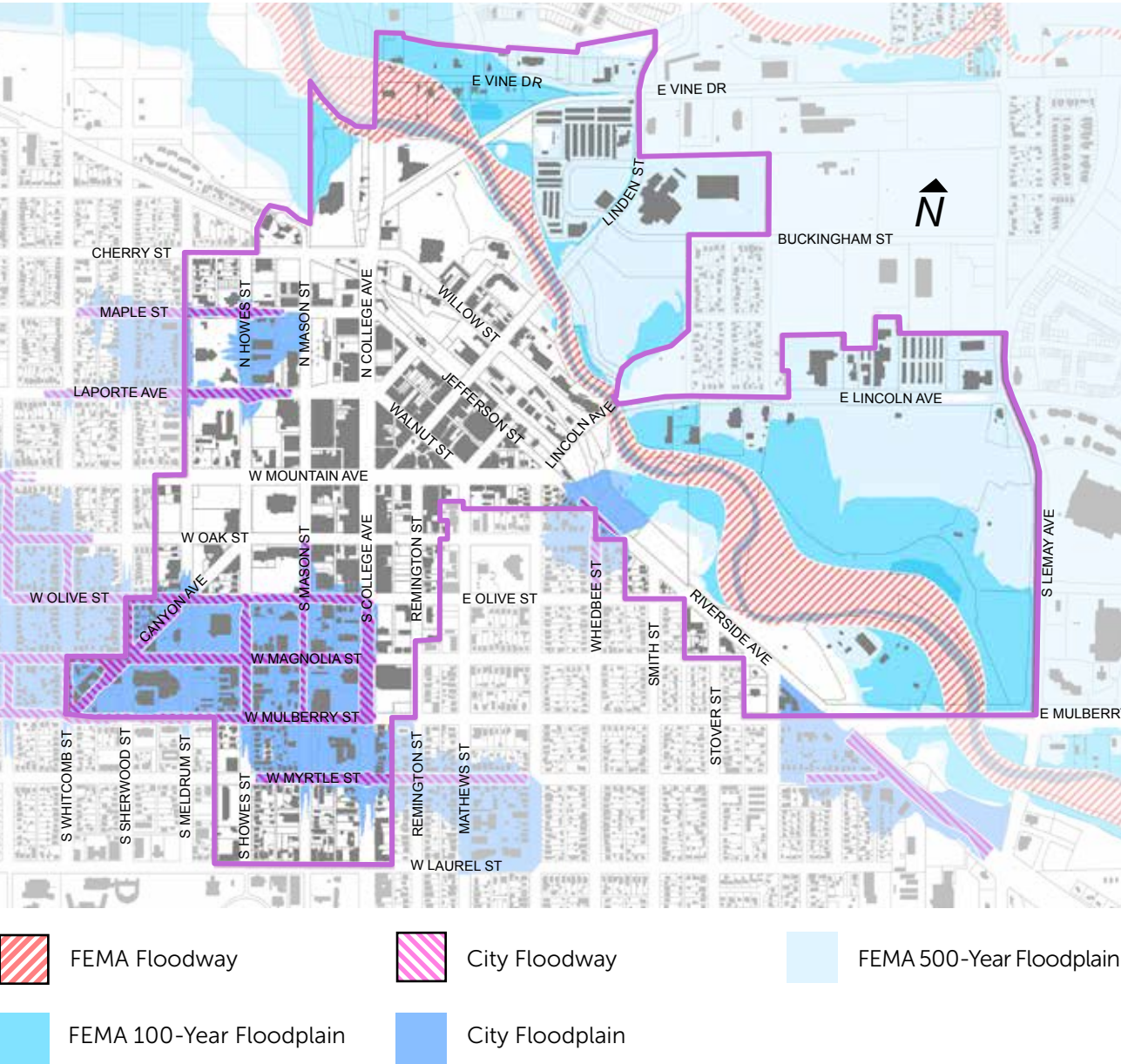
#### Poudre River Floodplain Regulations

- No residential or mixed-use development in the floodway or flood fringe. No non-residential development in the floodway.
- Permitted non-residential structures or additions must be elevated or floodproofed 2 feet above the 100-year flood elevation.
- Any structure that will be improved by more than 50% of the value of the structure must be brought up to code.
- Any substantially damaged structure in the floodway may not be reconstructed.
- All critical facilities are prohibited in the 100-year floodplain. Certain critical facilities are prohibited in the 500-year floodplain.
- Floatable materials on non-residential properties are prohibited in the 100-year floodplain.
- An Emergency Response and Preparedness Plan is required for any new construction, addition, major improvement, redevelopment or change in occupancy.
- Any work in the floodway must document "no-rise" in 100-year flood elevations.

#### Old Town Floodplain Regulations

- No residential structures in the floodway.
- New structures must be elevated 18" above the 100-year flood elevation. Non-residential structures or mixed-use structures with all residential uses on upper floors may substitute floodproofing for the elevation requirement.
- Additions must be elevated 12" above the 100-year flood elevation.
- Any structure that is substantially improved must be brought up to code.
- Critical facilities are prohibited.
- Any work in the floodway must document "no-rise" in 100-year flood elevations.

### Overlay of Floodplain + Floodway



Flood Risk in the Downtown Planning Boundaries		
	High Risk Floodplain (Acres of 100-year floodplain)	Structures Greater than 500 SF in High Risk Floodplain
Old Town	62	11
Poudre River	115	27



# 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): Evaluate the impacts of water supply storage and delivery projects on the aesthetics, ecological functions and natural character of the 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 Fort Collins.*



*The Poudre River Downtown Park will enhance flood management, ecological conditions and recreational amenities along the river.*

**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.



*For more discussion on transitions between character subdistricts and areas adjacent to Downtown, see Urban Design Policy UD 1b on page 64.*

**Action Items:**

EE 1b (1): Support implementation of the projects and priorities identified in the Poudre River Downtown Master Plan, such as the Poudre River Heritage Walk, river restoration projects, pedestrian connections and the Poudre Whitewater Park.

EE 1b (2): Continue to ensure new development creates an adequate transition between Downtown and the river, with special consideration for avoiding negative impacts of development projects on the aesthetics and character of the Poudre River.

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

**Action Item:**

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 identification and remediation of potentially contaminated brownfield sites along the Poudre River corridor.

**Action Item:**

EE 1d (1): Assist with the identification and remediation of previously contaminated sites that may impact public health, with consideration for the environmental, social and economic costs and benefits of remediation projects. Encourage the selection of plant species that remove contaminants from soils and support bioremediation as appropriate.





Principle EE 2: Downtown should lead the way in demonstrating and showcasing technologies, strategies and innovative approaches that advance the City's climate action goals.

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



*Downtown is the prime location for building excitement around sustainability and innovation. Educational programs and materials could include interpretive signage on buildings and in public spaces, a self-guided walking tour and digital guide, trainings and events that promote awareness of sustainability goals and technologies while showcasing innovative public, private and Colorado State University projects in the Downtown area.*

#### Action Items:

EE 2a (1): Create ongoing awareness about climate action and encourage community members to suggest and demonstrate local ideas that support greenhouse gas reduction and sustainability goals. Sustainable projects should be visible and/or accessible to the public to celebrate innovation and provide educational opportunities.

EE 2a (2): Identify specific strategies and technologies for achieving the community's climate action goals that can be better tested Downtown than in other locations in the community. Establish requirements for new development that help the community achieve its 2020, 2030 and 2050 targets for greenhouse gas reductions.

EE 2a (3): Partner with CSU's Eco-District initiative to test and demonstrate innovative and sustainable projects in the Downtown, potentially including a zero energy district.

EE 2a (4): Showcase art, clean energy, and nature together through Art in Public Places projects and other artistic installations.

**FORT  
ZED**

*Fort ZED is a collaborative partnership between the City of Fort Collins, Colorado State University and the Colorado Clean Energy Cluster that seeks to advance new ideas and accelerate solutions to challenging energy problems. The Downtown area can build on the FortZED initiative 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.*



LED light fixture

**Policy EE 2b: Clean 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 2b (1): Develop informational and educational resources on clean energy (solar, geothermal, hydropower, wind or other technologies) that acknowledge the unique constraints and opportunities Downtown.



*The Brendle Group building at 212 Mulberry Street exemplifies how energy efficiency, renewable energy, waste reduction and reuse, "smart technology" and water conservation approaches can be used to renovate and retrofit existing Downtown buildings.*

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



*For more discussion on building design, architecture and compatibility, see the Urban Design section starting on page 32.*

EE 2b (2): Develop a coordinated energy benchmarking and data transparency program based on the EPA Portfolio Manager system to track electric and natural gas usage for Downtown businesses and help customers leverage their energy score as an added value for improvements. Require participation for buildings larger than 20,000 square feet (short term) and consider requiring for smaller buildings (longer term).

EE 2b (3): Explore a variety of funding sources and creative financing mechanisms to promote clean energy production Downtown, including public-private partnerships, Colorado Commercial Property Assessment Clean Energy (C-PACE), DDA incentives, attracting private investment such as the Solar Power Purchase Program, or other appropriate mechanisms.

EE 2b (4): Identify buildings and sites with the greatest and most effective opportunities to integrate photovoltaic and solar thermal systems, including self-storage, warehouses, large office buildings, and other uses with suitable roof space. Create education, incentives, rebates, demonstrations, and partnership opportunities to facilitate participation.

EE 2b (5): Ensure that opportunities to produce and utilize clean energy are available and affordable to all businesses, property owners and tenants, regardless of business size or socioeconomic status. Explore solutions that allow multiple tenants and condo owners to produce and utilize clean energy in shared buildings, both residential and commercial.





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

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

EE 2b (8): Identify obstacles and opportunities to support the development of public and/or private district energy, combined heat/power, smart grids, demand response systems, a zero energy district and other energy innovation projects in the Downtown area.

EE 2b (9): 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.



*For more guidance related to walking, bicycling and other transportation options that reduce air pollution and support environmental quality, see Transportation & Parking Principle TP 1 on page 84.*

### **Policy EE 2c: Energy Efficiency.** Retrofit existing buildings to improve energy efficiency.

#### **Action Items:**

EE 2c (1): Expand education and incentive programs to encourage energy efficiency retrofits. Articulate the potential costs and benefits associated with upgrades. Showcase deep energy renovations in Downtown buildings. Provide information on short and long-term costs, benefits, and financial return on energy efficiency improvements. Recognize the value of efficient energy performance in older building stock that was designed for natural climate control.

*The redevelopment of the 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.*



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

**Action Items:**

EE 2d (1): Support green building projects that exceed minimum code requirements through incentives, rebates, technical assistance and other initiatives. Work with developers, lenders and property owners to overcome the perception that green building practices cost more than traditional building techniques.

EE 2d (2): Promote green building practices that support community goals when providing public financing for new development or redevelopment projects (e.g., LEED, Energy Star, Living Building Challenge, WELL Building and Net Zero Energy Building strategies).

EE 2d (3): Encourage developers and property owners to utilize the City's Integrated Design Assistance Program. Provide technical assistance and education on the benefits and business case for green building practices. Emphasize green building practices for both existing and new buildings that improve long-term affordability and financial returns for property owners and tenants.

EE 2d (4): Incentivize or require new construction from materials that are sustainable and built to last. Design buildings in a way that provides flexibility for future use and reuse.

**Policy EE 2e: Building Reuse.** Encourage adaptive reuse of existing buildings and consider the lifecycle of all materials in the construction and demolition process.

**Action Items:**

EE 2e (1): Acknowledge the environmental benefits, including embodied energy, of existing buildings and incentivize property owners and developers to reuse or partially reuse existing buildings prior to considering redevelopment. Avoid the environmental costs of demolition and new construction whenever possible.

EE 2e (2): Update and implement 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 and valuable materials are recovered for reuse.

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



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



**Policy EE 2f: *Environmental Quality*.** Support programs and initiatives to improve indoor and outdoor environmental health Downtown.

**Action Items:**

EE 2f (1): Strongly encourage best practices to detect, prevent 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. Encourage the design, construction and operation of buildings that meet WELL Building standards or similar measures of superior indoor environments.

EE 2f (2): Require radon testing and mitigation for new residential development, redevelopment, and remodels. Consider requiring testing and mitigation for commercial development projects.



*EE2f (3) - The Transportation Air Quality Impacts Guidance Manual is currently under development by the City of Fort Collins. The manual is intended to be used to estimate the air quality impacts of City transportation projects, including long range plans, roadway and intersection improvements, and other capital projects, in a rigorous and quantitative way.*

EE 2f (3): Apply the Transportation Air Quality Impacts Manual to City projects in the Downtown to inform land use and transportation decisions.

EE 2f (4): Establish integrated pest management practices to reduce pesticide use and runoff and improve environmental health throughout 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 block or district-scale electric vehicle (EV) programs.

EE 2g (5): Include EV charging and car sharing stations in new and existing public parking garages. Identify additional locations for EV parking areas and charging stations.

EE 2g (6): Identify partnership opportunities for providing real-time 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).



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



*For more discussion of courtyards, plazas, alleys and other gathering spaces, see Urban Design page 49 and Principle UD 6 on page 69.*

**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 the Downtown context, scale and objectives. Consider payment-in-lieu options to create larger public natural spaces.

EE 3a (2): Incorporate pocket parks, plazas, courtyards, safe children's play areas, green roofs, living walls, and opportunities to enjoy nature into new development, existing properties (public and private), streetscapes, alleyway improvements and other projects.

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

EE 3a (4): Incorporate setbacks or varied edges into large infill buildings to create a green edge and publicly accessible gathering spaces where appropriate for the context and desired character of a block or subdistrict, while considering any impacts to affordability of development projects.

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

**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, human health and wildlife habitat.

**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, reduce light trespass and skyglow, and minimize health impacts (such as the impact of blue wavelength light on circadian rhythms).

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 (3): Complement the primary uses of various Downtown character subdistricts with lighting that fits the context and priorities for each area (e.g., minimal lighting and wildlife protection along the river corridor vs. entertainment and holiday light display in the Historic Core).

EE 3c (4): Utilize dimming, automatic timing and motion sensor technology to reduce lighting levels along streets and at public buildings, while maintaining visibility, safety and security.

**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, where appropriate.

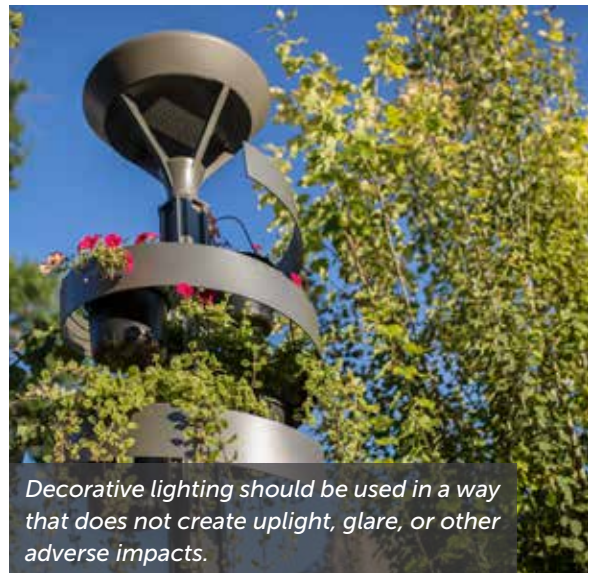
**Action Items:**

EE 3d (1): Encourage the planting of fruit trees as part of new development projects when appropriate, as determined by Forestry and other City departments.

EE 3d (2): Identify possible locations acceptable for limited food production in strategic locations along the Poudre River and throughout Downtown.



*Living wall pilot project, installed in 2016 on the City Utilities Administration Building*



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



*Edible landscapes are appropriate Downtown, as long as they are designed to mitigate the impacts associated with the area.*



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, especially as it relates to achieving the community's climate action goals. 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 (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, broadband internet, streetscape enrichment, Nature in the City, bike and pedestrian improvements).

EE 4a (3): Seek private and other creative funding sources for innovative capital projects that support multiple sustainability goals.

EE 4a (4): Work with private sector companies and public agencies to test new wireless telecommunication and internet systems Downtown, as appropriate.

**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 for Low-Impact Development (LID) as part of all new development to reduce the amount of runoff and improve stormwater quality.

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. Major capital projects planned to remove structures from the floodplain and mitigate potential flood risks in the Downtown area include the Downtown River District (Jefferson/Pine) and Magnolia Outfall.





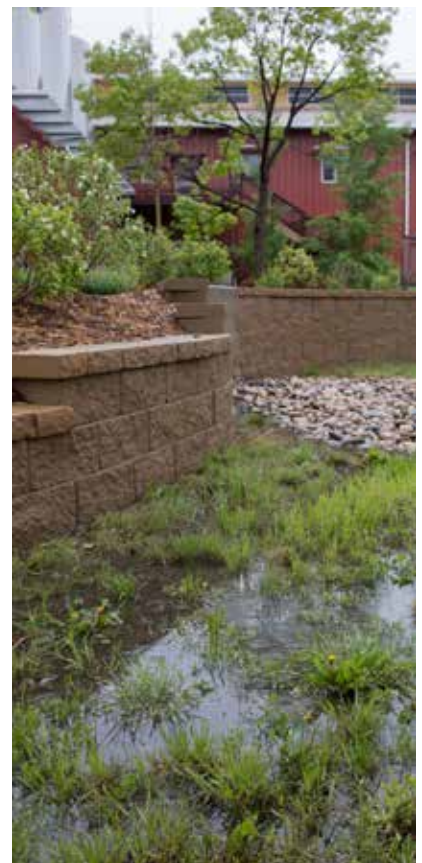
**Policy EE 4c: Flood Protection.** Protect people and property from the impacts of flooding.

**Action Items:**

EE 4c (1): Continue to require new development and redevelopment be protected from flood damage by complying with floodplain regulations in Chapter 10 of the Municipal Code.

EE 4c (2): Further integrate floodplain regulations into the planning process to create a more informed public and more disaster-resistant community.

EE 4c (3): Continue to work with stakeholders to educate the community on flood safety and property protection techniques.



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

**Action Items:**

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

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

EE 4d (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.



*For more guidance on maintenance, repairs and replacement of infrastructure, see Management & Maintenance Policy MM 4c on page 165.*

**Policy EE 4e: Water Conservation.** Incorporate water conservation techniques into existing properties and new development sites to reduce water demand and utility costs.

**Action Items:**

EE 4e (1): Encourage use of the *Net Zero Water Planning Toolkit* by property owners and developers to evaluate water footprints for properties, identify opportunities to reduce water demand and help property owners save on utility costs.

EE 4e (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.



*Repair of and outfall into the Poudre River*



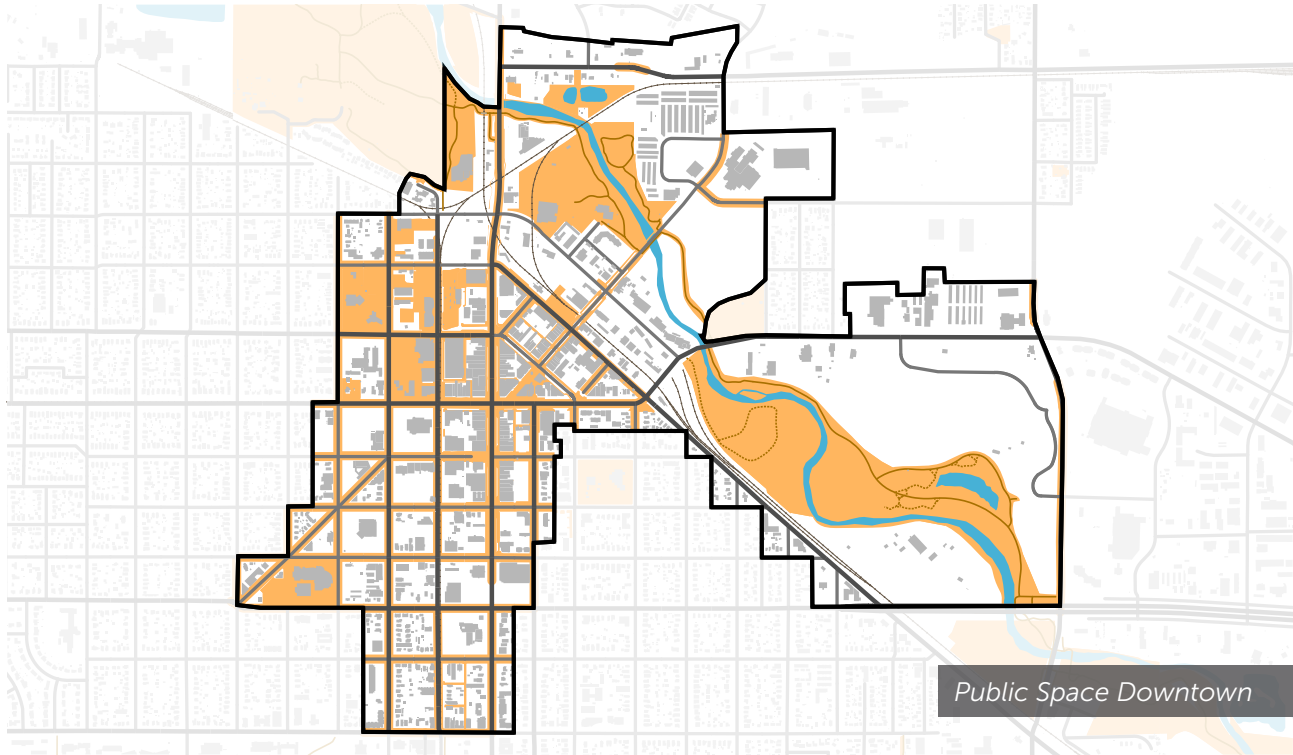
# Management + Maintenance



## Vision

Downtown will be 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 will be highly responsive, detail-oriented 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 will be recognized and addressed with responsible, collaborative efforts in the interest of safety and quality of life for the community. Mutual understanding and relationships will 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 24-hour activities.





## Overview

The underlying fabric of Downtown is its pedestrian space. Sidewalks, plazas, alleys, parks, grounds of civic buildings, 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 urban fabric. Keeping these spaces safe, clean and inviting for pedestrians is essential to maintaining a comfortable and welcoming Downtown atmosphere.

Public spaces provide a myriad of 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 number of community events and festivals has increased in recent years, with requests from event producers stretching available capacity. Busy weekends — Thursday through Saturday nights — often become de facto "events" as well. Downtown often hosts more than ten thousand people in a single evening.

These events add energy and vitality to Downtown, and also raise questions about the best way to handle competing priorities and logistics, balanced with

ordinary commerce and community life. A large number of programs and services are already in place to deal with the whole range of Downtown management and maintenance issues. Responsibilities are shared and continuously coordinated among the City, the Downtown Development Authority (DDA), the Downtown Business Association (DBA), property owners, private sponsors, service providers and numerous others.

The evolution of these efforts has set a high bar for public expectations. Keeping up with the growing needs of Downtown will require constant proactive attention to maintain the current standard of quality. This work starts with recognizing needs and opportunities and then pursuing necessary funding. It then carries through to all implementation efforts.

Going forward from 2017, challenges and opportunities will stem mostly from Downtown's revitalization and popularity — as "good problems for a city to have." To keep a welcoming atmosphere for all of the people who come Downtown for a myriad of reasons, we must actively work to manage its success.



## Prominent Management and Maintenance Efforts

**General Improvement District (GID) (est. 1977)** – The GID funds special pedestrian, beautification and parking improvements to enhance Downtown as a commercial area.



**The Natural Areas Department** manages Gustav Swanson, Udall and Homestead Natural Areas along the Poudre River. Other public land throughout the river corridor is owned or managed by Parks (including the Poudre River Trail), Utilities, and other City departments.



**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.



**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 year-round Downtown maintenance and beautification activities.



**Keep Fort Collins Great (est. 2010)** – A .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.



**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, private sponsors and the City of Fort Collins.



**Street Outreach Team (est. 2016)** – Outreach Fort Collins formed to “maintain Downtown as a safe and welcoming place while connecting our community’s most vulnerable to the services and supportive networks they need.”

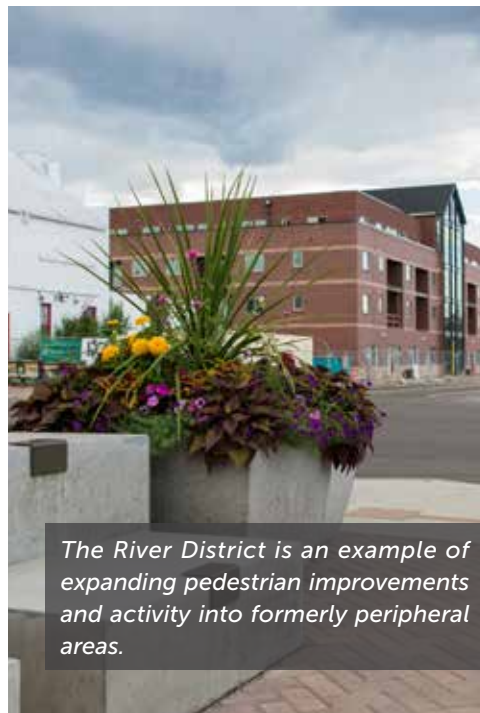


## Key Considerations

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



### Downtown Expansion and Growing Needs

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

- River Subdistrict and Innovation Subdistrict streetscapes
- Poudre River Whitewater Park and enhanced connections across the river corridor
- Mason North Subdistrict streetscape connections
- Campus North streetscapes linking Downtown and CSU
- Lincoln Corridor streetscape
- Civic Center with new City buildings and grounds
- Additional enhanced alleys
- Canyon Avenue Subdistrict/Lincoln Center artwalk connections

In addition to the physical expansion of improvements, overall increases in usage of all pedestrian spaces throughout Downtown will increase needs for management, maintenance, repairs and replacements.



## Parks Department

### Downtown Management Area

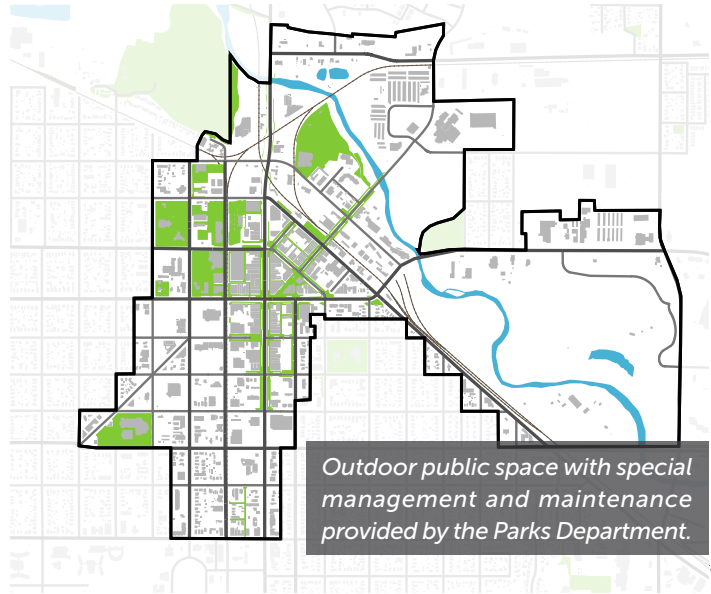
The Downtown Management Area Program was initially established in the Historic Core Subdistrict commercial area but is expanding as more pedestrian enhancement projects are built in other subdistricts. Expanding public perception of what constitutes the walkable Downtown is consistent with longstanding community visions. 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 subdistrict.
2. Include additional dedicated sources of funding for their operations and maintenance needs. The emphasis of investment in different character subdistricts 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 is responsible for 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 Parks Maintenance Shop Needed

Current Parks operations depend on a temporary shop space that is at capacity and thus limits the Parks Department's ability to deal with expansion of enhanced maintenance areas and increasing expectations for quality. A larger shop space within the Downtown service area is crucial to maintain efficient trajectory of success.

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. This shop facility should be a near-term priority in budget decisions. This is especially important if multiple budget cycles are needed to establish a new facility.

## Police Department

### District One Substation

Downtown has public safety issues and needs that differ 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 vehicle cruising and increasing population all add to the unique range of policing needs in the Downtown area.



*Current District 1 headquarters*

The Downtown District One Substation (D1) was formed in 1996 to focus specifically on the policing needs of the Downtown area. It 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 address conditions proactively 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 address disruptive and illegal behaviors.

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

Planning discussions during the Downtown Plan process highlighted competing objectives for the next generation of District One Substation space, including:

- Ensuring a highly visible presence and convenient access, such as 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 Subdistrict.
- Meeting officers' need for contiguous vehicle parking, which is difficult to provide in the Historic Core Subdistrict.
- Utilizing prime commercial real estate and street parking in the Historic Core Subdistrict for a substation rather than uses like shopping, dining, and entertainment, is not ideal.



Planning for a new, larger District One Substation facility is ongoing as part of overall City facilities master planning. An effective facility should be a key priority in City budget discussions to maintain services proportional to Downtown's growth and importance to the whole community.





## Illegal and Disruptive Behavior Concerns

A prominent theme in Downtown Plan outreach and discussions involved overlapping perceptions and issues regarding:

1. Illegal and disruptive behaviors in Downtown public space; and
2. The presence of individuals experiencing homelessness who live in public space and Downtown's homeless shelters.

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

Another crucial factor is the vast range of individual circumstances among those who lack private accommodations, and thus the need to avoid any generalized thinking about individuals experiencing homelessness.

Other key messages include:

- A multi-faceted, long-term approach is necessary. Services and enforcement must remain flexible and responsive to evolving situations, individual needs and adapt to lessons learned.
- Wider understanding on the part of both those living in public space and residents and businesses, is crucial. Outreach and communications should explain the right to be in public space, while also explaining the need for orderly behavior and respect for residents and businesses.
- Constant community attention to best practices and support for common solutions is crucial. Responsibility should be widely shared, as is leadership from service providers, City, DDA and active interest groups.

Downtown's public space, built around walking, with public transit access and public restrooms, will continue to bring together a whole spectrum of the community and visitors. By definition this includes those who lack any private accommodations. Logically, homeless shelters and services long have been located in and near Downtown.

Issues to Balance		
The legal right for all to be in public space	and	Actual and perceived effects of a highly visible presence of transient individuals 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 respect for the community and engaging in criminal, or disruptive behaviors
Outreach and education regarding unwanted, but legal, behavior	and	Enforcement regarding unlawful behavior

However, addressing the full range of homelessness-related 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 development process, the City and partners launched a pilot Street Outreach Team after extensive research into best practices from other cities. Team members proactively engage with the public 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 officers to address social service issues, address behaviors that negatively impact the community, and assist in reducing conflict in public space generally.

## Summary

### 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.

### On Homelessness in Fort Collins

- Issues are largely beyond the scope of this Plan—while Downtown is a concentrated hub, extensive efforts by the larger community are ongoing and evolving.
- Building mutual understanding among individuals experiencing homelessness and those affected by the presence of people experiencing homelessness 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: Manage Downtown’s public space to maintain walkability for pedestrians. Inviting people to walk around Downtown with ease and comfort is the primary function of Downtown’s sidewalks; various amenities in the sidewalk right-of-way add crucial vitality and enhance the experience but need careful management.

**Policy MM 1a: *Encroachments into the Sidewalk Right-of-Way.*** Revisit the 7-foot minimum sidewalk clearance requirement to recognize other factors that affect 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: *Communication and Cooperative Management.*** Maintain understanding and cooperation between City staff and private property owners and managers on ease of pedestrian movement where privately owned items in the sidewalk right-of-way create pinch points and accessibility issues.

### Action Item:

MM 1b (1): Maintain direct communication between City staff and owners where encroachment issues exist.



*Patio dining, sidewalk signs, displays, planters, bike racks, and other amenities add richness and economic vitality.*

**Policy MM 1c: Pedestrian Wayfinding.** Provide locational and directional information for visitors at key locations. Consider various forms of physical and digital wayfinding as appropriate.

**Action Item:**

MM 1c (1): Convene all interests to develop a trial mobile wayfinding solution, using the *Downtown Wayfinding Sign System* document as a unifying guide.



Example of existing wayfinding

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



1. Smartphones  
268

4. Pedestrian info map  
220

7. Pedestrian business directory  
134



2. Avoid sign clutter  
263

5. Banner system  
167

8. Design/art theme sign style  
99



3. Historic sign style  
252

6. Use utility boxes/sidewalks  
147

9. Gateway features  
86

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





Principle MM 2: Recognize that 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 come 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 as needed to understand and confront problematic public behavior and promote responsible enjoyment of Downtown's public space.

MM 2a (2): Continue to seek and support initiatives, programs and staffing to build proactive relationships and understanding regarding related issues, and assist in reducing conflicts in public space related to disruptive behavior (see also Policy MM 3b).

MM2a (3): Evaluate local efforts and best practices from other cities (e.g., Street Outreach Team, Give Real Change campaign, Homeward 2020, Ambassador/Host Program) to inform the ongoing solutions in Fort Collins.

MM 2a (4): Identify opportunities to increase recreational use of parks and natural areas where concentrations of illegal activity and encampments are a problem, to provide higher 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 Police substation and continue support and development of Community Policing practices tailored to Downtown's daily and seasonal cycles to keep abreast of growth and dynamic needs.

**Policy MM 2c: New 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 for a D1 Substation, with collaboration among affected City departments and other key interests.



**Principle MM 3: Improve understanding of homelessness-related issues among all those affected, and support efforts to address needs.**

**Policy MM 3a: Right to Be in Public Space.** Publish and share frequent, coordinated information that decouples homelessness from illegal and unwanted behaviors.

**Action Items:**

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

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

**Policy MM 3b: Outreach and Communication.** Seek initiatives, programs or staffing to build proactive relationships and understanding regarding homelessness-related issues.

**Policy MM 3c: Homeless Initiatives.** Support local leadership on homelessness initiatives, e.g. Homeward 2020.

**Action Item:**

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





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

**Policy MM 4a: *Build on 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 Downtown pedestrian space.

**Action Items:**

MM 4a (1): Convene all funding sources to evaluate current and future budgetary issues, considering likely expansion of services (e.g., Campus North, Canyon, Lincoln, Innovation Subdistrict, and qualitative enhancements).

MM 4a (2): Prepare a report for City Council and others summarizing key budget forecast 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 Downtown 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 and pursue an appropriate budgeting strategy.



**Policy MM 4c: *Repairs and Replacements.*** Clarify approach, roles, priorities, and budgeting for repairs and replacements to existing improvements as they age.

**Action Item:**

MM 4c (1): Ensure that aging improvements (e.g., trees and plants, special paving, planter walls, pedestrian lights, street furnishings, holiday lights infrastructure, irrigation, fountains) are maintained by responsible parties.



**Policy MM 4d: *Cohesive Themes in Character Subdistricts.*** Coordinate Downtown maintenance programs for desired future character of Downtown's different character subdistricts.

**Action Item:**

MM 4d (1) Review the Downtown Plan with Parks staff and related interests to identify appropriate programs, funding sources and budgeting approaches to each subdistrict.

**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): Research and share information about urban solutions for 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.

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

MM 4e (3): Provide educational information and signage regarding waste reduction, waste management and recycling.

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

MM 4e (5): Explore reducing the frequency of large waste vehicles Downtown by identifying opportunities for shared resources, coordinated collection schedules, single-provider contracts, bicycle-based recycling and food waste collection, and other actions.

MM 4e (6): Explore options and technology for year-round drinking fountains to reduce beverage container waste.







Principle MM 5: Address issues and tradeoffs related to community events and festivals, balancing the number and scale with commerce and everyday local wellbeing.

**Policy MM 5a: *Overall Approach to Special Events.*** Develop and maintain a philosophy and approach on the number, scale and type of events.

**Action Item:**

MM 5a (1): Convene all interests to address timing of events and event character in terms of noise, alcohol issues, size, uniqueness to Fort Collins, appropriate venues, capacity and function of parks and public spaces, and other key factors.

**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 available venues for relevant event categories. Consider the value of a consultant study to aid the evaluation.





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

**Policy MM 6a: *Continue Effective Coordination.*** Maintain and adapt the existing alliance between the City, the DDA and the DBA.

**Action Item:**

MM 6a (1): Continue collaboration regarding funding, events, initiatives, and other issues that arise, and continue to seek areas for improvement.

**Policy MM 6b: *Explore a Business Improvement District (BID).*** Study the feasibility of a BID interaction with the DDA and GID tax districts, City budgets and appropriateness for different subdistricts.

**Action Items:**

MM 6b (1): Conduct conceptual BID reconnaissance effort 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 to discuss BID concepts and potential suitability for Downtown or parts of Downtown.





Section 3:

# Downtown Subdistricts







## Introduction

Downtown encompasses much more than the memorable “Old Town” core, 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 acknowledge this complexity, to customize policies and action items and to better plan for the entire Downtown, nine character subdistricts were recognized through the planning process. While these areas must function and transition seamlessly in association with each other, planning should also recognize unique qualities and opportunities that define each one.

### Downtown Subdistricts:

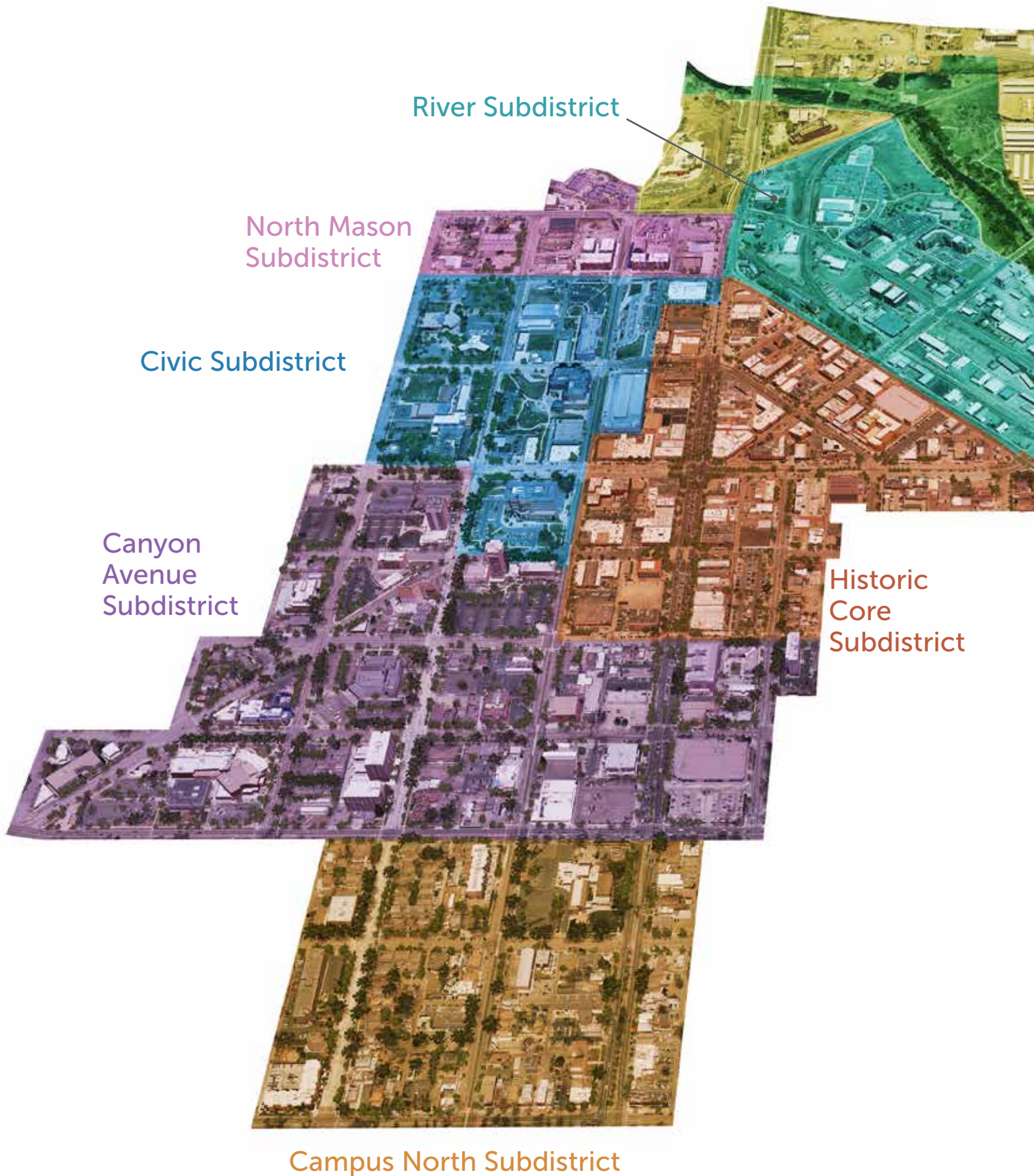
- Innovation Subdistrict
- Poudre River Corridor
- River Subdistrict
- North Mason Subdistrict
- Civic Subdistrict
- Canyon Avenue Subdistrict
- Historic Core Subdistrict
- Campus North Subdistrict
- Entryway Corridor

Subdistricts are defined by land uses, built environment and landscape setting; social, financial and management factors; transportation systems; and other key characteristics.

This chapter outlines the following for each of the nine subdistricts:

- Existing character
- Future character: Anticipated or desired conditions as the subdistrict evolves over time, including where and what kind of changes, development and public improvements should be prioritized
- Illustrative map: Specific opportunities and action items that support the desired future character and Downtown Plan vision, principles and policies





River Subdistrict

North Mason  
Subdistrict

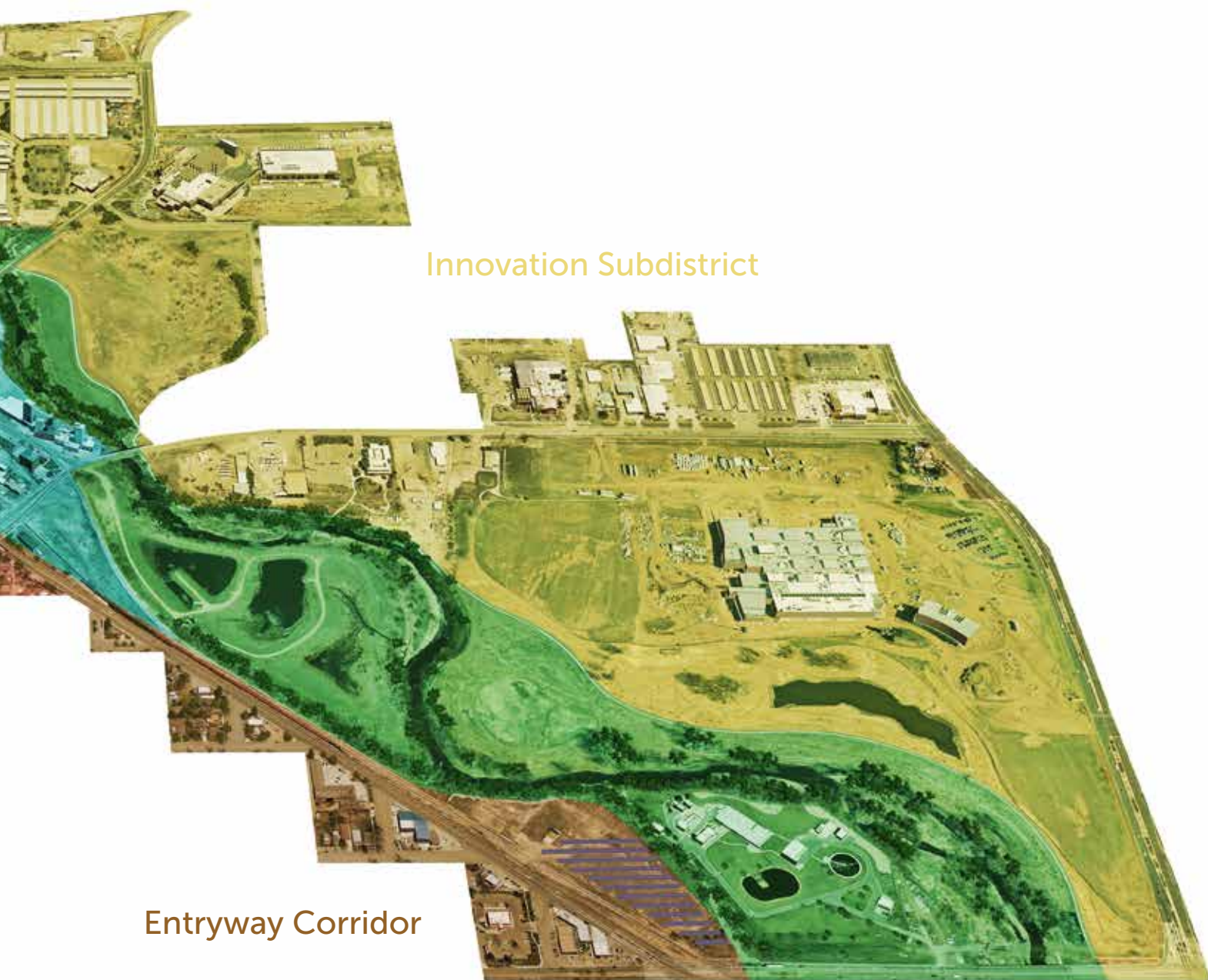
Civic Subdistrict

Canyon  
Avenue  
Subdistrict

Historic  
Core  
Subdistrict

Campus North Subdistrict





Innovation Subdistrict

Entryway Corridor

Poudre River Corridor

DRAFT





# Innovation Subdistrict

A redeveloping former industrial area close to the Poudre River, emerging as an active, vibrant destination

## Existing Character

Original settlement and development in the area was part of a swath of agricultural, industrial and service uses spanning the outskirts of town, across the river, on low-lying ground.

In 2017, the area still includes older industrial properties with garage, warehouse and shed-type buildings; unpaved parking and outdoor storage; and unimproved roadway edges.

The Buckingham neighborhood, developed as worker housing for the large sugar beet processing factory in the early 1900s, is surrounded on three sides by the Innovation Subdistrict.

Older development is juxtaposed with contemporary redevelopment projects that are transforming the area with a new generation of innovative industries. These include top Fort Collins attractions that are known nationally and internationally, led by a craft brewing scene drawing crowds across the river and expanding Downtown's economic and social energy.

## Prominent examples include:

- New Belgium Brewing, a leading-edge internationally known anchor business for the area.
- Odell Brewing Company, a similar major attraction and anchor business.
- Woodward, Inc., corporate headquarters on a 60-acre site with 600-700 employees, a number that could double over time.
- Innosphere, a nonprofit incubator serving as a small 'innovation district' at its site.
- Powerhouse Energy Campus, conducting internationally acclaimed innovative energy research and collaboration.
- Fort Collins Museum of Discovery, fostering science, local history, education, and music.
- In Situ, Inc., an innovative light industrial/office/lab facility producing water quality monitoring equipment on a riverfront site.

All of these developments demonstrate excellence in design and development quality, with awards and recognition for sustainable design, energy efficiency and adaptive reuse of a prominent historic landmark in the case of the Powerhouse. They demonstrate contemporary light industrial architecture and site design that fits within the river landscape corridor.

The evolving character in the area is complementary and somewhat similar to the River Subdistrict to the south, the North College Avenue corridor to the north, and the Airpark industrial area to the east. These share similarities as industrial/service commercial areas on low ground that are evolving into a contemporary character with higher-activity redevelopment projects.

Despite the Innovation Subdistrict's proximity to the rest of Downtown, it has been somewhat disconnected physically, culturally and in public perception. The ongoing, transformative changes are achieving Fort Collins' longstanding Comprehensive Plan goals for Downtown-supportive uses and urban improvements that weave the area into Downtown's fabric.

## 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 redevelopment along these lines will continue, building on momentum established by the special, creative enterprises and attractions that have emerged in the area. Underlying and supporting the physical location is the authenticity and vibrancy of the rest of Downtown.

The area contains a number of potential opportunity sites for further redevelopment. The Poudre River Whitewater Park will be developed per the 2014 *Downtown River Master Plan*, adding a unique attraction in an area currently occupied by outdated buildings in the Poudre River 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 high-risk floodway, and concepts for redevelopment to be 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. For example, curb, gutter, sidewalk, bike lanes and street parking will complement the river park and facilitate redevelopment consistent with the Subdistrict's character.



*The Innosphere is a business incubator supporting entrepreneurs in health innovation, life sciences, software & hardware, and energy & advanced materials.*

The *Downtown River Master Plan* is available [here](http://www.fcgov.com/poudre-downtown/pdf/final-plan.pdf) or at <http://www.fcgov.com/poudre-downtown/pdf/final-plan.pdf>





The 2014 *Lincoln Corridor Plan* provided a design concept to transform Lincoln Avenue with improvements to the street as public space. Improvements include special sidewalks, plazas, bike lanes, streetscape features, and a new bridge over the Poudre River with pedestrian and beautification enhancements.

The street is under construction in 2017 and will complement the private investment which has spurred revitalization in the area. As the centerpiece of the area, the 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 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

Redevelopment and streetscape projects will reinforce the area's identity with design features that reflect a contemporary semi-industrial character and the river landscape corridor setting.

Contemporary semi-industrial architecture should be the starting point for building programming and design. New buildings should reflect the industrial, agricultural and commercial buildings of the area in new, creative ways. Contemporary interpretations of simple building forms, juxtaposed masses, industrial materials and industrial details are encouraged. Historic resources in the Subdistrict will be a key determinant in the acceptable degree of programming and compatible design.

Development should include outdoor spaces such as patios, courtyards, terraces, plazas, decks and balconies to add interest and facilitate interaction.

Site design and landscaping should reinforce the character of the area with features and materials that reflect the industrial nature of the area and the river landscape corridor setting. Heavy, durable, locally sourced and fabricated components, with materials such as metal and stone, should be used creatively to complement building design.

Design guidelines adopted for the River Subdistrict explain and illustrate the design approach that largely applies to the Innovation Subdistrict as well. Sections II-VI of the document are appropriate to the area.

The *Lincoln Corridor Plan* is available [here](http://www.fcgov.com/planning/pdf/lincoln-corridor-plan(5-20-14).pdf) or at [http://www.fcgov.com/planning/pdf/lincoln-corridor-plan\(5-20-14\).pdf](http://www.fcgov.com/planning/pdf/lincoln-corridor-plan(5-20-14).pdf)

The *River District Design Guidelines* are available [here](http://www.fcgov.com/historicpreservation/pdf/rdr-design-guidelines.pdf) or at <http://www.fcgov.com/historicpreservation/pdf/rdr-design-guidelines.pdf>

Character examples in the Innovation Subdistrict



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Note: This is an illustration, not a photo. Some detail may be missing.



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 approaches to land stewardship and conservation.

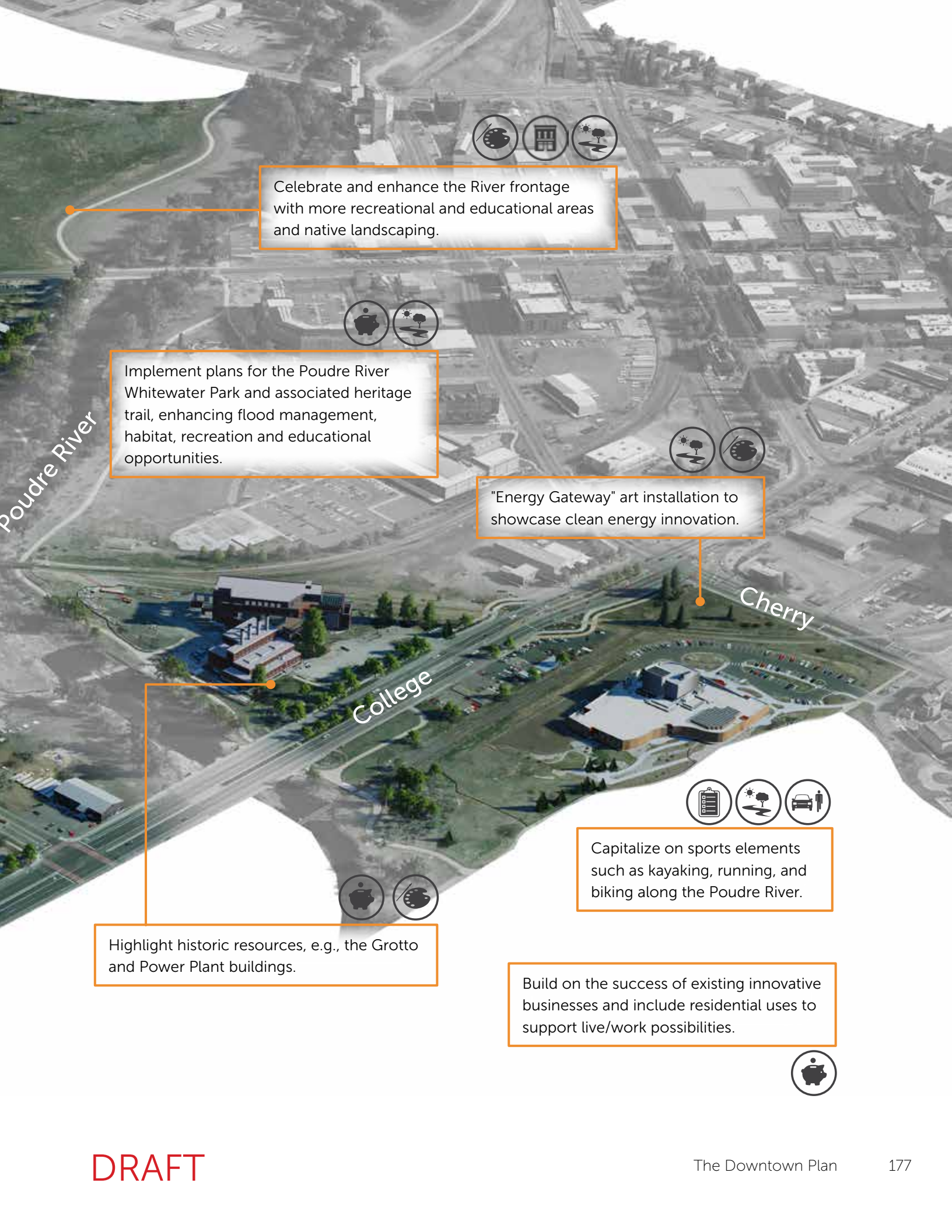


Identify and remediate (if necessary) brownfield properties that may impact public health or limit redevelopment opportunities.

## Innovation Subdistrict

*Future character: A mix of uses supporting partnerships in innovation with a sense of place, grounded in the Poudre River floodplain*





Celebrate and enhance the River frontage with more recreational and educational areas and native landscaping.



Implement plans for the Poudre River Whitewater Park and associated heritage trail, enhancing flood management, habitat, recreation and educational opportunities.



"Energy Gateway" art installation to showcase clean energy innovation.

Cherry

College



Capitalize on sports elements such as kayaking, running, and biking along the Poudre River.



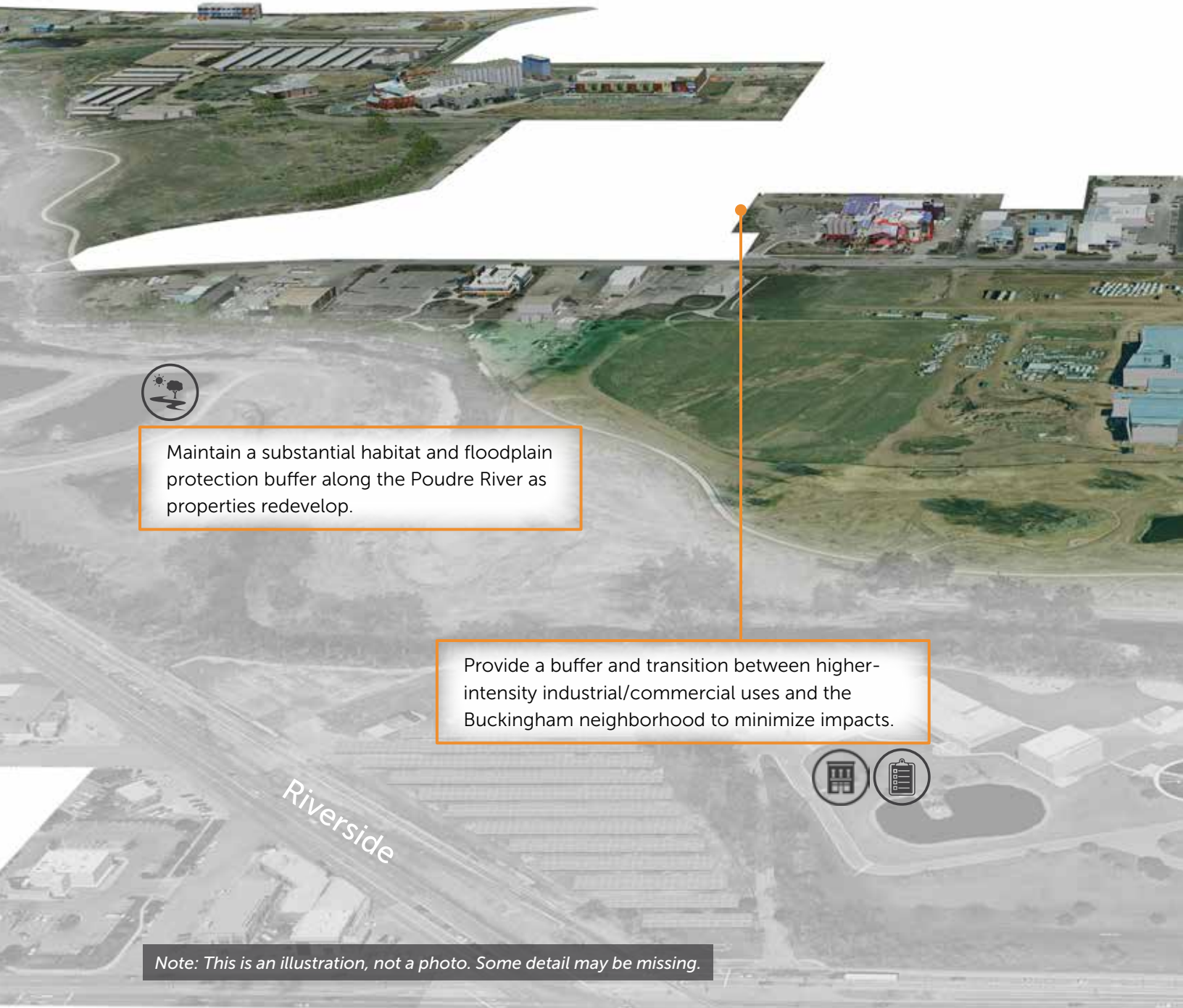
Highlight historic resources, e.g., the Grotto and Power Plant buildings.

Build on the success of existing innovative businesses and include residential uses to support live/work possibilities.





## Innovation Subdistrict (2)



Maintain a substantial habitat and floodplain protection buffer along the Poudre River as properties redevelop.

Provide a buffer and transition between higher-intensity industrial/commercial uses and the Buckingham neighborhood to minimize impacts.



*Note: This is an illustration, not a photo. Some detail may be missing.*



Consider a transit circulator connecting the Historic Core.



Promote light industrial and mixed uses that offer activity and visual interest along Lincoln Avenue.



Commercial development along Lemay north of Mulberry should respect and express the site proximity to the river.







# Poudre 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 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 has been a very prominent topic of study, public discussion, and debate for decades. Historic resources that reflect the city's early history exist alongside the river's natural features and modern uses, and create opportunities for education, interpretation and adaptive reuse. 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 Poudre River Downtown 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 Poudre River Whitewater Park that is destined to become a significant new attraction and linkage between Downtown subdistricts.



*The river corridor provides a bit of nature close at hand as a counterpoint to intensive activity in other parts of Downtown.*



**City Plan:** *The Poudre River Downtown Master Plan* implements the City's overall comprehensive plan, known as *City Plan*. *City Plan* highlights the need for special consideration of the Poudre River Corridor 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 Poudre River Downtown 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.*

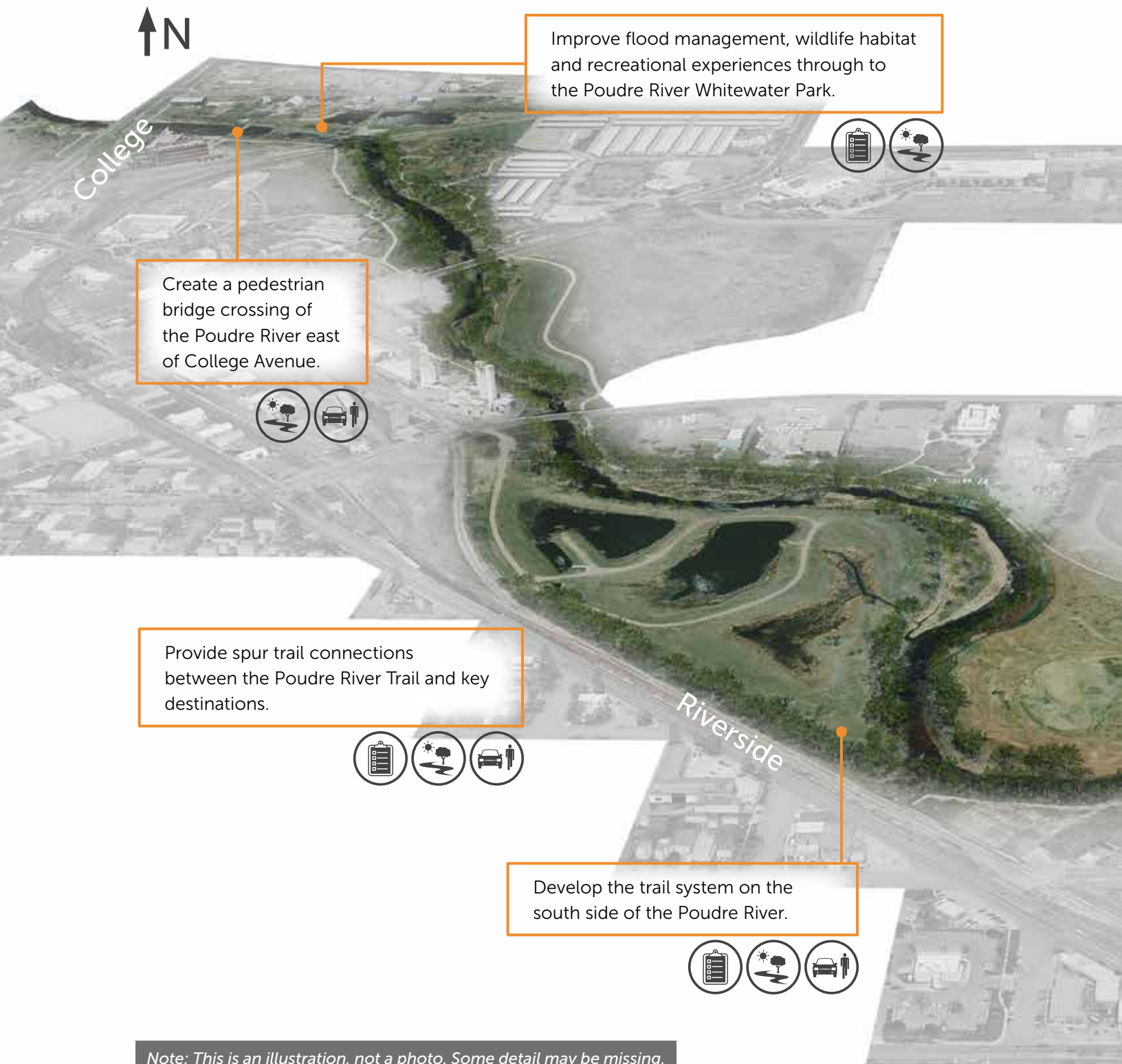


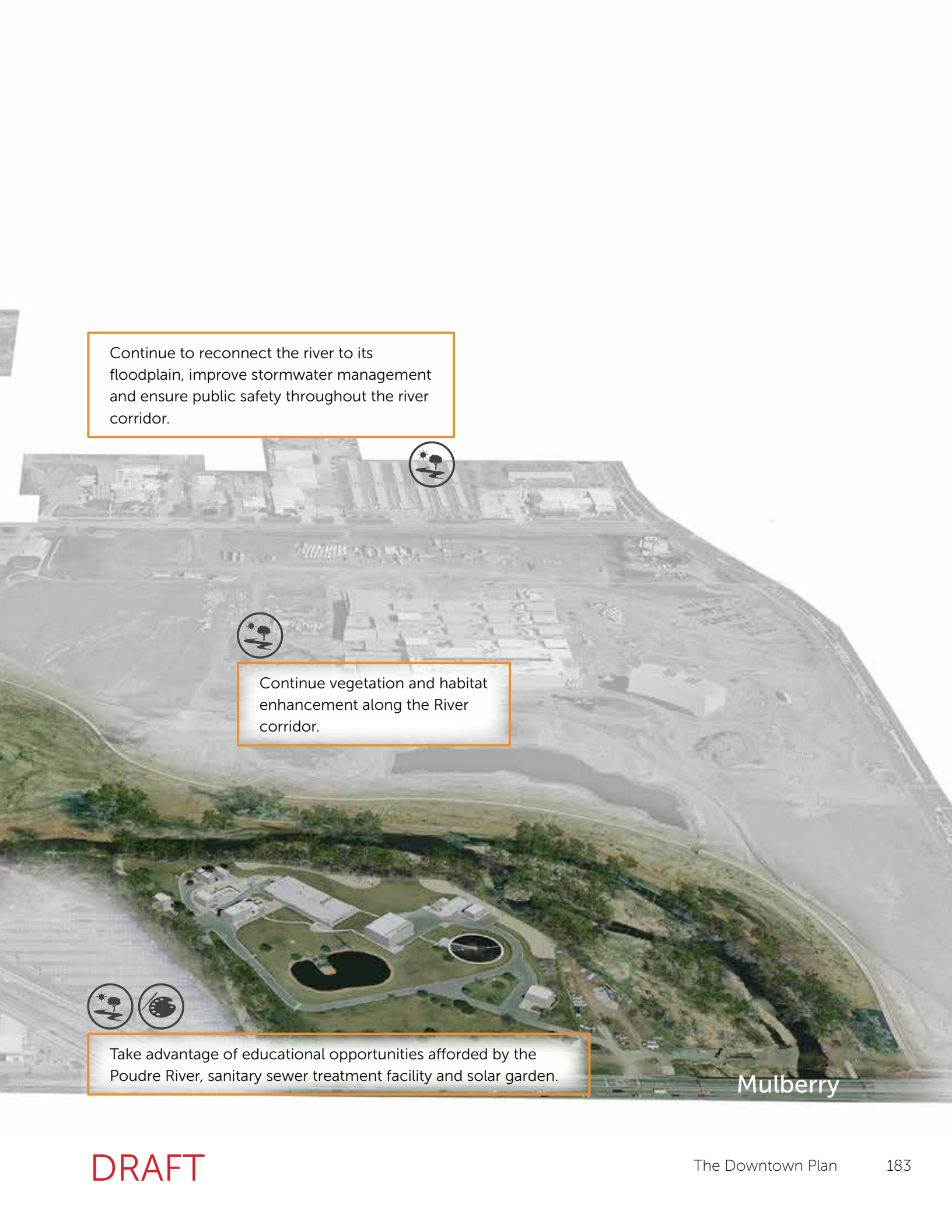
*Enhancing the Linden Street and Lincoln Avenue bridges will celebrate and announce the river's presence, and strengthen the relationship of the river to Downtown.*



## Poudre 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.

Mulberry

DRAFT





# River Subdistrict

A redeveloping mix of uses bridging the Historic Core Subdistrict's pedestrian-oriented character with industrial heritage, while emphasizing connection to the Poudre River

## Existing Character

The River Subdistrict 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 is known as 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 Union Pacific 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, as the town began to grow to the south away from the river. Jefferson Street and the railroad tracks came to represent a physical and psychological barrier, 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 River Subdistrict 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, agriculture-related supply buildings and small wood houses. Recent redevelopment emphasizes a contemporary interpretation of the area's ag-industrial character.

This formerly peripheral area contains two homeless shelters, and the river 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 economic activities extend into the area, the redevelopment highlights the challenge to coexist in an atmosphere of mutual tolerance, respect, and understanding.

## Planning and Improvements in the River Subdistrict:

**2000** Downtown River Corridor Implementation Program

**2008** River District Streetscape Improvements Project

**2014** Poudre River Downtown Master Plan

**2014** Design Guidelines for the River Downtown Redevelopment zoning district

## Future Character

The area will continue to offer opportunities for more intensive redevelopment with mixed uses that complement the retail/entertainment core. Examples of core-supportive uses include residential units, workplaces, live/work buildings, special attractions, educational and recreational uses, and neighborhood-serving commercial uses.

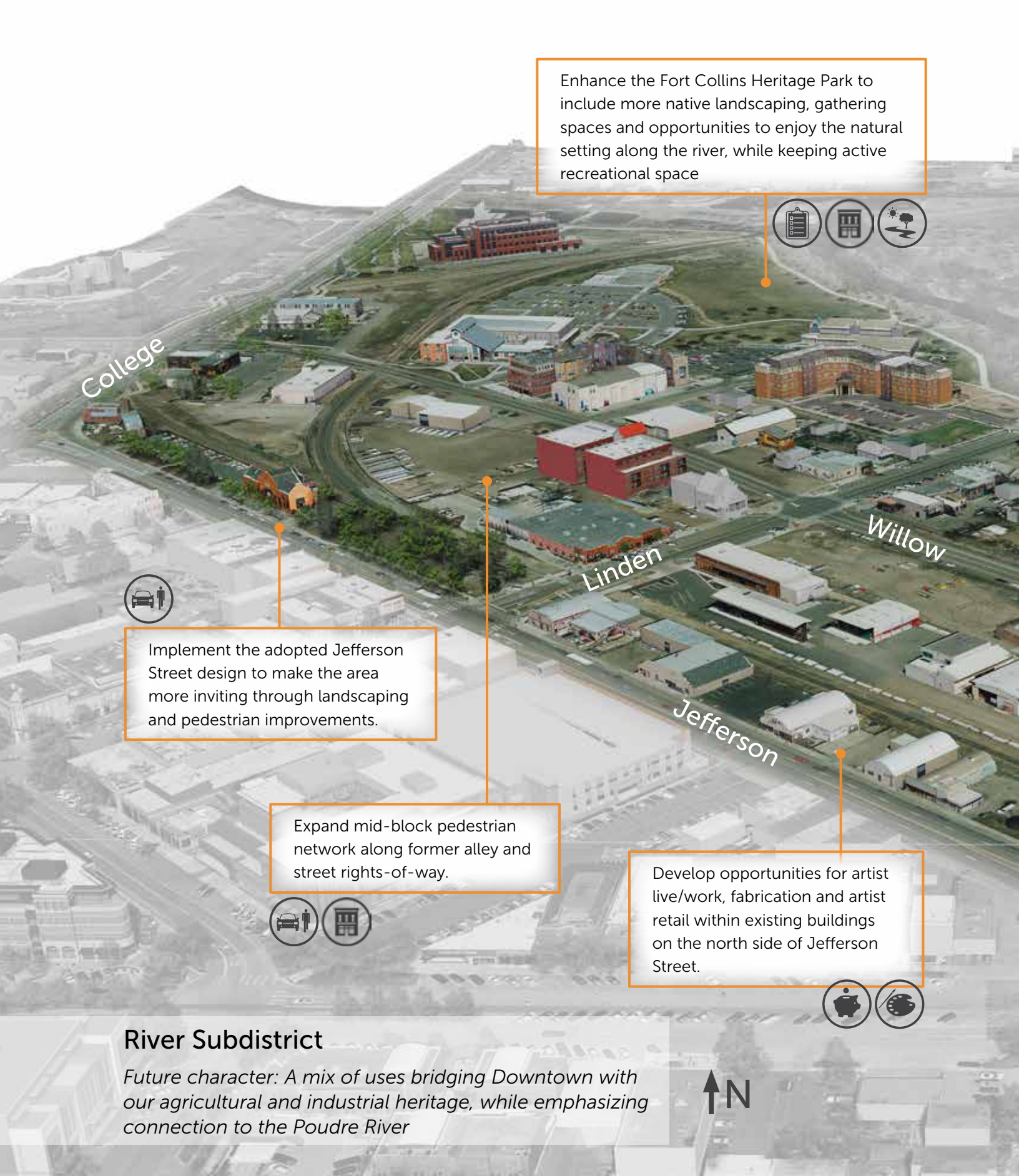
Public improvements and redevelopment projects will reinforce the connection of Old Town Square to the river and to destinations in the Innovation Subdistrict across the river.

New development will be integrated and compatible with the preservation of historic structures. New buildings will complement and reinforce the area's character with architecture that responds to the historic setting, including use of brick, local stone, and metal in contemporary interpretation of the area's historic vernacular ag-industrial character.

Streetscapes and other urban design features will be incorporated into projects to highlight aspects of the area's history.







Enhance the Fort Collins Heritage Park to include more native landscaping, gathering spaces and opportunities to enjoy the natural setting along the river, while keeping active recreational space



Implement the adopted Jefferson Street design to make the area more inviting through landscaping and pedestrian improvements.

Expand mid-block pedestrian network along former alley and street rights-of-way.



Develop opportunities for artist live/work, fabrication and artist retail within existing buildings on the north side of Jefferson Street.



## River Subdistrict

*Future character: A mix of uses bridging Downtown with our agricultural and industrial heritage, while emphasizing connection to the Poudre River*





Note: This is an illustration, not a photo. Some detail may be missing.



Celebrate the history of Fort Collins' birthplace through signage, design and creation of a heritage trail.



Identify and remediate (if necessary) brownfield properties that may impact public health or limit redevelopment opportunities.



Enhance connections to the Poudre River.

Mitigate potential flood risk with storm sewer improvements along Jefferson and Willow Streets. Combine with streetscape improvements.



Establish public-private partnerships to test and demonstrate innovative and sustainable projects.

Promote building and site design character that expresses agricultural and industrial heritage.



Develop a parking structure to serve the subdistrict.



Improve intersections on Jefferson at Mountain and Linden to further support pedestrian crossings.

Lincoln





# 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 transitioning from its origins as an industrial edge to an area of contemporary, convenient Downtown living and walking.

Notable components and aspects are:

- Recent 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 Car Barn—which has been stabilized for use as interim storage while adaptive reuse options are considered
- Several vernacular, wood frame homes that are potentially eligible as landmarks
- The Hattie McDaniel House, preserved as part of the Cherry Street Lofts redevelopment
- A potential historic district 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"

## Future Character

The North Mason area will continue evolving as a multi-story, mixed-use edge of Downtown. Comfortable streetscapes will connect to the Poudre River Trail, Lee Martinez Park, natural areas and the Fort Collins 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 Downtown, 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 complement the Historic Core and Civic Subdistricts with an emphasis on residential, office and studio uses. The historic Car Barn will be repurposed to capitalize on its extraordinary potential as a unique local attraction. Example ideas mentioned in public discussion include a marketplace and a museum.

Properties with aging, non-historic houses along Meldrum Street may change in response to demand for intensification, either with additions and remodels or redevelopment. New construction will be compatible with the existing residential character of the block to the west and responsive to historically significant and designated properties through responsive design of building massing, materials, windows and doorways.



*Historic Car Barn from the heyday of the local streetcar system. In the early twentieth century, Fort Collins was the smallest town in the nation to have a municipal streetcar system.*



*Mason Street North development exemplifies mixed use, transitional scale, multifunctional streets, and an interconnected walking network that invites exploration and enjoyment.*



## North Mason Subdistrict

*Future character: A mix of uses emphasizing residential character and compatibility with the adjacent neighborhoods*



Create a unique community space in the abandoned railroad right-of-way that includes bicycle and pedestrian improvements, landscaping that supports birds and pollinators and artistic features.

Meldrum

Howes

Create an appropriate transition in height, scale and character at the edge of the district as it abuts the residential neighborhood.

Repurpose the historic Car Barn for a unique community use.

Emphasize Howes Street as a low-stress bicycle route.

*Note: This is an illustration, not a photo. Some detail may be missing.*



Continue the 'Civic Spine' as an additional, mid-block pedestrian connection linking Downtown to Lee Martinez Park and the river.



Look for opportunities to include public parking structure space serving Downtown's north end and MAX.

Cherry

Mason

College



Provide a variety of owner-occupied housing, such as townhouses, urban lofts and attached single-family houses, along with apartments.



Provide incentives and requirements that will result in a range of building heights, design variety, and mixed-use development that complement the neighborhood.





# Civic Subdistrict

The center for City and County facilities 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 also occupies more than three quarters of a block.

Civic facilities vary in age. Five major facilities were built in the 2000s 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 include repurposed older commercial properties with interim functions.

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
- Street parking provides convenient access and lends activity to the multifunctional street system
- 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 area is a key underpinning of Downtown's 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. As with all of Downtown, historic resources remain in this Subdistrict and new construction should be appropriately responsive to these properties.

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 multi-functional 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

for pedestrian scale. Parking will continue to serve multiple functions—employment activity during the day and also after-hours and special events activity.

Street parking will be retained to provide convenience for users, maintain the urban character of Downtown, create street activity, provide a buffer and an edge that defines the sidewalk as a comfortable pedestrian space and 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.





## Civic Subdistrict

*Future character: Fort Collins' civic center area emphasizing permanence and civic pride, and creating strong connections to the Historic Core*

Promote mixed-use within civic buildings to make the area more active.



Increase programmable space for recreation/ events and opportunities to enjoy nature to bring people in at other times of day/week.



Provide more space(s) for open air markets, large events and performing arts.



Enhance stormwater management and the streetscape along Magnolia as part of upcoming utility improvement projects.



Enhance Howes Street as bicycle and pedestrian facilities, beautification and stormwater management.



Look for opportunities to develop a parking structure for a MAX Park-N-Ride.



*Note: This is an illustration, not a photo. Some detail may be missing.*







Retain the mid-block "civic spine" between Mason Street and Howes Street throughout the subdistrict.

Create a compact civic center that leaves additional land available for public development.

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.

Reduce lighting levels or "blackout" civic and institutional buildings at night to support a safe and night sky friendly campus setting.





# Canyon Avenue Subdistrict

Supportive uses in the widest range of building heights in the city, on green-edged streets and blocks

## Existing Character

Prior to the 2017 Downtown Plan, this area comprised the southern extent of Downtown with Mulberry Street as the southern edge. Mulberry is a natural demarcation between the area traditionally thought of as "Downtown" and the CSU-oriented Campus North area. Thus a key stretch of Mulberry Street has now become a seam in the Downtown fabric rather than an edge.

Canyon Avenue is a prominent feature forming the westernmost extent of Downtown; but its namesake Subdistrict also 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 patterns 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.

- 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 Historic Core Subdistrict retail/entertainment, and complement the adjacent Civic Subdistrict as a governmental center.
- The network of streets and sidewalks leading to and from all destinations is a key aspect.
- Parking is provided on streets and in 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.** As stated in past plans and affirmed in this planning process, this area is suitable for a dynamic, mixed-use environment with buildings of widely varied ages, sizes, and functions. A number of properties exhibit opportunities for redevelopment based on low utilization of land, low level of investment, outdated non-historically significant development, and inquiries from owners and developers.

Redevelopment will likely involve new buildings that are 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. Larger buildings bring jobs and housing close to the core, with benefits for transportation and economic goals.

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 a 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 Ave Subdistrict

**Bicycle circulation** is an increasingly integral component of the Downtown transportation network. In particular, Magnolia Street is identified as a primary east-west bike route, and Mason and Howes Streets as inviting north-south bike routes in the Downtown. Restriping could be considered to balance 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 to setbacks can be appropriate at building entrances, and where a building features display windows along the street sidewalk intended for pedestrian interaction.

**Canyon Avenue Streetscape.** The 1989 Downtown Plan first noted Canyon Avenue's unique potential as a special parking street with an "art walk" promenade as a more interesting visual and pedestrian link between the Lincoln Center and the Historic Core. The idea could also make the street an attraction in itself. 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.

Potential improvements to take advantage of unique urban design opportunities include reducing the width or the number of travel lanes to create space for sidewalk improvements, curb extensions, landscaped median islands, crosswalks, sculpture, pedestrian light fixtures, landscape lighting, architectural walls and artful definition of vehicular and pedestrian space. Other ideas could be solicited in a public outreach process.

Convening initial stakeholder discussions is a crucial first step, followed by:

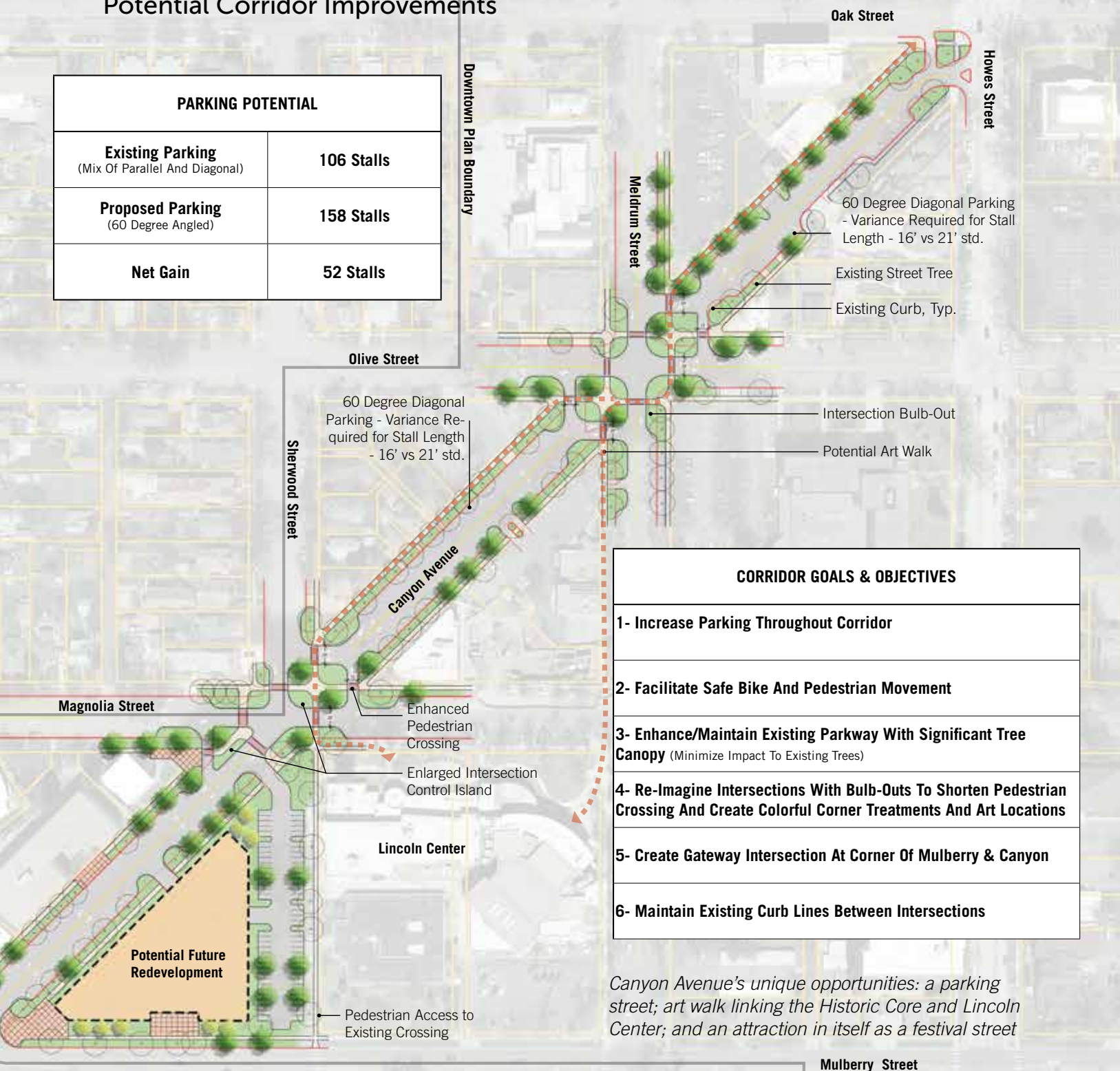
- Identification of a champion to lead exploration of the opportunities— a person or entity, likely City staff from Planning, Development and Transportation, or Cultural Services.
- Initial assessment of potential improvement scenarios appropriate for the area. A workshop meeting of crucial stakeholders, aided by facilitation and design expertise, should be an early step.
- Possibilities for incremental, experimental, low-cost steps toward transformation.

**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 Interstate 25. It forms key gateways at College Avenue and Mason Street in addition to the Canyon Avenue entry. These intersections will be improved with features that convey, from the CSU-oriented Campus North area, their significance as entries to the rest of Downtown.



## Potential Corridor Improvements

PARKING POTENTIAL	
<b>Existing Parking</b> (Mix Of Parallel And Diagonal)	<b>106 Stalls</b>
<b>Proposed Parking</b> (60 Degree Angled)	<b>158 Stalls</b>
<b>Net Gain</b>	<b>52 Stalls</b>



DRAFT



## Canyon Avenue Subdistrict

*Future character: Commercial office/residential uses that provide a sense of permanence, with a park-like character*



Re-imagine 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 multi-modal street.

Develop a parking structure to serve the Lincoln Center and employees in the area.



Evaluate conditions where more parking spaces could be added in existing areas by changing stall configurations. Restripe spaces where efficiencies can be created.

Canyon

Meldrum

Mulberry

Whitcomb



*Note: This is an illustration, not a photo. Some detail may be missing.*

Activate “convertible” street with innovative arts.



To maintain the established character of Downtown, use building setbacks and stepbacks to minimize the perception of density and reduce impacts of taller buildings.



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 opportunities for better parking management through car and bicycle share programs and electric vehicle charging stations in strategic locations, a parking structure, and shared parking between residential and office users.



Retain the large canopy trees and green setbacks along streets. Incorporate pocket parks and small natural spaces.







# Historic Core Subdistrict

The social center of Downtown with a diverse spectrum of activity based in commerce, socializing, and community gatherings

## Existing Character

The Historic Core Subdistrict is characterized by historic commercial buildings with 'main street' shops, restaurants and pubs; with upper-story office and residential uses. Pedestrian plazas and tree-lined streetscapes complement the buildings. Enhanced pedestrian alleys add another dimension. Old Town Square is the social and emotional focal point of the community. Oak Street Plaza adds another prominent, delightful attraction and public gathering space. Diagonal street parking—including center parking—is a defining aspect.

The Old Town Historic District 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 public-private partnerships; and numerous new buildings have been fitted harmoniously among the historic buildings and established character.



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, evening and late-night make the area the primary source of energy driving Downtown's vibrancy and success.



## Future Character

Continuation of successful efforts to protect and enhance the Historic Core is the approach to managing 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 efforts that should continue include:

- Thoughtful administration of development standards and design guidelines.
- Rehabilitation, building maintenance and adaptive reuse programs that preserve and protect the value of historic buildings.
- Public-private partnerships and incentive programs for special public benefits in development projects such as historic preservation, façade upgrades, outdoor spaces, energy-efficiency improvements, public access and publicly available parking.
- Numerous programs already 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, while including design differences so that the new structures reflect their own era and yet are compatible with the character of the 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 — 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 explored in response to increasing pedestrian use in high-activity alleys.
- Convertible streets for events — e.g., Linden Street will be adapted with appropriate design features to support conversion to enhanced pedestrian-only space for community events.
- Addition of new courtyards and pocket parks in underutilized spaces.





## Historic Core Subdistrict

*Future character: The heart of historic Downtown with a mix of uses emphasizing community gathering, authenticity and historic integrity*



Improve wayfinding information to parking, transportation options and destination options for pedestrians and motorists.



Improve cleaning of alleys that are not part of the special alley program.



Provide tools and incentives for energy-efficiency retrofits that balance improvements and preservation of historic character.

Oak

Mountain

College

Olive



*Note: This is an illustration, not a photo. Some detail may be missing.*



Continue to support patio culture, but manage encroachments along sidewalks — plantings, bikes/bike racks, sandwich boards — so that pedestrian movements are not restricted.

Maintain a consistent pattern of street trees along all block faces.



Maintain historic character through compatible development, and ongoing investment in building rehabilitation and maintenance.

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 provide a respite from the urban environment, including courtyards, plazas, pocket parks, rooftop patios, and parklets.





# Campus North Subdistrict

Where Downtown meets Colorado State University

## Existing Character

This area is an interesting example of continual change within an enduring urban fabric of streets and blocks. 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 or re-purposed for small commercial uses.
- Modestly scaled 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.
- CSU-owned buildings that provide education and employment opportunities.

**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 in:

- The DDA has expanded their boundary within 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 city-spanning '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 foster a growing musical community, is a masterful re-purposing 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 Campus North parking situation are:

- Most of the houses in the area have ad hoc parking shoehorned into any possible 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.

- On-street parking contributes to pedestrian activity and the street as a public space. Along College Avenue, it buffers the effects of 34,000 vehicles a day in 2017— many of which are large, loud, or aggressively driven.
- Apartments and newer mixed-use buildings have conventional parking lots.
- The church occupying the northeastern-most block is an outlier in the pattern, with a parking lot occupying nearly an entire half-block.

**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 the eclectic character.

## Future Character

Most block faces have a well-established prevailing character and positive identity that will be continued as the area evolves. Historically significant and designated properties will serve as a key determinant in the review of increased programming for compatible design.

**Remodeling and reinvestment** for modest, selective intensification and re-purposing 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. Compatible massing proportions, building bays, materials, and design of any larger new buildings should complement the charm and personal scale of the area with fine-grained details and unique individual touches along the ground floor. The Mason Enhanced Travel Corridor includes a particular vision for intensification of activity.

**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 right-of-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 experience along the front yards of houses, low fences and walls with landscaping will be encouraged in general, and required in development plans, to offset the intrusiveness upon inviting streetscapes.





## Campus North Subdistrict

*Future character: A mix of student-oriented uses supporting campus needs with efficient structures that emphasize connectivity to CSU*



Look for opportunities to develop a parking structure for a MAX Park-N-Ride.



Promote arts and culture and Nature in the City, including murals, train music, plant murals/green walls and pocket sculpture parks.



Explore creation and funding of a unique and collaborative Mason streetscape program with urban design and art improvements.





Note: This is an illustration, not a photo. Some detail may be missing.



Protect the generous green landscape along College Avenue, respecting the historic setbacks, parkways, and landscape medians.

Increase bicycle and car share opportunities.



Support mixed-use redevelopment along the Mason Corridor on non-historically significant properties.



Maintain a maximum 2-3 story building scale along College Ave from Laurel St to Myrtle St, with substantially greater setbacks above 3 stories.



Mulberry

College

Mason





# Entryway Corridor

An aging highway corridor leading to the heart of Downtown with potential to evolve into a more inviting main entry with sidewalks, landscaping, lighting, public art features and traffic improvements

## Existing Character

Riverside Avenue is a stretch of State Highway 14 leading to US Highway 287 and to the Poudre Canyon and Cameron Pass. Its 45-degree alignment reflects the Overland Trail stagecoach route at the time of initial settlement, when this part of the trail was known as the Denver Road. The angled alignment follows the general direction of the Poudre River.

The later layout of the growing town on a north-south orthogonal grid intersected with the highway and created a series of small, triangular partial-blocks and 45-degree street intersections. Riverside Avenue then became a residential street at the edge of town, with houses on the triangular blocks, and Lincoln Avenue became the main route to Denver. The Riverside/Mulberry Street corner marked the neighborhood boundary; neither street extended beyond the corner.

In the postwar decades, Mulberry Street was extended eastward to US Highway 87, which later became Interstate 25. Mulberry thus replaced Lincoln Avenue as the main highway route into and through town. Riverside Avenue changed from a neighborhood street to serve as a part of the highway route 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 2017.

The north side of the street along the river corridor is railroad right-of-way, with a track too close to the street to allow for a sidewalk, street trees, other streetscape features or landscaping along most of the area. However, this track, which serves as a site for parked rail cars only 8 feet from the street, contributes to a sense of authentic industrial character 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 Colorado Department of Transportation (CDOT) in 2000, and it recommends improvements to create a safer traveling environment while maintaining the vehicular capacity of the street. The recommended changes would provide spaces 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 elements at the Mulberry Street/Riverside Avenue intersection to highlight the entrance to the greater Old Town area.

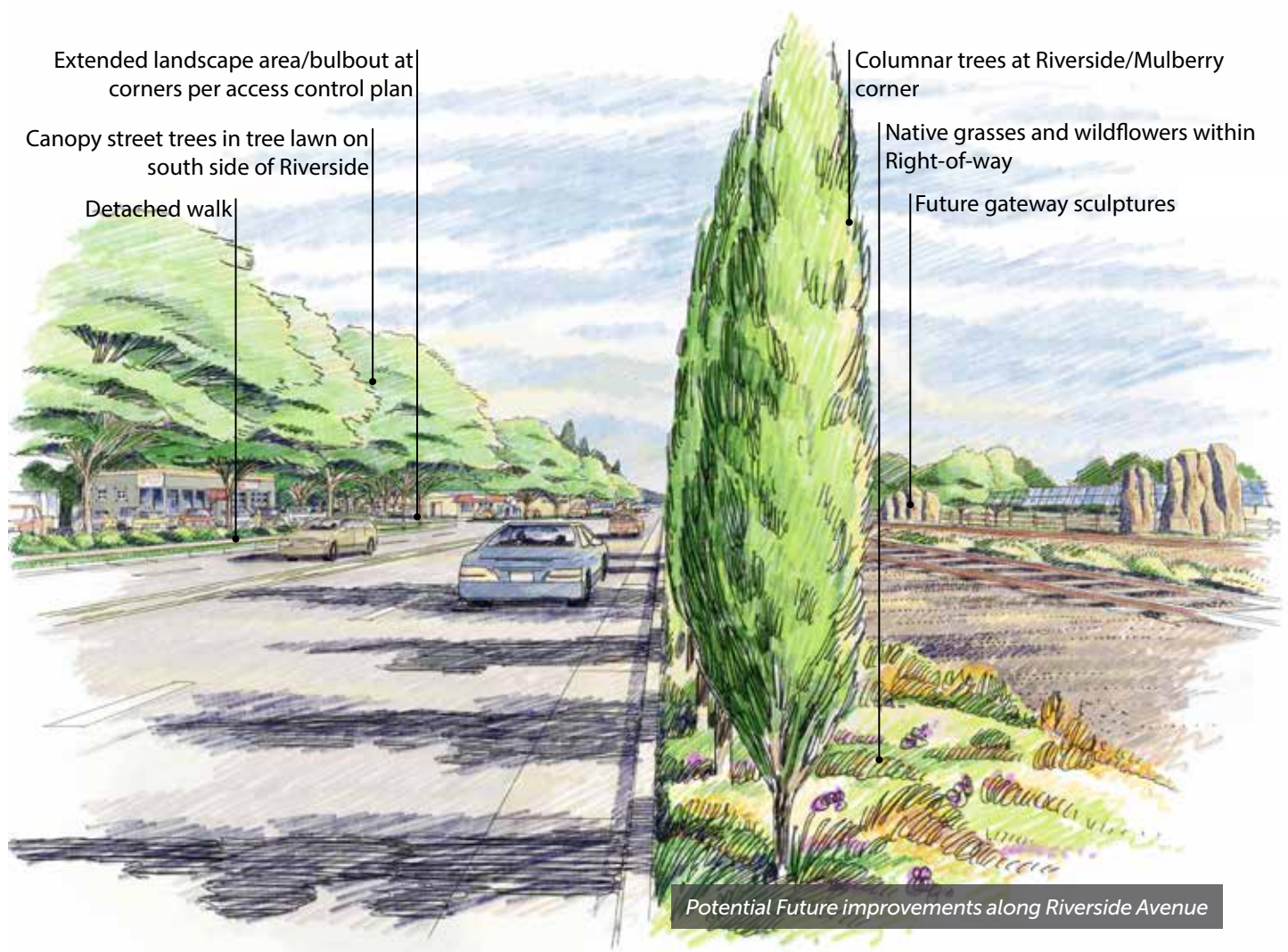
While the railroad track precludes full streetscape development along most of the corridor, the track swings further away from Riverside at the northeast corner of the Mulberry/Riverside intersection, creating physical space where new landscaping could highlight the gateway.

Street and streetscape improvements should then lead to an enhanced gateway intersection at Mountain/Lincoln Avenue, an exceptional location where several vibrant Downtown subdistricts converge.

The overall objective is to change the character from a nondescript "rear entrance" to a more inviting "front

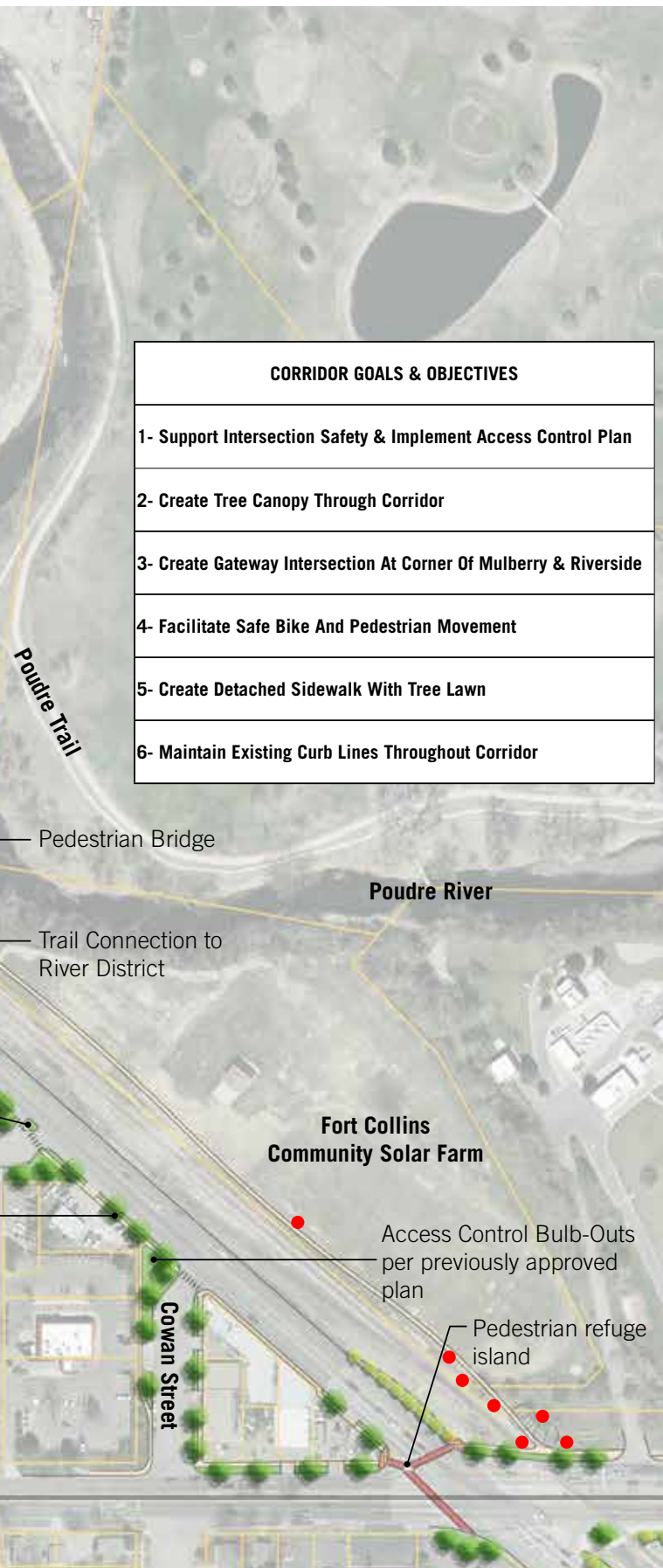
entrance" leading directly to the Historic Core retail/entertainment area, the Old Town and Jefferson Street parking garages, and various attractions in the River District, Innovation Subdistrict, and Lincoln Corridor.

On the north side of the corridor, the City-owned property is separated from the street by the railroad with very limited access. The property was recently redeveloped as a community solar farm that also provides space for a future off-street trail connection from Mulberry to Lincoln Avenue. This potential connection would partially compensate for the missing sidewalk along the street, which is precluded by the railroad right-of-way. Residential and commercial structures on the north side of Riverside include several historic properties that will be a key factor in determining redevelopment opportunities for those parcels.









**Art in Public Places Sculpture Location**



APP sculptures at the corner of Mulberry & Riverside



APP sculptures placed along fence line on Riverside



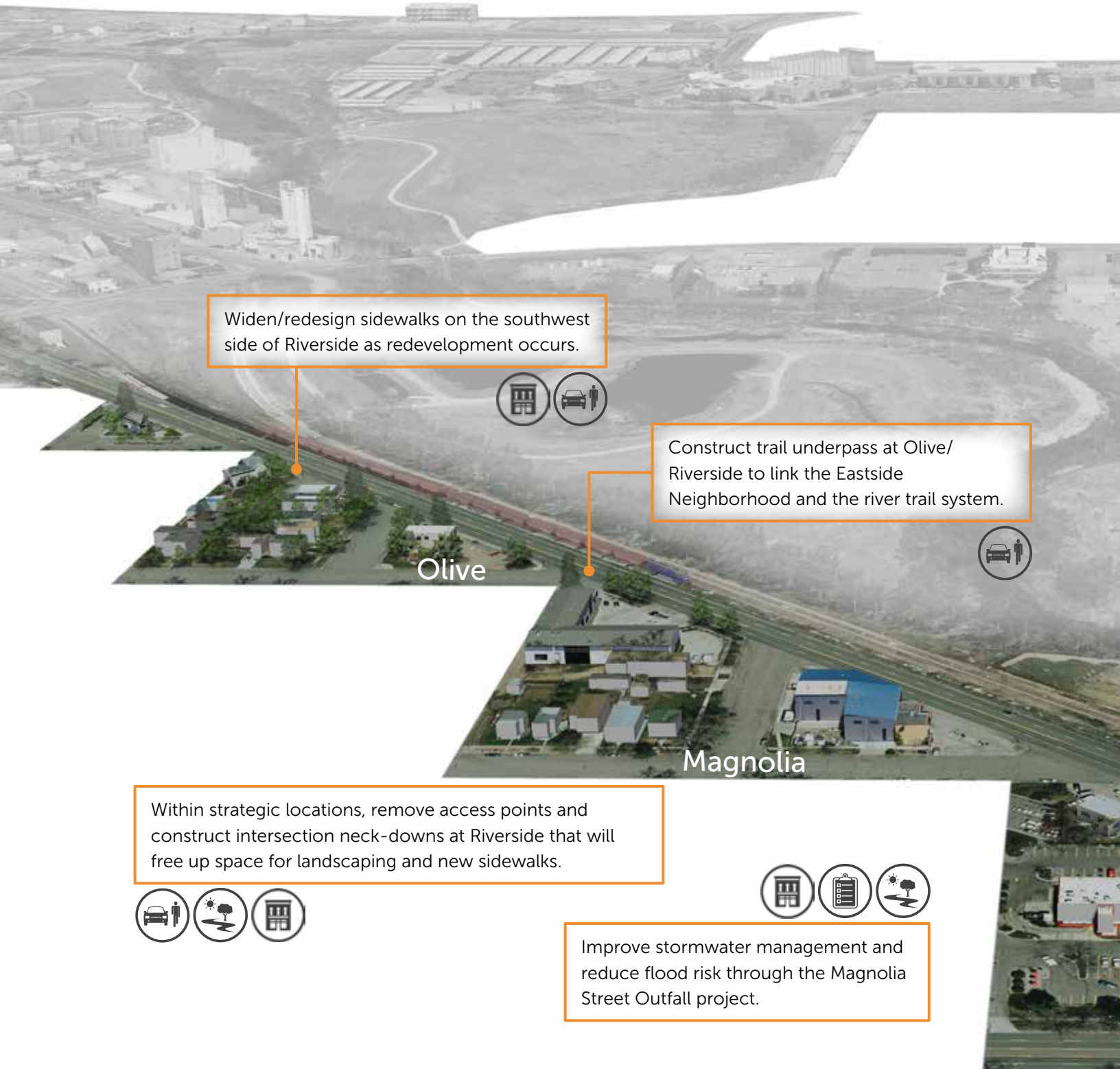
APP sculptures illuminated at night

**DRAFT**



## Entryway Corridor

*Future character: A movement corridor with visual and pedestrian improvements that incorporate the area's railroad heritage*



Note: This is an illustration, not a photo. Some detail may be missing.



Explore rezoning of existing single family residential properties west of Riverside to promote a more residential character.



Maximize tree planting and landscaping along both sides of Riverside to create an inviting feeling of entry into Downtown.

Create a bike and pedestrian trail connection between the community solar garden, Udall Natural Area and Lincoln Ave.



Create a gateway feature through landscape, art, signs, at the Mulberry/Riverside intersection.



Riverside

Mulberry



# Section 4: Implementation







## Overview

This section summarizes the key action items necessary to support the principles and policies presented in the topic area sections. Some actions and recommendations are already underway or will immediately follow the adoption of the Plan. Other actions are identified for the short- and intermediate-term, many of which require additional funding or effort by the City, DDA, DBA and other partners. The following four timeframes apply to the action items presented in the tables that follow:

In many cases, multiple departments or partners will cooperate in a particular action. Ongoing collaboration

### Immediate Actions (Within 120 Days of Plan Adoption)

Items identified for initiation or completion concurrently with or immediately following adoption of the Downtown Plan.

### Short-Term Actions (2017-2018)

Items identified for initiation within the current Budgeting for Outcomes (BFO) budget cycle.

### Intermediate 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 that require ongoing coordination to implement.



and communication between agencies and stakeholders is essential to the effective implementation of the Downtown Plan.

The future of Downtown will be shaped by numerous day-to-day decisions, ongoing conversations and external forces. The actions presented in this section are a starting point and do not 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.

## Implementation Staffing

The City, Downtown Development Authority, Downtown Business Association, other agencies, business owners, residents, developers and private sector groups will play an important role in achieving the vision of the Downtown Plan.

Following adoption of the Plan, an interdisciplinary team of City staff will coordinate and monitor the implementation of the Plan. The responsibilities of this team will include prioritization of action items, identification and pursuit of potential funding sources, establishment of work teams for specific action items and monitoring of the new program and project development.

The team should include a designated staff lead from Planning Services. The assigned planner will organize and convene an annual coordination meeting with all relevant departments, agencies and staff to review progress and update the status of action items. In addition, Planning Services staff will coordinate regular check-in meetings with DDA and DBA staff to continue the Downtown Plan dialogue track progress toward the goals of the Plan, and maintain awareness of important plan updates.

The following City departments and organizations should be consulted or included in the implementation of specific programs or projects:

- Downtown Development Authority
- Downtown Business Association
- Colorado State University
- Communications & Public Involvement Office
- Cultural Services
- Economic Health
- Engineering Services
- Environmental Services
- FC Moves
- Forestry
- Historic Preservation
- Natural Areas
- Neighborhood Services
- Operations Services
- Parks
- Park Planning & Development
- Parking Services
- Police Services
- Recreation
- Social Sustainability
- Streets
- Traffic Operations
- Transfort
- Utilities Services (Stormwater, Floodplain, Water, Wastewater, Light & Power)



## Plan Monitoring & Updates

Monitoring and evaluating the success of activities guided by the Downtown Plan will ensure that the City and its partners are on track to achieve the priorities and vision outlined in the Plan. Tracking the status of action items and progress toward goals will be both a qualitative and quantitative exercise that evaluates public policy, investment and improvements throughout Downtown. On an annual basis, staff will examine how the needs and priorities of the Downtown area are evolving and identify opportunities to correct course, adapt or implement new strategies.

City staff will continually monitor the status of action items and publish an annual status report on the Downtown Plan website. In addition, staff will track ongoing responses to the City's Citizen Survey questions that are relevant to Downtown, including:

- Feelings of personal safety Downtown during the day and at night
- Availability of parking Downtown
- Quality of programs and facilities at the Museum of Discovery, Northside Aztlan Community Center, Lincoln Center and Mulberry Pool
- Overall quality of life
- Quality of community services
- Environmental protection efforts (e.g., air quality, recycling programs, conservation efforts)

- Ease of traveling by bicycle, walking, public transportation and driving
- Quality of parks, trails, natural areas, and recreation facilities
- Feelings of personal safety in parks, trails, natural areas and recreation facilities
- Quality of dining, entertainment and shopping opportunities
- Quality of job opportunities

The Downtown Plan should remain relevant and responsive to changing conditions. In the next 10 to 15 years, the City and its partners will evaluate periodically the overall effectiveness of the Plan, until an update to the Plan is necessary. If minor changes or additions are necessary prior to a major update, staff may provide partial updates.

Ongoing outreach to residents, developers and other stakeholders is essential to determine whether the Plan's action items, projects and programs are serving the community's needs and working toward the vision. As action items are implemented, the City will update the website, send email and mailed notifications and share information at Downtown events and neighborhood meetings. Certain action items may require additional outreach.





## Potential Funding Sources

Many of the projects, programs and actions identified in this Plan are not currently funded. Implementation of the Plan's recommendations will likely be funded in a variety of ways, with participation from multiple City departments, outside agencies and organizations and private sector companies. Potential funding sources for various action items include, but are certainly not limited to, the list below:

Source	Description
General Fund (City)	<p>The General Fund is a primary funding source for many City programs and is allocated through the competitive Budgeting for Outcomes (BFO) process, which is used to develop the City's two-year budget. The current budget is set for 2017-18 and will provide funding for a number of Downtown programs and projects, including:</p> <ul style="list-style-type: none"> <li>• Expansion of Downtown maintenance activities</li> <li>• Homelessness initiatives</li> <li>• Downtown Business Association Ambassador Program</li> <li>• Median and streetscape maintenance</li> <li>• Parks, trails and facility maintenance</li> <li>• Urban forest management</li> <li>• Cultural Plan</li> <li>• Historic Preservation Ordinance review</li> <li>• Convention and visitor services</li> <li>• Electric vehicle readiness roadmap</li> <li>• Energy efficiency and water conservation programs</li> <li>• Climate Action Plan program support</li> <li>• Firehouse Alley parking structure operations</li> <li>• Sidewalk, bike route, roadway and intersection improvements</li> <li>• Additional staffing</li> </ul> <p>The process for the 2019-20 budget will begin in 2018.</p>
Keep Fort Collins Great (City)	<p>Fort Collins voters approved a 0.85 percent sales tax initiative, Keep Fort Collins Great (KFCG), to provide funding for City projects. KFCG funds projects in many different categories, including fire, police, transportation, streets and parks. KFCG funds are typically allocated through the City's Budgeting for Outcomes (BFO) process, as described above.</p>
Enterprise Funds (City Departments)	<p>The City's Enterprise Funds are those that provide services based on user fees, including electric, water, wastewater and stormwater utilities. Other departments and facilities, including Recreation, the Discovery Museum and the Lincoln Center, also generate their own revenue.</p>
Art in Public Places (City)	<p>Art in Public Places (APP) encourages and enhances artistic expression throughout the city and as part of new development projects. City capital projects with a budget greater than \$250,000 must designate 1% of their budget to public art. The program could be applied to enhance Downtown's character and identity and to showcase innovation and sustainability.</p>
Voter Approved Sales Taxes (City)	<p>New capital improvement programs or other initiatives funded by voter-approved sales taxes could be additional sources of funding in the future.</p>

Source	Description
Community Capital Improvement Program (City)	<p>Fort Collins currently has a capital improvement tax in place, the latest in a series of such taxes that began in 1973. The current tax is set to expire in 2026. Several of the projects included in the Capital Improvement Program could support Downtown Plan priorities, including:</p> <ul style="list-style-type: none"> <li>• Poudre River Whitewater Park</li> <li>• Arterial Intersection Improvements</li> <li>• Pedestrian Sidewalk/Americans with Disabilities Act (ADA) Compliance</li> <li>• Safe Routes to Everywhere</li> <li>• Bicycle Plan implementation</li> <li>• Bus Stop improvements</li> <li>• Bridge replacements</li> <li>• Nature in the City implementation</li> <li>• Affordable housing fund</li> <li>• Stormwater management projects (e.g., Magnolia Street Outfall)</li> </ul>
Innovation Fund (City)	<p>The Innovation Fund is an internal grant program open to all City employees. Proposed projects may be implemented by any City department. Submissions are accepted once or twice a year during the application period. In 2017-18, \$50,000 per year is available for innovative projects.</p>
Nature in the City Program (City)	<p>The Nature in the City (NIC) strategic plan was adopted by City Council in 2015. NIC is part of the Community Capital Improvement Program (CCIP) tax initiative and will receive \$3 million in capital projects funding through 2026. Capital projects will be selected through an annual competitive process. NIC also has programmatic funding, which supports communication and outreach activities.</p>
Neighborhood Improvement & Community Building Grant Fund (City)	<p>This fund is intended to foster co-creation between the City and residents and to incentivize participation in the Neighborhood Connections program. It is intended to provide neighborhood groups with City resources for community-driven projects that enhance and strengthen neighborhoods. All projects will be initiated, planned and implemented by community members in partnership with the City. Funds are available through a competitive grant process.</p>
Street Oversizing Fund (City)	<p>Fort Collins collects transportation impact fees through developer contributions in order to finance the Street Oversizing Program, which funds improvements to collector and arterial streets.</p>
Downtown Development Authority (DDA)	<p>The DDA uses Tax Increment Financing (TIF) as the primary tool to accomplish its mission of Downtown redevelopment and is authorized to use TIF until 2031. The DDA invests in three different types of projects:</p> <ol style="list-style-type: none"> <li>1. Enhanced public infrastructure like alleyways, plazas, streetscapes, parking structures and arts/culture facilities</li> <li>2. Building facades, utility improvements and upgrades</li> <li>3. Programs, plans and designs for the Downtown area with the City of Fort Collins and other strategic partners.</li> </ol>
Downtown Business Association (DBA)	<p>The Downtown Business Association (DBA) provides funding for events and programmatic support to Downtown businesses.</p>



Source	Description
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 assesses an additional 4.94 mill property tax on property owners within its boundaries and receives a share of vehicle registration tax. 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.
Urban Renewal Authority (URA)	The Urban Renewal Authority seeks to revitalize areas of the city deemed blighted and provide a funding mechanism (Tax Increment Financing) to encourage redevelopment. Qualified projects can receive a portion of property tax generated to be allocated back into the project for the community's benefit. The North College Urban Renewal Area is along Vine Drive partially located within the Downtown Plan area.
Improvement Districts	<p>In Colorado, municipalities have the option of raising funds for special projects by implementing improvement districts. Improvement districts can be formed in specific parts of the city that stand to benefit from new projects. Landowners within the district often pay either additional property taxes or special assessments. While cities can propose improvement districts, they must then be approved by landowners within the district boundaries.</p> <p>A specific kind of improvement district is a Business Improvement District (BID). A BID is both an organization and a financing tool. Property owners within a particular area could petition to form a BID and vote to tax themselves with an additional assessment on commercial properties within the BID boundary.</p>
Colorado State University (CSU)	CSU is a key stakeholder and partner in Downtown's success. CSU partners with the City to share costs on Transfort service, transportation improvements near campus, and other programs and projects. CSU is also a leader in research and development, which may support numerous Downtown priorities.
Staff Time	For many Downtown Plan action items, the only resource needed is staff time and additional coordination between various City departments and external entities. While additional staff positions would require a funding source, some actions could be accomplished within existing staffing levels.
Public-Private Partnerships	In some cases, a business, property owner or developer may seek a partnership with the City or DDA to share the costs of specific projects or improvements. For example, parking garages benefit a number of users and are often funded through public-private partnerships.
Developers	Development and redevelopment projects pay a number of impact fees that fund the development review process, transportation improvements and utilities. In addition, some development projects may be required to dedicate funding toward specific on-site or off-site improvements to be constructed at a later time (e.g., sidewalks, tree mitigation). Some of the Downtown Plan priorities may be accomplished through development review requirements.
Foundations & Non-Profit Organizations	Private philanthropy and support from non-profit organizations will be critical to achieving some Downtown Plan goals, particularly related to advancing arts and culture, assisting people experiencing homelessness and supporting social programs.

Source	Description
Private Business	Private industry will play a role in supporting a number of principles and policies for the Downtown area. In many cases, it makes more sense for businesses and employers to lead the way in innovating and championing new programs, with support from the City and other public entities.
State and Federal Grants	<p>Several recent large-scale transportation projects in Fort Collins have received state and federal funds, including the MAX Bus Rapid Transit and North College Avenue Improvement projects. These projects received grants because they increased mobility and enhanced alternative modes of transportation.</p> <p>One major source of federal funds is the Transportation Alternatives Program (TAP) section of the Moving Ahead for Progress in the 21st Century Act (MAP-21). Another potential state-funded option is Funding Advancement for Surface Transportation &amp; Economic Recovery (FASTER) grant money. The FASTER program provides funding for large capital purchases that have significant regional impacts. Funds are awarded on a two-year cycle.</p> <p>Other federal grant funding sources could include:</p> <ul style="list-style-type: none"> <li>• Hazard Elimination Program (HES)</li> <li>• Transportation Investment Generating Economic Recovery (TIGER) Program</li> <li>• Congestion Mitigation and Air Quality Improvement (CMAQ) Program</li> <li>• Surface Transportation Program (STP) Metro Grants</li> <li>• Community Development Block Grant Program (CDBG)</li> <li>• Sustainable Communities Regional Planning Grants</li> <li>• Environmental Protection Agency (EPA) Smart Growth Grants</li> <li>• Housing and Urban Development (HUD) programs</li> </ul>





# Immediate Actions (2017-2018)

Regulations & Guidelines	Action Items	Responsibility	Potential Funding
	UD 5b (2): Adopt a streetscape hierarchy map depicting desired parkway widths and landscaping, hardscape and building setbacks.	City - Planning, Utilities, CDOT, Utility Providers	Budgeting for Outcomes
Programs	EE 2c (1): Expand education and incentive programs to encourage energy efficiency retrofits. Articulate the potential costs and benefits associated with upgrades. Showcase deep energy renovations in Downtown buildings. Provide information on short and long-term costs, benefits, and financial return on energy efficiency improvements. Recognize the value of efficient energy performance in older building stock that was designed for natural climate control.	City - Utilities, Environmental Services, Historic Preservation, DDA, DBA	Budgeting for Outcomes, General Fund, Utilities Enterprise Funds
	TP 2i (3): Evaluate conditions where more parking spaces could be added in existing areas by changing stall configurations. Restripe spaces where efficiencies can be created.	City - Parking, Traffic	Staff Time
Plans & Studies	TP 2c (1): Explore staffing and technical needs to extend parking enforcement hours after 5 p.m. on weekdays (Monday – Friday) and during the day on weekends (Saturday and Sunday).	City - Parking, Planning	Staff Time
	TP 2c (2): Consistent with the preferred alternative from the 2013 Parking Plan, implement a "pay-by-cell phone" option to allow customers to extend parking time beyond the 2-hour limit.	City - Parking, Planning	General Fund
	TP 3b (3): Incorporate variable messaging signage (e.g., availability of spaces) and other opportunities to provide wayfinding to parking.	City - Parking, Planning	Budgeting for Outcomes
	EE 1d (1): Assist with the identification and remediation of previously contaminated sites that may impact public health, with consideration for the environmental, social and economic costs and benefits of remediation projects. Encourage the selection of plant species that remove contaminants from soils and support bioremediation as appropriate.	City - Utilities, Planning, Historic Preservation, Natural Areas	Federal Grants (EPA), Staff Time

# Immediate Actions (2017-2018)

Action Items	Responsibility	Potential Funding	
EE 4d (1): Prioritize improvements and determine a realistic timeline for upgrades and replacement of water and wastewater infrastructure throughout Downtown.	City - Utilities	Staff Time	Plans & Studies
EE 2f (3): Apply the Transportation Air Quality Impacts Manual to City projects in the Downtown to inform land use and transportation decisions.	City - Environmental Services, Planning, FC Moves, Engineering, Traffic Operations	Staff Time	Monitoring & Evaluation
MM 1a (2): Bring encroachment requests to interested departments for comment.	City - Engineering, FC Moves, Planning	Staff Time	Coordination
MM 1b (1): Maintain direct communication between City staff and owners where encroachment issues exist.	City - Engineering	Staff Time	
MM 2a (1): Convene organizations as needed to understand and confront problematic public behavior and promote responsible enjoyment of Downtown's public space.	DDA, DBA, Street Outreach Team, Police, bar owners, other affected interests	Staff Time	
MM 3a (2): Continue to support evolving efforts by all service providers.	City - Sustainable Services, Police, DDA, DBA, service providers	General Fund, Foundations, Nonprofit Organizations	
MM 4b (1): Articulate long-term space needs for all Parks functions and any related opportunities (e.g., composting, recycling).	City - Parks, Operations Services, Streets Depts	Staff Time	
MM 5a (1): Convene all interests to address timing of events and event character in terms of noise, alcohol issues, size, uniqueness to Fort Collins, appropriate venues, capacity and function of parks and public spaces, and other key factors.	City - Parks, Events Coordinator, Streets, DBA, other key producers, Police	Staff Time	
MM 5b (1): Convene all interests to evaluate suitability of available venues for relevant event categories. Consider the value of a consultant study to aid the evaluation.	City - Events Coordinator, Parks, Streets, Natural Areas, Police, DBA	Staff Time	



# Immediate Actions (2017-2018)

## Action Items

## Responsibility

## Potential Funding

### Coordination

MM 6a (1): Continue collaboration regarding funding, events, initiatives, and other issues that arise, and continue to seek areas for improvement.

DDA, DBA

Staff Time, DDA, DBA

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# Short-Term Actions (2019-2020)

Action Items		Responsibility	Potential Funding
Regulations & Guidelines	UD 1a (1): Amend the Land Use Code to include new Downtown character subdistrict boundaries.	City - Planning	Budgeting for Outcomes
	UD 2a (1): Amend the existing Land Use Code building heights map to include the entire Downtown Plan boundary.	City - Planning	Budgeting for Outcomes
	UD 2a (2): Evaluate potential Land Use Code height incentives for projects with more sensitive building massing.	City - Planning	Budgeting for Outcomes
	UD 2b (1): Develop Land Use Code building setback regulations based upon results of a financial pro-forma analysis, desire to enhance the pedestrian environment and need to ensure compatible massing and scale with the existing built environment.	City - Planning	Budgeting for Outcomes
	UD 1b (2): Develop Land Use Code regulations that set specific building mass, bulk and scale transition regulations to ensure scale compatibility between character subdistricts, and adjacent to the Old Town Neighborhoods.	City - Planning	Budgeting for Outcomes
	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.	City - Planning	Budgeting for Outcomes
	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.	City - Planning	Budgeting for Outcomes
	UD 2f (1): Develop incentives for taller, slender buildings based upon results of a pro-forma analysis and impacts to solar access, view corridors and subdistrict character.	City - Planning	Budgeting for Outcomes
	UD 3a (1): Develop Land Use Code regulations that set specific design metrics on which to base design compatibility within its context.	City - Planning	Budgeting for Outcomes
	UD 3b (1): Revise the Land Use Code to include greater specificity on the range of appropriate building materials, window glazing and door options.	City - Planning	Budgeting for Outcomes

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
UD 4a (1): Revise the Land Use Code regulations to protect and complement the unique character of historic Downtown buildings and designated districts.	City - Planning	Budgeting for Outcomes
UD 4a (2): Revise the definition of adjacency as it relates to the physical relationship of new buildings to historic structures.	City - Planning, Historic Presentation	Budgeting for Outcomes
UD 4b (1): Update and distribute the Downtown Buildings historic building inventory.	City - Planning, Historic Presentation	State & Federal Grants, General Fund
UD 4c (1): Revise the Sign Code to include provisions to recreate historic signs if sufficiently documented.	City - Planning, Historic Presentation	Budgeting for Outcomes
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.	City - Planning, DDA, Private interests	Budgeting for Outcomes
UD 5a (2): Amend the Sign Code to require pedestrian-oriented signs.	City - Planning	Budgeting for Outcomes
UD 5c (1): Amend Article 3 of the Land Use Code to ensure that all site and parking area design standards match the intent of this policy.	City - Planning	Budgeting for Outcomes
UD 6c (1): Amend the Land Use Code to clarify the required quantity and location of private open space amenities.	City - Planning	Budgeting for Outcomes
UD 6d (1): Amend the Land Use Code to include shadow analysis for all private outdoor spaces to maximize solar access during winter months.	City - Planning	Budgeting for Outcomes
TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required on-site parking and support multi-modal options.	City - FC Moves, Planning	Staff Time
TP 1l (1): Identify and pursue 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).	City - Planning, Transport, Parking	Staff Time



# Short-Term Actions (2019-2020)

Action Items		Responsibility	Potential Funding
Regulations & Guidelines	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, mixed-use buildings that incorporate sustainable design and/or increased affordability, and desired housing types and affordable housing options.	City - Planning, Economic Health	Budgeting for Outcomes
	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.	City - Planning	Budgeting for Outcomes
	ME 3a (4): Consider implementing payment-in-lieu alternatives to meeting public space/plaza and parking requirements in the Downtown area.	City - Planning	Budgeting for Outcomes
	AC 1d (1): Audit the City's approach to sustainability to explore opportunities to incorporate culture alongside environment, economic and social elements.	City - Planning Sustainability Services	Staff Time
	AC 3c (2): Review and revise policies that might unintentionally limit innovative arts programming or business endeavors.	City - Office of Creative Industries, Planning	Staff Time
	AC 4b (1): Audit the Land Use Code for opportunities to encourage or incentivize arts and cultural uses.	City - Economic Health, DDA, Organization of Creative Culture	Staff Time
	AC 5c (1): Identify and address rules and other barriers that may unnecessarily limit expression in Downtown.	City - Planning, Organization of Creative Culture	Staff Time
	AC 5d (1): Audit the Land Use Code for opportunities to encourage or incentivize art in new private development and redevelopment projects.	City - Planning	Staff Time

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
EE 2a (2): Identify specific strategies and technologies for achieving the community's climate action goals that can be better tested Downtown than in other locations in the community. Establish requirements for new development that help the community achieve its 2020, 2030 and 2050 targets for greenhouse gas reductions.	City - Environmental Services, Utilities, Planning, Building	Budgeting for Outcomes, Staff Time
EE 2d (4): Incentivize or require new construction from materials that are sustainable and built to last. Design buildings in a way that provides flexibility for future use and reuse.	City - Planning, Historic Preservation, Environmental Services	Budgeting for Outcomes, Staff Time
EE 2e (1): Acknowledge the environmental benefits, including embodied energy, of existing buildings and incentivize property owners and developers to reuse or partially reuse existing buildings prior to considering redevelopment. Avoid the environmental costs of demolition and new construction whenever possible.	City - Planning, Historic Presentation, Environmental Services	Staff Time
EE 2e (2): Update and implement 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 and valuable materials are recovered for reuse.	City - Environmental Services, Building, Planning	Staff Time
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.	City - Planning, Parking Services, FC Moves	Staff Time
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 the Downtown context, scale and objectives. Consider payment-in-lieu options to create larger public natural spaces.	City - Planning	Budgeting for Outcomes, Staff Time



# Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Regulations & Guidelines	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, reduce light trespass and skyglow, and minimize health impacts (such as the impact of blue wavelength light on circadian rhythms).	City - Operations Services, Utilities	Property Owners, Developers, Light & Power Enterprise Fund
	EE 3c (3): Complement the primary uses of various Downtown character subdistricts with lighting that fits the context and priorities for each area (e.g., minimal lighting and wildlife protection along the river corridor vs. entertainment and holiday light display in the historic core).	City - Planning, Building Services	Staff Time
	EE 3c (4): Utilize dimming, automatic timing and motion sensor technology to reduce lighting levels along streets and at public buildings, while maintaining visibility, safety and security.	City - Operations Services, Utilities, Planning, Building Services	Property Owners, Developers, Light & Power Enterprise Fund
	EE 4c (2): Further integrate floodplain regulations into the planning process to create a more informed public and more disaster-resistant community.	City - Utilities, Planning	Staff Time
	MM 1a (1): Review and update guideline brochure for café railings in the sidewalk right-of-way.	City - Engineering, Planning	Staff Time
Programs	UD 4b (2): Encourage use of preservation tax credits, grants for structural assessments and programs that may incentivize the retention and reuse of historic buildings.	City - Historic Preservation	State & Federal Grants, General Fund
	UD 4c (2): Provide grant opportunities for historic sign rehabilitation or reconstruction.	City - Historic Preservation DDA, Private interests	State & Federal Grants, General Fund
	TP 1a (1): Expand the "Downtown" boundary used in the Pedestrian Improvement Program prioritization process to be consistent with the Downtown Plan boundary.	City - Engineering	Staff Time
	TP 1e (1): Continue to expand car share and bike share in the Downtown area.	City - FC Moves	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
TP 2a (2): Provide high quality, accessible short-term and long-term bike parking to meet current and future needs at businesses/employers and other key destinations. Consider solar lighting components as part of long-term bike parking needs, as applicable.	City - FC Bikes	Transportation Services Fund
TP 2d (2): Develop car share programs throughout Downtown to support employees and visitors.	City - FC Moves, Planning, Parking	Public-Private Partnerships
TP 2j (2): Create a program that provides guard escorts for anyone traveling to or from their parking location.	City - Parking, Planning, DBA	Budgeting For Outcomes
TP 3c (1): Provide information about travel options and parking locations for everyday access to Downtown, as well as for special events (e.g., festivals, CSU games, etc.).	Visit Fort Collins, DBA, City - FC Moves, CSU	Staff Time
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 and property owners. This entity should incorporate initiatives to encourage local spending, sustain existing Downtown businesses, and support small and local businesses.	DBA, Downtown property owners, Downtown business owners, City-Economic Health	DBA, private/business, staff time (for start-up costs); then Special District (self-imposed assessment on commercial property within BID boundary)
ME 1c (5): Further invest in placemaking efforts that enhance Downtown's unique attributes, create vibrant "third places," and provide amenities that help businesses attract talented employees.	City - Planning, DDA, DBA	Budgeting for Outcomes, DDA, DBA, BID (if established), Public-Private Partnership
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 time periods of activity.	DBA	Downtown Business Association, BID
AC 1b (2): Expand public transportation into evening and weekend hours.	City - Transfort	Budgeting for Outcomes



# Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Programs	AC 2a (1): The City of Fort Collins will hire a Director of Creative Industries within the Cultural Services Department with connectivity to the Economic Health Office.	City - Cultural Services	Budgeting for Outcomes
	AC 2a (2): The Office of Creative Industries will be housed in the Creative Community Center in the historic Carnegie building, which is already dedicated to community arts and creative uses. The City will also facilitate centralized resources for the creative industries at that site.	City - Cultural Services	Budgeting for Outcomes
	AC 2b (1): Convene regular meetings of creatives to garner a complete understanding of their needs, identify resources that support those needs, engage creatives in policy discussions, and provide a united voice for the creative community.	City - Cultural Services	Budgeting for Outcomes
	AC 2c (1): Promote the centralization and availability of resources, information, announcements, and opportunities related to the creative industries at the Community Creative Center.	Office of Creative Industries, DBA, DDA, Visit Fort Collins	Staff Time, General Fund, BID
	AC 2d (2): Sponsor and support programs/events that promote entrepreneurs and encourage innovation and collaboration.	Office of Creative Industries, DBA, DDA	Staff Time, General Fund
	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.	DBA, Visit FC, Office of Creative Industries, Creative District	Downtown Business Association
	AC 3b (2): Support and promote the Creative District and its activities that attract entrepreneurs and an educated work force.	DBA, Visit Fort Collins, Office of Creative Industries	General Fund, BID
	AC 3c (1): Support existing and future efforts to create innovative programming and business opportunities Downtown, such as kiosks or pop-up art studios.	DDA, Office of Creative Industries	Budgeting for Outcomes
	AC 5b (1): Evaluate the City's Art in Public Places Program for potential expansion, greater opportunities for artists and increased public engagement.	City - Cultural Services	Staff Time

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
EE 2f (4): Establish integrated pest management practices to reduce pesticide use and runoff and improve environmental health throughout Downtown.	City - Natural Areas, Parks, Stormwater, Planning	Staff Time
MM 1c (1): Convene all interests to develop a trial mobile wayfinding solution, using the Downtown Wayfinding Sign System Document as a unifying guide.	City - Planning, DBA, DDA, Visit Fort Collins	Staff Time, GID; DBA, DDA
UD6a (1): Identify the need for future Downtown parks and recreation services within the Parks and Recreation Policy Plan update.	City - Parks, Planning	Budgeting for Outcomes
UD 6b (1): Create an Urban 'Micro-Space' Design Plan.	DDA	DDA
TP 1c (1): Explore concepts for Complete Street corridors in the next Transportation Master Plan (TMP) update including but not limited to: Howes, Mason, Vine, Maple, Mountain and Walnut (east of College), Magnolia and Canyon (building off the design in Urban Design section). Emphasize biking, walking, and transit elements, as well as safety improvements for all users.	City - FC Moves, Traffic Operations, Engineering	Transportation Services Fund
TP 1e (3): Explore ways to support ride share activity Downtown.	City - FC Moves, Planning	Staff Time
TP 1f (1): Building off the Bicycle Master Plan, prioritize key corridors to improve both north-south and east-west bicycle connections (e.g., Magnolia, Laporte). Coordinate with the Transportation Master Plan update (planned for 2017-2018).	City - FC Moves	Transportation Services Fund
TP 1g (1): Develop a scope and budget for a Downtown Circulator as part of the biennial City budget process.	City - Transfort	Staff Time
TP 1g (2): Perform an analysis of future circulator performance, including ridership, using Transfort's transit model.	City - Transfort	Staff Time
TP 1h (2): Perform an analysis of future performance of Downtown transit routes, including ridership, using Transfort's transit model.	City - Transfort	Staff Time
TP 1h (3): Update funding recommendations in the Transfort Strategic Operating Plan to reflect proposed enhancements.	City - Transfort	Staff Time



# Short-Term Actions (2019-2020)

Action Items		Responsibility	Potential Funding
Plans & Studies	TP 1i (1): Develop station area plans for all MAX stations.	City - Transfort	Federal Grant
	TP 2a (1): Develop a bike parking management plan, including monitoring rack condition/usage, managing abandoned bikes, design guidelines, potential land use code updates, guidelines for on-street bike parking and for long-term (secure covered) parking. Balance parking needs with maintaining a clear area for pedestrians.	City - FC Bikes	Staff Time
	TP 2b (1): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other parking technologies such as pay by phone), identify implementation area and develop a comprehensive stakeholder education and communication plan.	City - Parking, Planning, DBA, DDA	General Fund
	TP 2d (1): Create a Transportation Demand Management (TDM) program and TDM Plan.	City - FC Moves, Planning, Transfort, DDA, DBA	Budgeting for Outcomes
	TP 2j (1): Identify and inventory gaps in safety in parking structures and surface parking. This should include secluded areas, limited access areas and poorly lit areas.	City - Parking, Planning	Staff Time
	TP 3a (2): Develop a comprehensive, integrated mobile app ("Downtown at a Glance") that provides information for different modes of travel and parking availability (including street closures and construction information).	City - FC Moves, Transfort, Parking, IT	Budgeting for Outcomes
	ME 1e (1): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed-use buildings or that could be prime employment sites. Identify and address barriers to redevelopment of these sites.	City - Planning, Economic Health	Budgeting for Outcomes
	ME 1f (5): Inventory and monitor the types and prices of housing Downtown; analyze the affordability of existing Downtown housing.	City - Planning, Social Sustainability, Economic Health	Staff time
	ME 2b (4): Analyze the rate of the City's occupation tax and the procedures for distributing the revenues generated to better support Downtown's maintenance and policing needs.	City - Finance	Staff Time

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding	
AC 3a (1): Engage the creative community in co-creating updated Cultural Plans expected in 2017-2018.	City - Cultural Services	Budgeting for Outcomes	Plans & Studies
AC 3a (2): Further examine the feasibility of new venues, including an 1800 – 2200 seat performing arts center Downtown, which was the highest priority in the previous Cultural Facilities Plan.	City - Cultural Services	Budgeting for Outcomes	
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, broadband internet, streetscape enrichment, Nature in the City, bike and pedestrian improvements).	City - Utilities, Engineering, Streets, Stormwater	Staff Time	
EE 4d (2): Determine an equitable financing mechanism for upgrading smaller, deteriorated public water and sewer lines.	City - Utilities	Staff Time	Capital Projects
UD 5b (1): Construct the Jefferson Street Streetscape Enhancements project.	City - Engineering	General Improvement District/CDOT/Federal	
UD 7a (1): Develop a final engineering and landscape design for the Riverside (Mulberry to Mountain) Streetscape Improvements.	City - Engineering	General Improvement District/CDOT/Federal	
TP 1a (6): Implement a more fine-grained pedestrian network through the use of safe and clear connections (e.g., alleys, other midblock connections).	City - Planning, FC Moves, DDA	KFCG, CCIP, DDA	
TP 1f (2): Identify and construct intersection improvements that are beneficial for cyclists (e.g., in the Loomis, College corridors), as funding allows.	City - FC Bikes, Traffic Operations, Engineering	Budgeting for Outcomes, State and Federal Grants	



# Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Capital Projects	EE 1b (1): Support implementation of the projects and priorities identified in the Poudre River Downtown Master Plan, such as the Poudre River Heritage Walk, river restoration projects, pedestrian connections and the Poudre Whitewater Park.	City - Park Planning, Parks, Natural Areas, Utilities, Planning, Engineering	Budgeting for Outcomes, CCIP, Dedicated Sales Tax, State & Federal Grants, Other
	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.	City - Park Planning, Parks, Natural Areas, Planning, Engineering, Private Development	BFO, CCIP, Dedicated Sales Tax, State & Federal Grants, Developers, Other
	EE 2g (5): Include EV charging and car sharing stations in new and existing public parking garages. Identify additional locations for EV parking areas and charging stations.	City - FC Moves, Parking Services, Utilities	Public-Private Partnership, Private/ Business, Budgeting for Outcomes
	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	Budgeting for Outcomes
	EE 4a (4): Work with private sector companies and public agencies to test new wireless telecommunication and internet systems Downtown, as appropriate.	City - Utilities, Engineering, Private Partners	Public-Private Partnerships
Monitoring & Evaluation	TP 1m (1): Regularly compile and analyze signalized intersection counts by mode, transit ridership, as well as safety data.	City - Traffic Ops, FC Moves, Transfort	Staff Time
	TP 1m (2): Compile travel survey data (e.g., from ClimateWise, etc.).	City - FC Moves, Utilities	Staff Time
	TP 1m (3): Establish mode split baseline.	City - FC Moves	Staff Time
	TP 2e (1): Work with the DDA to develop an inventory of private lots, including occupancy, rate and lease information.	City - Planning, Parking, DDA	Staff Time
	ME 1h (2): Identify key metrics and data sources and create a Downtown-specific economic dashboard to evaluate and monitor Downtown's economic health.	City - Economic Health, DBA, DDA	Budgeting for Outcomes

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding	
EE 2b (2): Develop a coordinated energy benchmarking and data transparency program based on the EPA Portfolio Manager system to track electric and natural gas usage for Downtown businesses and help customers leverage their energy score as an added value for improvements. Require participation for buildings larger than 20,000 square feet (short term) and consider requiring for smaller buildings (longer term).	City - Environmental Services, Utilities, CSU, Private Partners	Budgeting for Outcomes, Staff Time	Monitoring & Evaluation
UD 5b (3): Clarify the strategy for design and construction of right-of-way encroachments, including street furniture, paving treatments, planters, landscaping and similar improvements.	CDOT, City - Utilities, Utility Providers	Staff time	Coordination
UD 5e (1): Uphold adopted Access Management Plans for state-controlled streets Downtown and amend Article 3 of the Land Use Code to ensure that all site, parking area design and engineering standards match the intent of this policy.	City - Planning	Staff time	
TP 1h (1): Assess existing ridership and develop strategies for implementing additional service and service changes through the Transit Master Plan update (planned for 2017-2018).	City - Transfort	Staff Time	
TP 1i (2): Identify funding mechanisms for joint development/shared use opportunities (e.g., public/private partnerships).	City - Transfort	Public-Private Partnerships	
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	Staff Time	
ME 1e (3): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.	City - Economic Health, Social Sustainability	Staff time	



# Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Coordination	AC 1a (1): Create formal and informal partnerships among organizations involved with arts and culture such as Colorado State University, Poudre School District, philanthropic organizations, art advocates, Downtown Development Authority, Downtown Business Association, City of Fort Collins, affinity groups (outdoor, craft spirits, tech) and traditional industries (healthcare, agriculture).	Office of Creative Industries, DDA, Art Organizations	Staff Time
	AC 1c (1): Consult with the creative industries to consider potential impacts and to gain insights when making decisions on investment and regulations.	Office of Creative Industries	Staff Time
	AC 1c (2): Engage artists and creatives in policy creation and decision making to leverage their creative problem-solving skills.	City - Cultural Services, DDA	Staff Time
	AC 2b (2): Once hired, the Director of Creative Industries will support and facilitate the Creative Industries Partnership.	Office of Creative Industries	Staff Time
	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.	Office of Creative Industries	Staff Time
	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, especially as it relates to achieving the community's climate action goals. 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.	City - Utilities, Engineering, Streets, Stormwater, Planning, DDA, DBA, CSU, Places of Invention Innovators' Network, Private Partners	Staff Time
	MM 3a (1): Publish and share frequent, coordinated information about efforts to address homeless-related issues.	Homeward 2020, DDA/DBA, City - City Manager's Office, Social Sustainability	Staff Time, Foundations, DDA, DBA

# Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
MM 3c (1): Implement, monitor, and shape the Homeward 2020 program in collaboration with all service providers and other interests.	Homeward 2020, City - City Manager's Office, Social Sustainability	General Fund, Foundations
MM 4a (1): Convene all funding sources to evaluate current and future budgetary issues, considering likely expansion of services (e.g., Campus North, Canyon, Lincoln, Innovation Subdistrict, and qualitative enhancements).	City - Parks, DDA, Planning	Staff Time
MM 4b (2): Revisit and confirm preliminary findings of suitability of Streets Facility property for current and future space and operational needs.	City - Parks, Operations Services, Streets Dept.	Staff Time
MM 4b (3): Identify and pursue an appropriate budgeting strategy.	City - Parks, Operation Services, City Manager's Office	Staff Time
MM 4d (1): Review the Downtown Plan with Parks staff and related interests to identify appropriate programs, funding sources and budgeting approaches to each Subdistrict.	City -Planning, Parks	Staff Time
MM 6b (1): Conduct conceptual BID reconnaissance effort with potentially interested property owners, and explore potential functions and boundaries.	DBA, DDA, City - Economic Health	DBA, Staff Time, DDA

Coordination



# Mid-Term Actions (2021-2028)

## Action Items

## Responsibility

## Potential Funding

### Regulations & Guidelines

UD 1a (2): Establish guidelines for character subdistrict improvements that support the unique identity of the subdistrict.

City - Planning

Budgeting for Outcomes

TP 1n (3): Explore options to reduce drivers "rolling coal."

City - Traffic Operations, Police

Staff Time

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

Staff Time

ME 1c (4): Support the development of larger floorplate office and commercial spaces to attract incubator graduates and growing primary employers.

City - Economic Health, DBA, DDA, SBDC, Chamber

Budgeting for Outcomes

ME 1d (1): Encourage the development of small-format retail spaces in infill and redevelopment projects to provide opportunities for unique shopping options, creative studio/gallery spaces, and other small-scale retail uses.

City - Planning, DDA

Budgeting for Outcomes

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

City - Planning

Budgeting for Outcomes

ME 1f (3): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown.

City - Planning

Budgeting for Outcomes

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 Facilities, City - Operation Services, Planning

Budgeting for Outcomes

ME 3a (1): Develop new policies and modify current policies, procedures and practices to reduce and resolve barriers to compatible 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 respects and maintains existing character.

City - Planning, Historic Preservation, Engineering, Building Services, Utilities

Budgeting for Outcomes

# Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding	
EE 2f (2): Require radon testing and mitigation for new residential development, redevelopment, and remodels. Consider requiring testing and mitigation for commercial development projects.	City - Environmental Services, Building Services	Staff Time	Regulations & Guidelines
EE 4e (1): Encourage use of the Net Zero Water Planning Toolkit by property owners and developers to evaluate water footprints for properties, identify opportunities to reduce water demand and help property owners save on utility costs.	City - Utilities, Planning, Environmental Services	Staff Time	
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.	City - Planning, Transfort, DDA	Budgeting For Outcomes	Programs
AC 1b (3): Consider a "cultural sites trolley" that can circulate around Downtown to the various cultural facilities.	City - Transfort, DDA, DBA	Budgeting for Outcomes	
AC 4a (1): Inventory existing spaces and buildings that could be used for affordable start-up, live and/or work space and invest in public-private partnerships to develop new affordable creative spaces.	City - Economic Health, DDA, Office of Creative Industries	Budgeting for Outcomes, Downtown Development Authority	
AC 4b (2): Explore the use of flexible funding streams for arts, cultural and creative uses.	City - Economic Health, DDA, Organization of Creative Culture	Staff Time	
AC 4b (3): Provide data/information to developers and landlords on the value of retaining a mix of creatives in Downtown.	Office of Creative Industries, Culture Services, DBA	Staff Time	
AC 5a (1): Inventory micro-urban space such as alleys, parking lots, and other utility areas to incorporate art and develop public and/or private art programs for those spaces.	Organization of Creative Culture, DDA	Budgeting for Outcomes	



# Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Programs	EE 2b (1): Develop informational and educational resources on clean energy (solar, geothermal, hydropower, wind or other technologies) that acknowledge the unique constraints and opportunities Downtown.	City - Utilities, Environmental Services, Historic Preservation, Planning, Economic Health, DDA	Budgeting For Outcomes, Staff Time
	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.	City - Utilities, Environmental Services, FC Moves	Budgeting For Outcomes, Staff Time
	EE 2g (4): Explore opportunities for block or district-scale electric vehicle (EV) programs.	City - FC Moves, Parking Services, Utilities, Environmental Services, DBA	Public-Private Partnership, Private/ Business, Staff Time
	EE 2g (6): Identify partnership opportunities for providing real-time EV charging station availability information.	City - FC Moves, Parking Services, Environmental Services, Utilities	Public-Private Partnership, Budgeting For Outcomes
Plans & Studies	TP 1a (5): Evaluate pedestrian bulb-outs to enhance walkability and reduce crossing distance at key intersections.	City - FC Moves, Engineering	Staff Time
	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.	City - FC Moves, Traffic Ops, Engineering	Staff Time
	TP 1n (4): Pursue more efficient ways of managing deliveries Downtown.	City - Traffic Operations	Staff Time
	TP 2f (2): Research and identify preferred vendor and meter type (e.g., single- space or multi-space; pay by space, pay by license plate; cell phone only).	City - Parking, Planning	General Fund
	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	General Fund

# Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
TP 2f (4): Identify implementation area and develop a comprehensive stakeholder education and communication plan.	City - Parking, Planning	Staff Time
TP 2f (5): Identify specific use of revenue generated from on-street paid parking fees that support City policies.	City - Parking, Planning	Staff Time
TP 2g (1): Identify conditions that warrant the development of new parking structures.	City - Parking, Planning, Economic Health	Staff Time
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, on-street paid parking, and other creative fundraising techniques such as memorial bricks and advertising rights.	City - Parking, Planning	Budgeting For Outcomes
TP 2g (3): Explore development of parking structures to encourage primary employment on the fringes of Downtown.	City - Parking, Planning, Economic Health	Staff Time
TP 2i (1): Create a comprehensive regulation document for public parking facilities (on street and structured) in Downtown.	City - Parking, Planning	Staff Time
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.	City - FC Moves, Parking, Planning,	Staff Time
TP 2k (1): Begin conversation in the City Plan and Transportation Master Plan update planned for 2017- 2018.	City - Transfort, Parking	Budgeting for Outcomes
ME 1e (2): 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.	City - Planning	Budgeting for Outcomes



# Mid-Term Actions (2021-2028)

## Action Items

## Responsibility

## Potential Funding

### Plans & Studies

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, City -  
Economic Health

Budgeting for  
Outcomes,  
DDA, General  
Improvement  
District

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.

City - Planning,  
Economic Health

General  
Improvement  
District

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

City - Economic  
Health, DDA

Budgeting for  
Outcomes

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.

City - Planning

Budgeting for  
Outcomes

EE 2b (8): Identify obstacles and opportunities to support the development of public and/or private district energy, combined heat/power, smart grids, demand response systems, a zero energy district and other energy innovation projects in the Downtown area.

City - Utilities, DDA,  
Environmental  
Services, Private  
Partners

Staff Time, BFO

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

City - Building,  
Planning,  
Environmental  
Services

Staff Time

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

City - Utilities,  
Environmental  
Services, FC Moves

Budgeting For  
Outcomes, Staff  
Time

# Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding	
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).	City - FC Moves, Planning, Utilities	Budgeting For Outcomes, Public-Private Partnership	Plans & Studies
EE 3d (2): Identify possible locations acceptable for limited food production in strategic locations along the Poudre River and throughout Downtown.	City - Natural Areas, Parks, Park Planning, Stormwater	Staff Time	
MM 2a (2): Continue to seek and support initiatives, programs and staffing to build proactive relationships and understanding regarding related issues, and assist in reducing conflicts in public space related to disruptive behavior (see also Policy MM 3b).	City - Parks, Natural Areas	Staff Time	
TP 1b (2): Implement multi-modal intersection-related improvements identified in TP 1b (1), including identifying and pursuing funding within the larger citywide project prioritization process.	City - FC Moves, Traffic Ops, Engineering	Budgeting for Outcomes, KFCG, CCIP	Capital Projects
TP 1d (1): Construct the full design of the Lincoln Corridor Plan.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District	
TP 1d (2): Update and implement the Riverside Access Control Plan, building on the Jefferson Street Design and the with updated design from Downtown Plan; see the Entryway Corridor Subdistrict section on page 213.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District	
TP 1d (3): Implement the Jefferson Street Design.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District	
TP 1j (1): Design and construct potential access improvements for buses, particularly for exiting off Maple and turning south onto Mason.	City -Transfort, Traffic Operations, FC Moves	Budgeting for Outcomes	



# Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Capital Projects	TP 1j (2): Design and construct potential access improvements for cyclists and pedestrians.	City - Transfort, Engineering, Traffic Operations, FC Moves	Budgeting for Outcomes
	ME 1c (3): Invest in the physical assets (sidewalks, utilities, buildings) necessary to support entrepreneurship in parts of Downtown that currently lack adequate physical infrastructure.	City - Planning, Economic Health, DDA, Utilities	Community Capital Improvement Program (BOB 2.0), State & Federal Grants, DDA, GID, private/business, Public/Private Partnership
Monitoring & Evaluation	TP 2b (2): Develop strategies to provide parking utilization data to the public in both online and mobile application form.	City - Parking Services, CPIO	General Fund
	ME 1h (1): Anticipate potential impacts of the sharing economy (i.e., car share, short-term rentals) and ensure that policies for land use, municipal regulation, and economic development are reviewed as needed.	City - Planning, Economic Health	Staff Time, Budgeting for Outcomes
	ME 1h (3): Update market conditions and trend analyses every five years and make appropriate adjustments to the Downtown Plan and key metrics.	City - Economic Health, Planning	Budgeting for Outcomes
Coordination	EE 2a (3): Partner with CSU's Eco-District initiative to test and demonstrate innovative and sustainable projects in the Downtown, potentially including a zero energy district.	City - Environmental Services, Utilities, Planning, CSU	Staff Time, Research Grants, Public-Private Partnerships
	TP 1g (3): Identify and pursue potential Downtown Circulator funding partnerships (see also AC 1b (3)).	City - Transfort	Staff Time
	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	Staff Time

# Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
ME 1b (2): Work with existing Downtown businesses that are interested in relocation; facilitate opportunities for adaptive reuse and redevelopment.	City - Economic Health	Staff time
ME 1f (2): Support reform of the construction defects claim legislation to encourage development of for-sale condominiums.	City - Economic Health	Staff time
ME 1f (4): Public-private partnerships should be used to achieve key community objectives, including parking, sustainable design, and affordability.	City - Social Sustainability, Economic Health	Public-Private Partnerships
ME 2a (2): Educate the public and stakeholders in the City organization about the impact of investments that have been funded through TIF resources.	City - Economic Health, DDA	Staff Time
AC 3a (3): Support the creation of a community-centered use in the Car Barn	City - Economic Health	Budgeting for Outcomes
AC 4a (2): Support and promote existing creative spaces, both public and private, so they remain a resource for creative industries.	City - Economic Health, DDA, Office of Creative Industries	Staff Time
MM 2a (4): Identify opportunities to increase recreational use of parks and natural areas where concentrations of illegal activity and encampments are a problem, to provide higher visibility and make spaces more family-friendly (e.g., disc golf course in Gustav Swanson Natural Area).	City - Parks, Police	Staff Time
MM 4a (2): Prepare a report for City Council and others summarizing key budget forecast issues to inform biennial budgets and the programming of new improvement projects.	City - Parks, DDA	Staff Time
MM 4c (1): Ensure that aging improvements (e.g., trees and plants, special paving, planter walls, pedestrian lights, street furnishings, holiday lights infrastructure, irrigation, fountains) are maintained by responsible parties.	City - Parks, Planning	Staff Time
MM 4e (2): Work with haulers to explore cleaning, maintenance and litter clean-up as part of their service for enclosures.	City - Environmental Services., DDA, Parks, Business	Staff Time

Coordination



# Mid-Term Actions (2021-2028)

Action Items		Responsibility	Potential Funding
Coordination	MM 4e (3): Provide educational information and signage regarding waste reduction, waste management and recycling.	City – Environmental Services, DDA, Parks, Planning, Private/Business	Staff Time
	MM 4e (4): Work with individual property owners to reduce waste, coordinate with neighbors on waste collection and utilize best practices for waste management.	City – Environmental Services, DDA	Staff Time
	MM 4e (5): Explore reducing the frequency of large waste vehicles Downtown by identifying opportunities for shared resources, coordinated collection schedules, single-provider contracts, bicycle-based recycling and food waste collection, and other actions.	City – Environmental Services, DDA, Private/Business	Staff Time
	MM 4e (6): Explore options and technology for year-round drinking fountains to reduce beverage container waste.	City - Parks, Environmental Services	Staff Time
	MM 6b (2): If a base of initial support emerges, explore a public deliberation process to discuss BID concepts and potential suitability for Downtown or parts of Downtown.	DBA, DDA, City - Economic Health	DBA, Staff Time, DDA

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# Ongoing Actions

## Action Items

## Responsibility

## Potential Funding

### Regulations & Guidelines

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

City - Planning

Staff Time, New Development

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, Stormwater

Staff Time

EE 1b (2): Continue to ensure new development creates an adequate transition between Downtown and the river, with special consideration for avoiding negative impacts of development projects on the aesthetics and character of the Poudre River.

City - Planning

Staff Time

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

City - Planning, Utilities, Natural Areas, Environmental Services

Developers, Private/ Business, DDA

EE 2d (2): Promote green building practices that support community goals when providing public financing for new development or redevelopment projects (e.g., LEED, Energy Star, Living Building Challenge, WELL Building and Net Zero Energy Building strategies).

City - Planning, Building, Economic Health, DDA

Staff Time

EE 3a (2): Incorporate pocket parks, plazas, courtyards, safe children's play areas, green roofs, living walls, and opportunities to enjoy nature into new development, existing properties (public and private), streetscapes, alleyway improvements and other projects.

City - Planning, DDA, Parks, Engineering, Natural Areas

Developers, DDA, Budgeting For Outcomes

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

City - Planning, Parks, Engineers, Natural Areas, DDA

Developers

EE 3a (4): Incorporate setbacks or varied edges into large infill buildings to create a green edge and publicly accessible gathering spaces where appropriate for the context and desired character of a block or subdistrict, while considering any impacts to affordability of development projects.

City - Planning, Parks, Engineers, Natural Areas, DDA

Developers

# Ongoing Actions

Action Items	Responsibility	Potential Funding
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.	City - Planning, Forestry	Developers, Budgeting For Outcomes
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.	City - Utilities, Planning, Building Services	Staff Time
EE 3d (1): Encourage the planting of fruit trees as part of new development projects when appropriate, as determined by Forestry and other City departments.	City - Planning	Developers
EE 4b (1): Continue to require and encourage best practices for Low-Impact Development (LID) as part of all new development to reduce the amount of runoff and improve stormwater quality.	City - Utilities, Engineering, Planning	Staff Time
EE 4c (1): Continue to require new development and redevelopment be protected from flood damage by complying with floodplain regulations in Chapter 10 of the Municipal Code.	City - Utilities	Staff Time
EE 4e (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.	City - Utilities, Planning	Staff Time
TP 1a (2): Continue to implement the Pedestrian Improvement Program, including identifying potential improvements in coordination with the Street Maintenance Program (SMP) and other capital project opportunities.	City - Engineering, Streets	KFCG*, CCIP*
TP 1a (3): Continue to update ramps at intersections to make pedestrian pushbuttons accessible for people using mobility devices.	City - Engineering	CCIP*
TP 1a (4): Continue to implement Leading Pedestrian Intervals at appropriate Downtown intersections.	City - Traffic Operations	Staff Time

Regulations & Guidelines

Programs



# Ongoing Actions

## Action Items

## Responsibility

## Potential Funding

### Programs

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

City - Transfort

General Fund, Grants, and support from other communities and transportation agencies in the region\*

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

City - Transfort, Engineering

Budgeting for Outcomes

TP 3a (1): Expand the use of real-time bus arrival information to additional bus stops (e.g., for the proposed Downtown Circulator in TP 1g), and identify opportunities for improved communication of other transit information.

City - Transfort

Budgeting for Outcomes

TP 3b (2): Continue to implement the Bicycle Wayfinding Plan.

City - FC Bikes

Transportation Services Fund\*

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

Visit Fort Collins, DBA, City - FC Moves

Staff Time

ME 1c (1): 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.

City - Economic Health

Budgeting for Outcomes

ME 1d (2): Support and develop programs that encourage residents to spend dollars locally.

City - Economic Health, Planning, DBA, DDA

Budgeting for Outcomes, DBA, BID (if established)

AC 1a (2): Develop a creative industries partnership to engage all creatives and advance the industries. Build the partnership's role in arts, culture and creativity at the city, state, national and international levels.

City - Economic Health

Budgeting for Outcomes

# Ongoing Actions

Action Items	Responsibility	Potential Funding
EE 2a (1): Create ongoing awareness about climate action and encourage community members to suggest and demonstrate local ideas that support greenhouse gas reduction and sustainability goals. Sustainable projects should be visible and/or accessible to the public to celebrate innovation and provide educational opportunities.	City - Environmental Services, Utilities	Budgeting For Outcomes, Staff Time
EE 2b (5): Ensure that opportunities to produce and utilize clean energy are available and affordable to all businesses, property owners and tenants, regardless of business size or socioeconomic status. Explore solutions that allow multiple tenants and condominium owners to produce and utilize clean energy in shared buildings, both residential and commercial.	City - Utilities, DDA, Private Partners	Staff Time
EE 2d (1): Support green building projects that exceed minimum code requirements through incentives, rebates, technical assistance and other initiatives. Work with developers, lenders and property owners to overcome the perception that green building practices cost more than traditional building techniques.	City - Planning, Building, Environmental Services, Utilities	Staff Time, Budgeting For Outcomes
EE 2d (3): Encourage developers and property owners to utilize the City's Integrated Design Assistance Program. Provide technical assistance and education on the benefits and business case for green building practices. Emphasize green building practices for both existing and new buildings that improve long-term affordability and financial returns for property owners and tenants.	City - Utilities, Planning, Environmental Services	Staff Time
EE 2f (1): Strongly encourage best practices to detect, prevent 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. Encourage the design, construction and operation of buildings that meet WELL Building standards or similar measures of superior indoor environments.	City - Environmental Services, Utilities, Building Services	Staff Time



# Ongoing Actions

	Action Items	Responsibility	Potential Funding
Programs	EE 4c (3): Continue to work with stakeholders to educate the community on flood safety and property protection techniques.	City - Utilities	Staff Time
Plans & Studies	TP 1n (2): Pursue ways to mitigate train horn noise.	City - Traffic Operations, City Manager's Office	Staff Time
	ME 2b (2): Create and maintain an inventory of prioritized public improvement needs for the entire Downtown Plan area. Ensure that implementation of public improvements is distributed throughout the Downtown subdistricts as appropriate.	DDA, GID, BID (if created)	Budgeting for Outcomes, General Improvement District, DDA
	EE 2b (4): Identify buildings and sites with the greatest and most effective opportunities to integrate photovoltaic and solar thermal systems, including self-storage, warehouses, large office buildings, and other uses with suitable roof space. Create education, incentives, rebates, demonstrations, and partnership opportunities to facilitate participation.	City - Utilities, Private Partners	Staff Time, Budgeting for Outcomes
	EE 4d (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	Staff Time
Capital Projects	AC 5a (2): Program "convertible" streets that can be used for art events (Canyon Avenue, 200 block of Linden and 200 block of Howes).	Organization of Creative Culture, DDA, City - Planning	Budgeting for Outcomes
	EE 2a (4): Showcase art, clean energy, and nature together through Art in Public Places projects and other artistic installations.	City - Art in Public Places, Utilities, Natural Areas	Art in Public Places Fund
	EE 2b (6): Develop subdistrict- or community-scale solar gardens that are available to both business and residential subscribers. Consider installation on top of parking garages, sites with limited development potential and other suitable sites.	City - Utilities, Private Partners	Public-Private Partnerships, Business, Budgeting for Outcomes, Subscribers/Ratepayers

# Ongoing Actions

Action Items	Responsibility	Potential Funding	
EE 4a (3): Seek private and other creative funding sources for innovative capital projects that support multiple sustainability goals.	City - Sustainability Services, Utilities, Engineering, City Manager's Office, Places of Invention Innovators' Network, Private Partners	Staff Time	Capital Projects
TP 1n (1): Use crash data to monitor, evaluate, and identify potential improvements on an ongoing basis.	City - Traffic Operations, Police	Staff Time	Monitoring & Evaluation
EE 1a (1): Evaluate the impacts of water supply storage and delivery projects on the aesthetics, ecological functions and natural character of the river.	City - Utilities, Natural Areas, Planning, Environmental Services	Staff Time	
MM2a (3): Evaluate local efforts and best practices from other cities (e.g., Street Outreach Team; Give Real Change campaign; Homeward 2020; Ambassador/Host Program) to inform the ongoing solutions in Fort Collins.	Funders, Service Providers, City - City Manager's Office, Social Sustainability	Staff Time, Foundations/Philanthropy/Non-Profits, General Fund	
TP 1f (3): Continue to coordinate with the Street Maintenance Program (SMP) and other capital projects to add/improve bicycle facilities when opportunities allow.	City - FC Bikes, Streets, Traffic Operations	Budgeting for Outcomes, State and Federal Grants	Coordination
TP 1n (5): Continue coordinating with CSU to manage the impacts of large university-related events on Downtown.	City - Traffic Operations, Police, CSU	Staff Time	
ME 1c (2): Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation and recruitment of start-ups, maker spaces, artisan manufacturing, and other businesses that bring jobs and import income or dollars to the community.	City - Economic Health, DDA, DBA	Staff time	
ME 1d (3): Support the retention and recruitment of retailers and 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.	DBA, City - Economic Health	Staff time	



# Ongoing Actions

## Action Items

## Responsibility

## Potential Funding

### Coordination

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

City - Economic Health, DBA, DDA

Staff time

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

Neighborhood Services, Organization of Creative Culture, Cultural Services

Staff Time

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

Staff Time

EE 2b (3): Explore a variety of funding sources and creative financing mechanisms to promote clean energy production Downtown, including public-private partnerships, Colorado Commercial Property Assessment Clean Energy (C-PACE), DDA incentives, attracting private investment such as the Solar Power Purchase Program, or other appropriate mechanisms.

City – Environmental Services, Utilities, DDA, DBA, CSU, Private Partners

Staff Time

EE 2b (9): 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.

City - Economic Health, Environmental Services, Utilities, CSU

Staff Time

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

Office of Creative Industries, DDA, Art Organizations

Public-Private Partnership, State and Federal Grants, Private/ Businesses

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. Major capital projects planned to remove structures from the floodplain and mitigate potential flood risks in the Downtown area include the Downtown River District (Jefferson/Pine) and Magnolia Outfall.

City – Engineering, Utilities, Natural Areas, Parks, Planning

Staff Time

# Ongoing Actions

Action Items	Responsibility	Potential Funding	Coordination
MM 2c (1): Continue open exploration of issues and possible new locations for a D1 Substation, with collaboration among affected City departments and other key interests.	City - Police, Operations Services	Staff Time	
MM 4e (1): Research and share information about urban solutions for 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.	City, DDA, Business	Staff Time	



# Section 5: Appendices







Appendix A: SWOT Analysis

Appendix B: Meetings & Event Log

Appendix C: Online Questionnaire #1

Appendix D: Online Questionnaire #2

Appendix E: Online Questionnaire #3

Appendix F: History Timeline

Appendix G: Parking Community Dialogue

Appendix H: Downtown Market Assessment



# Appendix A

## Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

A SWOT analysis was used as the primary tool in Phase 1 of the Downtown Plan to build an understanding of the strengths, weaknesses, opportunities, and threats facing downtown – currently and looking to the future. The following definitions were used for guidance:

- Strengths: Characteristics of the downtown (and relevant organizations) that could help achieve the desired vision or goals for the area.
- Weaknesses: Characteristics of the downtown (and relevant organizations) that could interfere with achieving the desired vision or goals for the area.
- Opportunities: External factors or forces that could help achieve the desired vision or goals for the area.
- Threats: External factors or forces that could interfere with achieving the desired vision or goals for the area.

The following summary provides a compilation of the strengths, weaknesses, opportunities, and threats identified by working group members, stakeholders, and attendees at public outreach events. In many cases, participants discussed common themes or topics that related to more than one topic area.

## Arts & Culture Strengths

### ***Art in public places***

- Art in public places (murals, pianos, transformers, street performers)
- Incorporation of public art and in businesses (coffee shops)
- Informal arts – pianos, etc.
- The use of alleyways for art (+1)
- Pianos to be used by everyone
- Alleyway projects (UD)

### ***Atmosphere/Character***

- Inviting character of space
- The atmosphere
- Street atmosphere
- Family-oriented
- Vibrancy
- Vibrant
- Something for everybody –

feels like a small town with big city amenities

- Downtown is a unique experience; one is constantly discovering new things.
- Focus on youth
- Place for children; a place of energy
- Culture
- Bikeability and culture (TP)
- Bike-centrism (as culture, as much as transportation) (TP)
- TRAIN! Like the train. Celebrate the train. (TP)
- Overall Culture and Energy
- Generally, high quality exists now, to be maintained and expanded upon
- Love watching people
- Vibe (culture history)
- Character of historic district
- Historic. Beauty. Community

mix, with the neighborhoods connected and close. People can bike to us.

- Historic fabric through which the rest develops – a robust juxtaposition of historic and “hip”
- Historic structures and urban design (UD)
- Like all the people. CSU, Homeless, Okay.

### ***Destinations/Venues***

- Art and music venues
- Lincoln Center
- New Fort Collins Museum of Discovery (learning, community)
- Breweries
- Oak Street Plaza – a child space
- Outdoor gathering places

- (e.g., Oak Street Plaza)
- Hidden spaces (alley)
- Old Town Square
- Dining, nightlife, festivals, venues
- Keep the Global Village Museum (200 W. Mountain) – City is looking to try and sell that building. Want to keep it a part of Fort Collins, big part of the community. Only international museum in the State of Colorado
- Downtown events
- Events that feature art
- First Friday
- Quantity and quality of festivals and events
- DDA and DBA, events and funding source
- Activity: Skating. Fountain. Playground is great. Children's things. Music. Family things.
- Festivals
- Events invigorate the space
- Great Plates
- Summer concerts are amazing
- FoCoMX

- New West Fest
- Festivals like New West Fest and First Friday
- FoCoMX, New West Fest are events that should stay

#### ***Economy/Creative District***

- Talented Artists/Musicians
- Creativity, craftsmanship, entrepreneurship
- Strong economy - supportive businesses
- Creative businesses
- Various artist incubators/ galleries
- Innovative businesses (brewery-tech-art-music)
- Representation of different income brackets
- Entertainment, bringing business component
- Demographics - lots of millennials, young demographic living/working
- Significant pedestrian traffic
- Proximity to CSU
- Established cultural epicenter
- Tourist Destination
- Ability to hang out – inclusivity
- Mix of public and private

ownership

- Eclectic Stores

#### ***Nature/Outdoor Space***

- Proximity to river and natural public spaces (EE)
- Outdoors (EE)
- Beautiful flowers/plants (DM)
- Flowers and twinkle lights (DM)

#### ***Performing Arts***

- Entertainment located in area
- Music
- We love music in the square and the historic feel!
- A Capella! [a barbershop quartet was singing nearby]
- The music and closeness of the community
- Magic John
- Love live music
- We need to keep Streetmosphere and Beet Street. They are the cultural icons of the city in my opinion.

#### ***Other***

- Playing Modest Mouse
- ROYGBIV Atmosphere/ Character

## **Arts & Culture**

### ***Weaknesses***

- Violence from late night patrons
- Scaring off families and more seasoned individuals due to late night shenanigans
- Restrictions that prevent "hanging out"
- Limitations on inclusivity

#### ***Destinations/Venues***

- No flagship venue
- Need a good solid event location venue. Have been using Civic Park, Washington Park, Legacy Park not ideal. No infrastructure to support. Barely large enough for some

events. Legacy Park requires bringing everything in.

- Art – feels like it's getting thin on galleries. Need a space for artists to be able to be and work at low cost. Possibly provided by City if necessary to keep it affordable.



### ***Downtown events***

- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key issue for the new DBA to discuss and clarify.
- Issues with drinking at events
- [Need] Afterhours/ comprehensive transportation to get to events
- Early MAX transit shutdown (TP)
- [Need] East/west public transit connections (TP)
- Winter-lack of drive by patrons, lack of marketing to get people to events
- How many festivals is too many? Fatigue...
- Events tipping point. Not sure what that is. Event fatigue is already an issue.
- Tension between business, breweries, and events
- Lodging [lack of] (ME)
- Carnival rides at New West Fest are often not local – should be restricted to local vendors (DM)

- Tour de Fat significantly hurts Farmers Market on "trifecta" (peaches, pears, apples) weekend (other events have little effect) (DM)
- Lack of parking, management of assets (TP)

### ***Economy/Creative District***

- High cost (rent for business and housing)
- Rising commercial values and rental pricing
- Expensive storefronts
- Lack of Creative office space
- Affordable housing [need for]
- Lack of funding
- Tons of underpaid creatives (music, theatre, visuals)
- Artists/musicians aren't staying here
- Invites economic activity over social/cultural space
- Perception of art as a means to an end (donations)
- Ego shields reality for working artists
- Lack of population to amass support
- Under-employment (7th in the nation)
- Hispanic and diverse communities don't come downtown
- Diversity
- Little cultural diversity

### ***Performing arts***

- Difficult to support arts (music via door/ticket)

### ***Policy and Organization***

- Arts council dissolved
- No umbrella, a cultural group (arts council)
- Drama and DBA- need strong leadership and collaboration
- Isolated groups overlap or not working together
- Decision-makers (overwhelmingly) not representative of artists
- Disconnect between "who decides" and "who does"
- Over influence on policy by the wealthy
- Listening too much to naysayers- vocal minority has too much influence
- Development policies
- Land use decisions
- Priorities of funding decisions
- Arts aren't managed in policy making
- [Lack of] Interest in furthering artistic opportunities from both community and government

### ***Other***

- Detroit Rock and Roll
- Cabs (though getting better w/uber) (TP)

### ***Art in public places***

- Things to interact and

# Arts & Culture

## Opportunities

entertain, e.g., Discovery Museum...a telescope? Scavenger hunt? Boulders in the river? The Farm is great. Saw a great Alice in Wonderland sculpture in [another city] that was really fun.

- Support more edgy art in the public art realm
- Some unique novelty feature? (example mentioned: Missoula's merry-go-round)
- Increase spectrum of "play" – for all ages – chess, bocce, kid's attractions
- More spaces for public art and artist expression (+1)
- More murals! I have been petitioning to paint the side of Millennium gallery! It's hard work but I'm going to keep trying!
- Graffiti park – that would be very cool.
- More art
- Increase spectrum of "play" – for all ages – chess, bocce, kid's attractions (DM)
- Atmosphere/Character
- Fostering hype with younger generation
- Local vibrancy and involvement
- Community involvement
- More sophisticated culture
- We need a variety of things to do. Not all bars. Creatives.

More emphasis on "family outings". Not just drink and party. Galleries going away. How to support these things?

- History. Tie activity to historic design.
- Creative Thinkers
- Celebrate ethnic diversity of CO and history
- Interaction between people on the streets and the storefronts (UD)

### ***Destinations/Venues***

- Community building. Smaller scale, participation. Engagement. PLACES for people to gather, that are interactive. Support interesting interactions.
- Lincoln street event space
- Museum exhibit space in old trolley barn
- Performing Arts Center at Mountain and Mason
- Outdoor venue urgent. Could use an indoor venue also, but outdoor first. Need a conscious plan for that.
- Performance space in central area, like Rialto. Mountain/Mason site fits this bill. Then CONNECT Lincoln center to downtown PAC site.
- Lee Martinez Farm is underutilized; could be better integrated
- Co-located spaces that are artistically centric

- Amphitheatre
- Movie place!!
- Cultural arts museum
- Arts museum
- Bring buildings, like museums
- Increase venues for arts
- Updated, larger, better music venues would be great.
- More outdoor activities.
- Opportunity for great music venue that is neighborhood-friendly [Oxbow District]
- Fountains and music venues [Civic District]
- Concerts, nice area civic center [Civic District]
- Need for a major market building (e.g. The Source in Denver's RiNO) including restaurant, bakery, butcher, art, merchants...
- Year round community marketplace. Local food=culture +agritourism
- Cultural development along the riverfront
- Develop riverfront for cultural use
- Add more galleries and museums – helps increase types of visitors and income downtown. More art galleries
- Galleries
- Galleries and museums

### ***Downtown events***

- Diversify events and winter-outfit patios (Prague Style)
- Strengthen focus on non-



- alcohol-centric events
- Expansion of programming and private/public partnerships
- Seek partnerships relationships
- Seasonality of events
- Cultural events
- Expand festivals and events (like 1st Friday Artwalk) at a range of scales
- More events.
- Do Great Plates in conjunction with entertainment
- Craft events so that people want to stay longer
- Events: have one central agency for events. Clearinghouse with guidelines, criteria, mission. [Mark J. is hiring this person].
- Outdoor music and fun events
- Need more of a balance in terms of arts and culture. Less related to alcohol, party-related events and more high-culture
- More advertisements for First Friday so members of the community realize what is going on and are more encouraged to get downtown to enjoy the arts and culture.
- Food truck rallies as an event. Create a good location for that. Civic Center Park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space.

Dynamic. Accommodate changes. Like Old Town Square. 100 block of East Oak? Mason Lot? (DM)

- Enforcement to end all disruptive behaviors (DM)

#### ***Economy/Creative District***

- Cultural tourism
- Integration of activities – Recreation/Work
- Better integration of Hispanic culture
- Diversity
- Expand retail, arts, and cultural opportunities
- Create a more affordable art district
- Arts in residence
- Activities to draw creatives to locate and work in downtown
- Art and cultural creativity/diversity
- Creative industries and business
- Music district & new programming opportunities (w/sustainable funding)
- Focus on retaining artists in downtown. Pay affordable space living wages
- Pursuing a creative district for arts and culture – a State sanctioned designation, can come with some funding. Qualification criteria must be met.
- Arts are businesses too
- Growth of innovation economy and convergence with creative class
- Greater mix of employment and culture
- Tourism industry

- Package plans (tourism)... especially with MAX
- Encourage the arts and innovation.
- Connection to north college, live/work space
- Annexation of Mulberry corridor, live-work spaces
- Connection to south Fort Collins via campus north sub district (UD)
- Visual connection of walking area to Lincoln (UD)
- Infill development (UD)
- Smart growth (UD)

#### ***Nature/Outdoor space***

- River District; kayak park (E/E)
- Activate the River. Accentuate the positive qualities of the River (E/E)

#### ***Performing arts***

- Would like to see more street entertainers
- Cultural approach to public performance can be honed
- More shows

#### ***Policy and Organization***

- Engage more working artists into policy creation
- Collaboration between downtown businesses growing and can be fostered
- Use what is working and shift it to promote local
- Taxing district
- Development policies can be revamped
- Connection to CSU
- Community calendar
- Wide scope of University participation
- Keep the dialogue open on arts and culture planning. I

get the feeling decisions are being made about arts and culture without asking the community.

- Dialogue on arts and culture

planning.

#### **Other**

- Resolve the pay to park to metered (TP)

#### **Atmosphere/Character**

- Fear of downtown not being family friendly squashes counter-culture
- Squash "counter culture"

## Arts & Culture Threats

if over-policy"-too safe/  
whitewashed

- Perception of panhandlers and homeless people. Unsafe at certain times of day

#### **Destinations/Venues**

- Run out of places to develop
- Downtown events
- Attitudes or mindset to events and gatherings
- Lack of cohesive support of events
- Community ego- too good to pay for events/too used to free events

#### **Economy/Creative district**

- Loveland art scene [competition]
- Regional competition
- Distance from Denver (too close)
- We are moving from town to city
- Fort Collins scene growing- people staying midtown/

south

- Private sector influences development
- Rising property values
- Is it within the scope of the plan to deal with rising rents, costs, and living abilities? Would like to learn more about that. Are "rent controlled" or lower rent spaces possible? Creative district needs planned spaces for people to work and live. RINO having similar problems with success driving out cool things.
- Continued increase of the disruptive downtown economy
- Civic noise and lack of a cohesive story. Arts create atmosphere that attracts biz=sustainable growth.
- Even less cultural diversity
- Continual lack of diversity

- Galleries close b/c of lack of business often, not a well-known town for people buying art
- Jewelry and crafts are bough often and continually but paintings are not
- Museums vs. galleries?
- Brick and mortar businesses in trouble because of rising rents (ME)
- Moms and pops leaving due to rising rents for commercial (ME)

#### **Other**

- Comfy lifestyle
- Climate changes, flood, and fires. Old Town has a considerable floodplain (E/E)

#### **Access**

- Foot traffic related to promos and events
- Ability to transition to a



# Management & Maintenance

## Strengths

- walkable multi-use area
- Cheap Parking
- User-friendly, with good visitor center and website
- Accessible
- Very Walkable!
- Walkability + charm
- I think everything is in order right now, I don't know what change is necessary. They're doing an excellent job, and it's very easy for me to get around.
- Like walking downtown.

### ***Atmosphere/Character***

- Patio culture
- Keep the green space downtown, this is very important
- Little things create family activities and encourages coming down with your families
- Community support
- Love it!
- Love this town and all of its beauty and recreational opportunities.
- Love and respect
- Downtown works for us as daytime and dinnertime customers.
- We love the atmosphere and food
- Nice friendly downtown.
- Love downtown. Take my 6, 5, and 3 year olds downtown every week.

- Atmosphere!
- Vitality of downtown as the heartbeat of the city
- High energy events, a happening place
- Vibe= it factor
- Brewery culture
- Charm – warm feeling – energy in summer – music/ people
- Great people, great vibe. The life, attracts the community.
- Great people.
- Ability to hang out – inclusivity
- The people sometimes
- Friendly
- Energetic
- Family-friendly (+1)
- Everything
- Community
- Feel, lifestyle. Beautiful place. Places for meetings, like here! (Crooked Cup).
- Urban forest
- I like the atmosphere!
- The people
- We love working downtown because it's nice to be a part of Old Town!
- Sense of community! Love everybody.
- The atmosphere
- Cool place
- Good times You can hang out here and have fun!!
- Amazing town!!
- Dog friendly (+1)

### ***Beautification***

- Beautification- atmosphere, environment
- Flowers/landscape (+1)
- The lights during the winter are great. As well as the trees and greenery throughout downtown.
- Flower baskets are nice, and I love the lights in the winter.
- All planters and flowers – medians, pots, hanging pots – parks
- Greenery
- Christmas lights (+2)
- Planters and flowers
- Winter lights (+1)
- Flower baskets
- Lights on trees
- I like the lights in alleys and pianos!
- Beautiful lights!
- I love beautiful Old Town lights!
- Attractive – love the flowers! Love our city!

### ***Cleanliness and Maintenance***

- Cleanliness/up keep
- You don't often see piles of cigarette butts
- Cleanliness
- Smoke Free zone
- Clean buildings
- Love the solar belly recycling bins.

### ***Destinations/Attractions***

- Old Town Square Stage
- Central meeting place for the

community [Old Town]

- The Farm [at Lee Martinez Park]
- Gathering point [Old Town]
- Global Village Museum
- The water fountain
- I like the nature zone
- Breweries, restaurants, night life, historic
- Draw as entertainment and retail/restaurant hub
- Entertainment, bringing business component
- Beer
- Food is my favorite (+1)
- Cider!!
- Really good food. Yum.
- Awesome food (+1)
- Great food, wonderful people, bike & dog friendly!
- Outdoor dining
- Cute town. Best beer.
- Ice cream!
- Businesses open late during the summer
- Food trucks!!
- Equinox, Pateros, and Coopers
- Coopersmiths

#### **Events**

- WestFest is unbelievable
- Events
- Events/Festivals
- Brewfest and New West Fest pay for all the other events so they are worth it to keep all of those other events
- Bohemian Nights Festivals
- Fun events
- Great community events! Love FoCo!
- The festivals are nice as well.
- Statewide leader in culture

and event production

- Events- fun/social, attractive
- Activity: Skating. Fountain. Playground is great.
- Children's things. Music.
- Family things.
- Festivals
- Informal arts – pianos, etc.
- Kid activities

#### **Funding**

- Funding-improvements investments
- DDA/city relationship
- All TIF all gone

#### **Homelessness**

- Serve 6.8 is a Timberline Church function and is leading a steps-to-success effort. Harvest Farm is part of it. Mike Walker is contact.
- Friday meal and showers and Mennonite Church
- Church helping with homeless issues
- Rescue Mission's Steps to Success job preparation program
- Homeless Issues: Discussions have been occurring. DDA sponsored. Focus is on BEHAVIORS. Educate. Monitor.
- Homeless Issues - mental illness: Touchstone tries to help. They have some pretty good response mechanisms for the specific issues. Dan Dworkin, Police, coordinates on this.
- Catholic Charities tries to get people ENGAGED. Offer places to engage, hang out, have a reading room,

tell people they have to be respectful, provide civics education for the homeless.

- Rescue Mission tries to do well in their limited scope
- Catholic Charities
- Farmer's market accepts SNAP
- FC Rescue Mission Meals – emergency shelter served 93 the night before the interview
- Murphy Center
- Touchstone for mental/ medical issues – but they are extremely busy
- Homeless/Poverty Programs Catholic Charities: 1) residential shelter for 60 people up to 120 days. Goal to get people back to stable housing, and address issues with money, health, bills. Work closely with Julie Brewen on Redtail Ponds. 2) Overnight shelter for 24 men and 6 women, 10 pm-6:30 am. 3) Staff @ Murphy Center Day Shelter in the am, then day shelter services in pm. 4) Noon community lunch. Also, a 5) - utility assistance. City, energy outreach Colorado – help with bill relief. 6) Senior Services. Help with benefits, bill paying. All programs 30% AMI or less. All aspects of poverty and homelessness.
- Like all the people. CSU, homeless, okay.

#### **Safety**

- Safety-police presence, professional engaged,



- appreciated
  - Police District One Day Patrol, 2 plus sergeant; Night Patrol 6 + sergeant. Community outreach. Participation in discussions. Day focuses on behavioral issues, more related to homelessness and youth; night focuses more on bars and alcohol-related issues. Response to calls, and officer-initiated incidents.
  - Clean and Safe
  - Police Officers appreciate their ability to get out and interact personally w/citizens – presence on the ground. Firsthand knowledge deter relationship. Walk. Bike.
  - Safe environment
  - Relationship/building
  - Professional policing compassionate
  - Staffing #'s
  - OTS osp
  - Safety
  - It has been a lot safer since we added lights in the alleys.
- Other**
- I love my street family. Love you Steve, Josh, Train Wreck and all the drunks I hang with.
  - Rams mascot
  - Vision
  - Generally, high quality exists now, to be maintained and expanded upon
- Access**
- I like everything but the construction
  - There is not enough room to walk on the sidewalks – too

## Management & Maintenance Weaknesses

- many tables and sidewalk signs in the way. Really hard for mobility impaired!
  - Need to address sidewalk obstructions – getting out of hand in some places, can hardly make it through. Trailhead West Mountain block. (UD)
  - Parking (TP)
  - Lack of turnover in the prime spots of parking (TP)
  - 2nd floor tenants and retail employees
  - Parks shop, facilities
  - Way-finding and public perception of difficulties, accessing shops/food
  - Multi-million investments in public space but not comfortable to use as intended (UD)
  - Canyon MISSING a key bit of sidewalk at Magnolia. Do something better with it as a pedestrian connection. (UD)
  - Lack of Lockers (esp. for homeless)
  - Lack of public restroom access
  - [Need] unlocked public restrooms
- Atmosphere/Culture**
- [Need] No outside smoking.
  - 'No smoking on the patio' was a failure
  - Concerns about selective enforcement of smoking ban
  - Cruising on weekends
- Cleanliness and Maintenance**
- A little bit of broken glass and trash in alleys, a lot of it by Wash Bar. It's down to details – fix this sidewalk with the loose bricks.
  - Inconsistency of snow removal
  - Cleanliness
  - Durability of projects and long-term planning: Calling Old Town Square decrepit after 30 years is scandalous. This is a nation-wide problem – we must think more like Europe
- Destinations/Attractions**
- Too many breweries in town. Don't like the image
  - Too much alcohol
- Events**
- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key

issue for the new DBA to discuss and clarify.

- Need a good solid event location venue. Have been using Civic Park, Washington Park, Legacy Park not ideal. No infrastructure to support. Barely large enough for some events. Legacy Park requires bringing everything in.
- Tour de Fat significantly hurts Farmers Market on “trifecta” (peaches, pears, apples) weekend (other events have little effect)
- Issues with drinking at events
- Issues with drinking at events [– a strength?]
- Street closure for events is bad for business; likewise for trail closures.
- Get rid of Pro Challenge
- Get rid of Pro Challenge
- [Need] Fewer festivals
- We have enough festivals
- Communication between event

organizers and city departments (police, parks, etc.)

- Manage festivals better
- Festivals aren’t necessarily liked by downtown shops b/c they aren’t often going into shops but just outside at festival and it deters people who would regularly be downtown
- Event facilities

### **Homelessness**

- Among homeless, there is some marijuana traffic.
- Pot traffic, especially in summer, is bad for homelessness in the district... Summer increases homeless population by 100-150
- Benches with bumps
- Jefferson Park
- Homeless misbehavior and intimidation factor
- Library not used as intended - Downtown spillover, acts as homeless shelter
- Contradiction in approach to homeless and camping

- Homeless population/ panhandling
- Fort Collins is squeezing more and more quality out of homeless people’s lives – don’t like the current situation
- Profiling of the Homeless (packs, etc.)
- Businesses seem pitted against homeless
- Limitations on inclusivity
- Homeless issues are a factor. A few negative encounters can undo a lot of work and investment done over the years. Stay welcoming to all, but the key is to be welcoming for everyone. Some non-residents don’t respect the community. They have infiltrated the library now. Old Town Square and library – huge investments, now not so appetizing.
- Misunderstandings about homelessness; blame and homogenizing views; stereotyping; systemic issue, but

the homeless are held accountable

- “Travelers” are a minority, but the most visible, with no respect for the community.
- Among homeless, some mental illness, about 20% chronically. Abuse. Trauma.
- Responsible local people perhaps 50-60%. Situational, e.g. behind on bills, can’t catch up. Lots of locals. One example: a landlord’s property failed, person moved to redtail scared, did not want to be on the street, wants to follow the program.
- Dichotomy of hungry homeless and rising wealth
- Not all shelters serve all demographics (women, men, children, youth)
- Murphy Center Management Issues
- Homeless support institutions deal with negative perceptions of business, residential communities
- Sometimes a bus ticket to stable support is provided.



In general, people that are part of our community are OK with business owners. vs. those coming to a service utopia.

- Mental illness is a State issue. FCHA is trying to get some rooms in Redtail for these. Mostly locals.
- Panhandling rule's effect on Old Town and homelessness; how it effects choice of OldTown as a destination
- Rescue Missions reaching capacity; turning folks away
- Rescue Mission does not serve children and minors
- Rescue Mission "steps to success" job training
- Harvest Farm program for men (70 men); transitional program (20 people)
- Homeless Issues - Housing – concentration of poverty, like in Redtail has stigma.
- Really need to work on the homeless issue. Going to become more and more of a problem
- To some extent we can argue we've given too much services [to homeless population]
- Loitering by homeless people
- Attitude toward homeless
- Homeless facilities/policies
- Homeless congregation
- Expand to include library
- The homeless issues in Jefferson Park
- I do have occasional

problems with homeless people/transients, but otherwise it's like Mayberry down here.

- Do more to remove the homeless people who panhandle. They can be aggressive not to mention annoying!
- Some unsavory characters at Jefferson Street Park after dusk.
- I have safety comments about transient population panhandling/loitering in the place I take my children. I feel it isn't very safe. I like seeing security/police downtown and in Old Town Square. It makes me feel safe with my family.
- FoCo café... apparently not serving the hungry... a disconnect?

#### **Safety**

- Events- large crowds
- Cruising noise, smoke, speeds
- Safety perceptions at night and daytime
- Safety? Carnival rides at New West Fest are often not local – should be restricted to local vendors
- Enforcement of Negative Behaviors [lack of]
- Safe in daytime, not as safe after 10pm. Love the energy of downtown. Don't prefer to see panhandlers on many

corners, makes me feel uncomfortable.

- Family-friendly depends on the time of day/night. Same with safe.
- Safe- before 9pm. Family friendly: great prior to 8:30pm.
- Under-policing
- Customers feel unsafe at ATM (panhandling)
- Drinking and vandalism on the weekends from people walking (throwing rocks, tearing down signs, etc.), being loud late at night
- [Need] Less drunken walking after midnight
- Lot of alcohol
- Can be difficult (dangerous drinking and partying)
- Folks walking home drunk (vandalism)
- Safety-minimal police presence, unacceptable behavior, large crowds, traffic

#### **Other**

- Drainage/parking at CSU Powerhouse and Northside Aztlan Center
- Management of overall messages
- Community outreach and education
- Overall strategy

#### **Access**

- Connections to river and recreation
- Connections to CSU
- Cosmopolitan city, evening

# Management & Maintenance Opportunities

- transition
- Change our parking model, On street paid parking, additional parking garage
- Better coordination of pedestrian lights
- Business hours [could be open later]
- Wayfinding. For peds; in garages; driving around; out on the highways.
- Way finding (+1)
- Maps – wayfinding, orientation. Saw the P's for parking, not sure what those meant.
- Tourists don't know [about] garages. Say "enclosed" on parking signs.
- Bike parking – more of it. More than car parking. Maybe someday more car-free areas.
- Downtown circulator trolley
- There needs to be more public transportation for people who don't want to drink and drive.

## **Atmosphere/Culture**

- Utilization of new old town square as focal point of culture
- Increase spectrum of "play" – for all ages – chess, bocce, kid's attractions
- More kid-friendly (+1)
- Keep doin' what yer doin'! More bike paths/routes, more cools downtown attractive

- stuff!
- Wider inclusivity – especially in the square
- Diversity
- More physical activity options
- Retail chains – want to learn more about that. Is there any way to take a position? Should we? Not sure what I think about that. Having RETAIL of any kind is most important. Not sure I'm against change with more chains. RETAIL is more important than chain question. A destination shopping district requires – MORE RETAIL, relevant retail.
- Retail and business mix. Not enough retail in the mix. Retail destinations need a certain critical mass. Need a critical mass of retail. Sioux Falls had a business incubator.

## **Beautification**

- More enhancements
- Extend tree lighting duration
- Holiday lights summer equivalent? Water? What could it be?
- Lights in trees all winter
- Have more plants
- Add more green space
- More parks as towers develop
- Holiday lights infrastructure -- if it's needed, get that into the plan. If it's on poles, could it relate to a banner

- signage system? Again, build in convenient Infrastructure.
- Poles: banner fittings, holiday light fittings if needed, wireless fittings.
- 'Adopt a Tree' program for downtown trees (by businesses?)
- Continued incremental improvements (alley projects)

## **Cleanliness and Maintenance**

- How much do you want to clean everything up? – It's a fair question.
- Discreet smoking areas
- Smoking areas need to be addressed
- Smoke-free zone. Right now it [smoke] keeps you from coming, but maybe when they ban smoking it will keep those people from coming
- Trash consolidations
- Sidewalk improvements and repairs
- Downtown Restrooms funded through BFO
- Incentives for recycling and renewables technology
- Bathrooms!! (+2)
- More CLEAN bathrooms (+1)
- More public restrooms (+6)
- Lots of toilets!!!
- Keep it clean as Fort Collins grows

## **Funding**

- \$ follows good infrastructure

- Mechanisms to achieve goals – a BID? Pay parking?

### ***Destinations/Attractions***

- River district
- River front development
- More development along the river – Riverwalk
- Mason Street and Remington Development
- Outdoor venue urgent. Could use an indoor venue also, but outdoor first. Need a conscious plan for that.
- More food trucks. Love them. Use the parking lot behind Rio and make it work for that. Another great little space.
- Development of hotel/conference center
- More fountains
- More things to do with kids, esp. decorative lighting
- A gathering point – Old town square – Expand
- Some unique novelty feature? (example mentioned: Missoula's merry-go-round)

### ***Events***

- Clarify the approach to events and any limits
- More events.
- Food truck rallies as an event. Create a good location for that. Civic Center park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of E. Oak,

Mason Lot

- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key issue for the new DBA to discuss and clarify
- Designing standard for retail spaces for events and programs
- Expand festivals and events (like 1st Friday Artwalk) at a range of scales
- Manage festivals better

### ***Homelessness***

- Communication and understanding about the homeless
- "Multi-cultural diversity Retreat" to garner ideas about inclusivity
- Summer open house among homeless support institutions
- Bring all the different people working on homeless issues together – bring that whole homeless story together. Understand it, work on it.
- Public education to improve understanding of homelessness in the community
- Stronger ties with the university and transients with neighborhood groups to bring up issues with these locals and the CSU community

- Fruit trees – food in public places
- "Activate transients??"
- Homeless/Poverty Programs Catholic Charities: Coordination with Homeless Gear, providing survival food, gear, and education. Working to expand that. Coordination with Community of Christ, One Village One Family.
- Homeless/Poverty Programs Catholic Charities: Example of Police officers volunteering at lunch for travelers at Catholic Charities. Cuts down on fear, walls, etc.
- Homeless – help and support. Be ahead of it. How to support and still have a town people want to walk around. Library is working like a shelter. Build it in to the program if it's going to be like that. Maybe have the second floor be a shelter space?
- Homeless Issues : Vermont has a successful community outreach program. Jeremy Yonce knows about that
- Serve 6.8: Want win-win. Want to grow. Want to add women and children.
- Raise awareness about Rescue Mission – not fair to think it is responsible for homelessness; and raise awareness that not all homeless people are alike – that there are very different circumstances.
- Interagency cooperation on homeless issues (with police department, led to



Redtail ponds and widened involvement

- Partnerships and widened cooperation are key to homeless support... Library as a stakeholder
- Visitors/homeless need a win-win. Coexistence, integration, set up exchanges of help, knowledge, and culture.
- Cooperation between business and the homeless; [if businesses are worried about economic impacts of panhandling] businesses must be willing to work with/employ the homeless
- Housing for the homeless
- Services for the homeless
- Homeless – don't shun or push out, but support... need a new type of homeless shelter; need job placement (City could be a trend-setter here)
- Catholic Charities 600 volunteers a year. Have a volunteer coordinator. Sign up online. Volunteers help offer meals. Dayroom monitoring, like a hotel desk clerk. Beautification. Users also help with that. Want to change perception of the facility (Serve 6.8) as the open sore in the area. Want to coexist and be a good neighbor. Be more involved in the area. Be clean, safe, and run a good program. Denver facility is an example of what that means. Growth came to that shelter. The Director there is getting

to know people. Personal relationships are important. There's a new day shelter done in partnership with the City.

- Need accountability by users. Redtail Ponds is an example lacking accountability.
- Homeless Issues - Needs – education; enforcement; service provision
- Transfort Passes for Rescue Mission users
- Homeless Issues - mental illness: Continue involvement of many players – Police, Touchstone, Larimer County mental health. Interagency meetings with Sustainability Services, Dan Dworkin with Police. Homeless Gear. Brandi \_\_\_\_\_. Fort Collins Coalition for the Homeless - Cheryl with Bohemian?
- City leaders in partnership with homeless support institutions
- No bums
- Permanent supportive housing?
- Move the rescue mission, change plan to include library, modify on-street parking (but don't charge for it.)
- We need to address the homeless and policies for the homeless.
- We need to change our approach to the issue of homeless while differentiating between homeless, vagrants and transients. There are different types, and all should

be addressed differently (Fort Collins is a good place for vagrants and transients)

- Work on homelessness
- We can move the rescue mission into areas of open space and we can set up tents and showers in those areas
- Off-site enforcement for homeless people harassing people not by punishment though.

### ***Promotion of Downtown***

- Mark Old Town with signs – like Chinatown, like Old Town San Diego – tell you you're there. Disneyland buildings info.
- We need to add more marketing and promotion. Perhaps more communication through social media; something that is going to reach a wide population.
- Advertise more for Great Plates as well.
- Managing message about night and day
- As discussed in past GID discussions – get a BANNER SYSTEM. Long term infrastructure for a managed banner program. Don't look outdated, make it easy to switch out banners. Old Town Square was the only place that had this and the City has relied on DBA for tying and piecing together a program. The City should step up and participate. Mark

the boundaries of pedestrian core area. The City has 3 horizontal banner locations currently. Maybe look for those along with poles.

### **Safety**

- Getting rangers involved at MAX
- More complete staffing
- Maintain safe feeling
- Need more officers for night shifts
- Safety and Comfort for everybody
- Bring back Human Rights

- Officer
- Lighting for safety
- Clean makes you feel safe, makes you want to visit there
- Perhaps have more police available during festivals.
- More police patrols
- Alley lighting

### **Other**

- Justice
- I don't think the boundaries are too large – it's a block
- Municipal Broadband and WiFi
- Wireless digital infrastructure!

If digital infrastructure on poles is clutter, relate to banner infrastructure.

- Fiber internet

### **Access**

- Parking
- Mid-town development
- Laurel area parking
- Population growth and downtown access

### **Atmosphere/Culture**

- Avoid influx of chains businesses – "choice city" over "chain city".

## **Management & Maintenance Threats**

- Retail is (but should not be) pushed out by alcohol-related businesses.
- Starting to feel crowded
- Growth in population
- Corporatization and culture
- Public image
- Empty storefronts
- Work environment
- Affordable overhead for local business

### **Cleanliness and Maintenance**

- Increased residential will reduce cleanliness of downtown
- Infrastructure
- Loss of D.T. maintenance facility
- Maint. funding for added enhancements -Increased demands to maintain more public space-river area parks
- Resources

- DBA does not necessarily represent business – directly include business in planning process.
- Need a DBA/DDA steering committee for Downtown. Avoid big money consolidating decision power.
- Downtown infrastructure not equipped to handle new development
- How much do you want to clean everything up? – It's a fair question.
- Uncleanliness – need more trash cans, power washing – reduce clutter due to sandwich boards garbage, people – need a clear sidewalk zone

### **Funding**

- We need to figure out a different way to fund the city

that isn't directly related to consumerism.

### **Events**

- Potential of event fatigue in relation to festivals/street closures
- Lack of usable space for event functions
- Increasing volumes of events and street closures
- Events tipping point. Not sure what that is. Event fatigue is already an issue.
- How many festivals is too many? Fatigue...
- Alcohol events

### **Homelessness**

- Panhandling
- ACLU
- Travelers
- Homeless and transient misbehavior and influx
- I have safety comments

about transient population panhandling/loitering in the place I take my children. I feel it isn't very safe. I like seeing security/police downtown and in Old Town Square. It makes me feel safer with my family.

- Homeless population will eventually have a significant negative impact
- Homeless causing concerns of decreased visitation to downtown. Restrictions that prevent "hanging out"
- Address growing impact of homeless population on business and community; causing concerns of decreased visitation to downtown\*\*
- Homeless Issues - Look for opportunities with developers. Some affordable units. Efficiencies. Get a bit of a mix, rather than isolating people.
- Hiding the homeless as a solution – don't do this

- If the homeless are pushed out of downtown, where will they go?
- Be careful with closing Jefferson Park. It could just push that use to the library.
- Homeless: Don't aim for Portland, Eugene, enabling a larger population. Don't overbuild capacity.
- Can the plan have any impact on WHERE homeless shelters go? The physical environment of Catholic Charities vs the Mission is a major difference.
- Panhandling rule's effect on Old Town and homelessness; how it effects choice of OldTown as a destination
- Address the homeless population expansion and impacts related to this expansion.
- The only way to really solve it is country wide, unfortunately.
- If we don't have housing they're going to be on

Jefferson Street

- Gentrification (on viability of Rescue Mission; in Tres Colonias)

### **Safety**

- Safe environment
- Family friendly
- Police outside of D1
- Police and public not recognizing the problems and then collaborating to actually solve those with the multitude of people and resources involved. Working at cross purposes.
- Drunks driving

### **Access to Nature and Recreation**

- Nature incorporated into public spaces
- Poudre River Corridor
- Poudre River District
- Fly fishing access
- Trees
- Love this town and all of its beauty and recreational opportunities.
- Poudre River



## Energy & Environment Strengths

- River is still more or less natural. It's a refuge from downtown density
- Proximity to River
- Nature
- Parks
- Cycling – as culture, as transportation

### **Culture/Community**

- Historical agriculture connection
- Sense of community- something for everyone
- Citizen engagement
- Brewery district- continue to

tie in and create connectivity

- Intimate civic spaces

### **Emissions, Climate, and Water**

- Climate wise presence
- Bike lanes and parking
- Density-reduces GGE
- Environmental awareness and stewardship

### **Resources and Infrastructure**

- The research CSU can help and does
- Proximity to CSU
- Powerhouse and CSU's energy institute
- Wireless infrastructure utilities

in general

- Poudre River floodplain in public ownership
- Utility
- Underground electric lines

### **Access to Nature**

- Hard to access the River

### **Culture/Community**

- Limited demonstration or examples of urban agriculture
- Too much partying-impacts experience

### **Emissions, Climate, and Water**

- Too much parking

## Energy & Environment Weaknesses

- How much of College Ave traffic (statewide, not stopping in downtown)
- PRPA doesn't have plans or enough interest in renewable or our City's Climate Action Plan

### **Policy**

- Need to align architectural standards with connected corridors such as Mountain Ave./Canyon Ave and other adjoining areas
- PRPA relationship/contract/

obligation

- Energy policy for new development and remodeling (historical preservation)

### **Resources and Infrastructure**

- Organizational structures for electric utilities
- Fact that we don't have broadband yet
- Providing affordable housing and opportunities for homeless-not apparent now
- Aging infrastructure water and sewer

- Drainage at CSU Powerhouse and Northside Aztlan Center

### **Access to Nature**

- More people near the river, the safer people will feel
- Nature in the city
- Additional tree canopy
- Connection to Poudre-showcase activities
- Specialty stores, movie theatre, mixed use
- Change in hydrology from

# Energy & Environment

## Opportunities

- 2013 flood has led to very high fishing demand
- Care for preserving river/riparian areas
- Make it more useable along the River
- The River needs to be cleaned up and utilized more
- Tying Old Town into the public greenspace along the river
- Activate the River.
- Focus on River as a “decompression area”.
- Kayak park! Riverrestoration.org
- Pine Tree [missing from Old Town Square]
- Riverwalk
- Poudre River runs through the edge and that could give great recreational activities (e.g. kayaking)
- Open Space [Oxbow District]
- Access and mobility funding
- Connectivity through Mason
- Provide attractive gateways from Old Town to museum, Mountain Ave and college Ave as gateway from old to new
- Shields street bridge
- Want to live close to river/ natural areas (+1)

### Agriculture

- Breweries organic waste that could benefit for City
- Urban ag for restaurants- more “farm to table” food

- options
- More food production (take advantage of our existing agricultural focus; compared to Boulder, which is less agriculturally-oriented but has a more advanced food production sector)
- Edible landscapes

### Emissions, Climate, and Water

- Begin CNG DT Shuttle during peak hours with incentives to off-set parking issues Inclusion of CVB and organizations to promote unique events/features
- Bike parking – more of it. More than car parking. Maybe someday more car-free areas.
- Excessively wide streets, potential medians, landscaping, storm water RMP’s
- Continue to incorporate pervious pavement
- Eco District as a pilot project in downtown area, framework for decision making, tracking progress multi-dimensional
- The new eco district initiative can help us emphasize energy, water, health, nature and livability
- Solar gardens
- Renewable energy increase
- More solar on roof tops
- Solar water heating

- Tesla in-home batteries solar power
- Showcase renewable energy opportunities
- Recycle bins No plastic! [shopping bags]
- More recycle bins
- Adding solar energy and other renewable energy sources
- Solar on roofs and parking lots
- Increasing the green space downtown, removing much of the traffic from downtown and pushing for larger emphasis on renewable energy and using our space more efficiently

### Policy

- Include ECO-District vision with Downtown Plan
- Regenerative development, built environment projects that benefit our natural, social and economic systems (as opposed to degrading them)
- Systems approach
- Continued historic preservation
- Pilot Programs: Zero waste, Climatewise, grey water use, solar gardens, senior center extension located in downtown so they don’t have to drive
- Develop energy management job sector

### **Resources and Infrastructure**

- City owned broadband/Wi-Fi utility
- Opportunity for redesigning streets as utilities are upgraded
- CSU intellectual capital to

realize big ideas- brain and trust

### **Access to Nature**

- Overuse or high use of Poudre River Corridor

- Development that causes harm to the environment (building that break up or destroy existing ecosystems and corridors of biodiversity)
- Consequences of activating river for business and

## **Energy & Environment Threats**

infrastructure-heavy culture

- Don't want to lose diversity, brings richness to community
- Getting too close to the River and adding too much concrete

### **Economy**

- Young people who can't find a job/afford to stay here
- Local business owners are worried about escalating rent rates
- Number of close-in parking spaces with increase in population tourism, etc
- Chronic and expanding

homeless and biennial populations

- Address homeless issue in a positive manner

### **Emissions, Climate, and Water**

- Conversion of water rights and moving upstream will change characteristic of river
- Significantly less water
- River flow perturbations
- Dependence on PRPA
- Old Town Floodplain Vs. Redevelopment
- How much water is used from fountains at Oak St Plaza and OTS?

### **Policy**

- Council election cycle
- Developers emphasizing alternative energy should be cautioned, as this does not "pencil or pay back."

### **Atmosphere/Character**

- Destination for the region "NOCO living Room"
- Vibrancy and energy
- Vibrant and fun
- Defined character
- Character and design
- Feeling / Small town feel
- Creativity, craftsmanship, entrepreneurship

## **Market & Economy Strengths**

- Generally, high quality exists now, to be maintained and expanded upon
- Downtown is a unique experience; one is constantly discovering new things.
- Something for everybody – feels like a small town with big city amenities

- Christmas lights

### **Community**

- Tight/friendly business community
- Forward thinking community
- Community – small town in a big town
- Goodwill
- Events invigorate the space

for businesses when inclusive of them

- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.
- Collaboration vitalizes businesses, within and among them (marketing,



# Market & Economy

## Weaknesses

development).

- Local community businesses
- Sense of community (local businesses)

### **Drivers**

- Creative
- Innovation assets
- Private investments
- Retail growth
- Growing employment
- Encourage/maintain high density and mixed use\*\* – important for 24/7 use of space
- Employment drives most elements – retail, restaurant, and housing
- Affordable retail rent
- Lower rents
- Great building stock
- Great amenities
- River runs through it
- Beautiful setting (flowers and trees)
- Easy to get around without car
- Generally renewed facilities
- Great streets

### **Employment Bases**

- Microbrew mecca
- Gov't job core
- Variety of retail and restaurants
- University
- Otter Box, Woodward, major employers
- Maintain City and County

presence as primary employment base. Crucial underpinning for everything else that follows. Private primary employers are great also – Woodward is a great addition to Downtown.

- Rescue Mission's Steps to Success job preparation program
- New Belgium Brewery
- Food Co-op.
- Government downtown

### **Mix of Uses**

- Variety of activities all users
- Farmers Market
- Farmer's market accepts SNAP
- Great Plates
- Small (non-bar) places to shop (but they are disappearing)
- Lots of locally-owned businesses
- Thriving independent businesses
- Local businesses (why we feel sad for rents going up)
- Window Shopping (as pedestrian)
- Unique shops
- Independent restaurants
- Love the shops! (+1)
- Local products
- Love the choices to eat and shop
- Stores
- Owner run shops which is

more difficult as rent goes up

- Good mix of retail, restaurant, office
- Local focus (businesses)
- Family Entertainment – Keeping downtown core a magnet for families – Residential and business mixed together
- Keep the presence of locally owned and operated businesses
- Restaurant/bar density
- Owner run shops, local, unique
- Owner run shops
- Presence of locally owned/operated business
- Grocery shopping
- Grocery
- Mix of uses
- Mix of stores
- Locally owned shops and restaurants
- Keep shopping centers (shops like Ace) – use incentives here.

### **Access**

- Parking planning
- Train noise
- Public transit
- Pedestrian safety
- Parking challenges
- Lockers for bikers (or walkers)
- Hard to find parking
- No place to park at New Belgium
- Street closure for events is

# Market & Economy

## Opportunities

bad for business; likewise for trail closures.

- Business inaccessibility – Old Town East
- Parking, esp. employee parking and moving cars between 2 hour spots
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Tour de Fat significantly hurts Farmers Market on "trifecta" (peaches, pears, apples) weekend (other events have little effect)
- FoCo café... apparently not serving the hungry... a disconnect?
- Pressure by Otter and Woodward on Parking Supply

### **Atmosphere/Character**

- Late night craziness
- Getting run down
- Issues with drinking at events
- Businesses seem pitted against homeless
- Things that are out of historic character. Sasquatch Lodge, Drunken Monkey. Things that are jarring like that.
- Tony's is a blight

### **Community**

- DMA plaza is in flux – it had a lot of section 8, but rent is up

a little and the Board is taking over management. Over 52, limited means. Advocacy for a more affordable DMA started with Downtown Merchants Association in 1970-72. The Board is a vestige of DMA.

- Inconsistent marketing
- Coordinated vision and plan
- Homelessness

### **Drivers**

- Lack of affordable restaurants
- Lack of affordable housing
- Rising rents
- Infrastructure limitations (water, storm water, parking)
- Limited space for primary jobs
- Lack of Class A office space
- Event venues/locations [lack of]
- Expensive real estate
- Getting more and more expensive
- Unlivable wages
- Affordability: Residential and Commercial
- Rent is a struggle for local businesses, whose overheads are higher than chains (\$60,000 more per year)
- Dichotomy of hungry homeless and rising wealth
- Too many high-end residential units is forcing a demographic change, forcing out long-time residents and businesses

- Local businesses can't afford rents
- Concerned about stores/restaurants getting too expensive driving costs up for most people
- Floodplain and impact on ability to renew
- Few financing
- Limited vacancy
- Red tape for permits makes closing out projects cumbersome; costs passed to consumers

### **Market Opportunities**

- Clothing
- Shoes
- Need grocery department store in downtown
- Better shopping – need to catalogue shop for clothes
- Variety in stores rather than breweries – shoes, clothes, more

### **Mix of Uses**

- On the verge of too many bars and restaurants over businesses and retail
- Not enough retail in the mix of businesses.
- Walkable area but mix of businesses is turning into more bars and fewer restaurants because of rent going up (can sustain high rent, along w/ coffee shops), need to help restaurants
- Retail mix

- Better retail mix
- Something to be done to get a better mix of businesses as you develop

#### **Access**

- Public transit usage
- Parking plan
- Walkability
- River Access
- MAX north of Old Town

- Available land for development
- Linden corridor
- Improve business accessibility, especially Old Town East and Lyric Cinema

## **Market & Economy**

### **Threats**

- Café.
- Bring people from South of Drake to Downtown, esp. for Farmers Markets where 75% of customers live within 5 miles... part of this is parking perceptions
- Businesses would likely support a circulator
- Connect business to parking – shuttles? Circulator?
- Small business mortality rate... due to parking? “everyone wants to be in Old Town, but we can’t properly service customers”
- Accessible, large event spaces
- Adequate parking is a key to JOB encouragement, and a step toward developers building in the district

#### **Atmosphere/Character**

- More food trucks. Love them. Use the parking lot behind Rio and make it work for that. Another great little space.

#### **Community**

- Homeless – don’t shun or push out, but support... need a new type of homeless

shelter; need job placement (City could be a trend-setter here)

- “Multi-cultural diversity Retreat” to garner ideas about inclusivity
- Food Cluster roundtable to bring markets together in collaboration. Their current relationship is “positive but separate”
- DBA mission and effectiveness. Relationships with City, owners, etc. Sponsorship vs membership. What it wants to be. It’s in flux, starting with a mission statement.

#### **Drivers**

- Is it within the scope of the plan to deal with rising rents, costs, living abilities. Would like to learn more about that. Are “rent controlled” or lower rent spaces possible? Creative district needs planned spaces for people to work and live. RINO having similar problems with success driving out cool things.
- Consider Tax Increment Financing and Public

#### **Improvement Fees**

- Establish a “small business development park”
- Tax Increment Financing - DDA Issue Bonds for district development
- Provide incentives, possibly through establishment of an improvement district.
- “Business improvement district” with parking, management assessed according to size
- Bob Gibbs – tax on liquor license (all sales) can cover costs and go to the general fund
- Continue to attract unique jobs due to quality of life
- High costs of development and exorbitant fees (prohibitive for beneficial projects)
- Expansion in general
- Innovation culture
- New investment
- DDA – extend down College across from the University, down to Prospect
- Downtown is successful. Why? Study what makes it vibrant. There is something about local businesses. Is



there a way to help local businesses stay?

- Ways to help local businesses continue to thrive. Are there ways a plan can help? What do they need? Coaching?
- The small individual shops are important. Rent pressures may drive them out. Understand how it works, values go up, able to get higher rents, but is there anything you can do about it? Would like to know what that is.
- 3rd party inspectors could cut costs of permit fees
- Keep rents downtown from going up
- Add transaction tax to commercial real estate to control speculation.
- Growth will happen – just keep it responsible
- Housing and employment growth to continue
- Commercial and residential rent control measures

#### **Events**

- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key issue for the new DBA to discuss and clarify.
- Events: have one central agency for events.

Clearinghouse with guidelines, criteria, mission. [Mark J. is hiring this person].

- Food truck rallies as an event. Create a good location for that. Civic Center park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of East Oak? Mason Lot?
- More events.
- Do Great Plates in conjunction with entertainment
- Interaction between people on the streets and the storefronts
- More centralized promotion, communication, advertising
- More happy hours!
- More stuff to do
- Sporting events

#### **Market Opportunities**

- Fashion district
- Turn the trolley barn into a year-round indoor market
- Farmers market should have an indoor/outdoor space. Merge with FR. Market
- Community marketplace and Food Coops
- Need for a major market building (e.g. The Source in Denver's RiNO) including restaurant, bakery, butcher, art, merchants...
- More food production (take advantage of our existing

agricultural focus; compared to Boulder, which is less agriculturally-oriented but has a more advanced food production sector)

- Convert trolley barn into a market
- Outdoor Market. #1 opportunity.
- Year-round public market
- Grow vendor-base for growers-only market (in its 40th year operated by CSU)... brought \$30-40K in sales tax to city last year
- Permanent market structure; keep fees as low as possible for Farmers Markets
- Natural Grocer
- Better food co-op (better location; encourage growth)
- WANT GOOD GROCERY STORE DOWNTOWN! This is important. [lots of agreement from group]
- Fulfill need for essential services like an urban grocery store with deli and drugstore
- Grocery stores
- Businesses in homes on Lincoln (e.g. insurance)
- Tourism, "it's fun to show it off."
- Tourism industry
- Package plans (tourism)... especially with public transit (MAX)
- Huge opportunity to build retail and other businesses around Innosphere and Old Town North [Innovation District]
- Pull more development toward the River

- Growth in Old Town North, as a possible platform for the future movement of local small businesses
- Mason corridor as target area (re: benefits of MAX)
- Attract large/mid-size companies (employment centers); Otterbox campus is a good example
- Draw primary employers
- Larger tenant spaces of 3, 5, & 10 K sq ft
- National Tenants – retail and restaurant (anchors, to attract people to the downtown)
- Develop energy management job sector
- New project on Block 23: valet parking and parking garage (potentially lease to the City?) More highly individualized amenities like Bean Cycle/Wolverine, Bizarre Bazaar (a loss for downtown), Café Ardour, Paris on the Poudre (loss), Old Firehouse Books, Bike Coop, Food Coop, Avo's. These are loved by locals, and small.
- Lodging-conferences
- Hotel-Convention Center
- New hotel
- Downtown hotel
- Added hotels/motels
- Place to stay (motel)
- A hotel convention center
- Places for people to stay downtown! More hotel space in the area
- New businesses to visit!!
- Needs an apple store
- Pizza
- More beer
- Outdoor dining
- Skate shops
- Bodegas so I can walk to "the store"
- Strip club
- "Kid friendly" restaurants
- Need donuts
- Clubs
- Teen club
- A water park
- Splash park
- More gluten-free restaurants
- More gluten-free options and kid-friendly restaurants like Beau Jo's
- Restaurants – support more upscale culture along with everything else. Missing that component that you can find in other cities, even Boulder. e.g., the Kitchen in Boulder place has better food than Fort Collins'.
- Men's clothing (+4)
- More wine
- Incubators – multi-use space
- Bring together farmers, brewers, artists in Old Town Square... maximize shared space
- Integration of activities – Recreation/Work
- Encourage affordable residential
- Construction of truly affordable housing. Some owned, mostly rental. More units like Legacy.
- City has to be willing to step up for Affordable Housing, but this will not happen downtown
- Balance of uses: retail/bars/ restaurants/ offices ... more residential
- Increased home and business affordability
- Need more attainable office space, but don't need to compete with low rents in the Mulberry area
- More retail and therefore sales tax
- Retail mix local vs national
- No chain stores (+4)
- Retail chains – want to learn more about that. Is there any way to take a position? Should we? Not sure what I think about that. Having RETAIL of any kind is most important. Not sure I'm against change with more chains. RETAIL is more important than chain question.
- A destination shopping district requires – MORE RETAIL, relevant retail.
- Focus retail in "strip" or "promenade" to avoid competition/interspersion with bars and restaurants – create critical mass of retail. Limited

#### ***Mix of Uses***

- Balance housing with business growth
- More residential and all price levels
- Residential co-housing for businesses
- Focus on live/work environment as a key to vibrancy
- More live/work arrangements
- More loft development at higher price points

- hours?
- Retail and business mix. Not enough retail in the mix. Retail destinations need a certain critical mass. Need a critical mass of retail. Sioux Falls had a business incubator.
- Industries to encourage: Shopping. Why not? MAX could encourage a retail chain to improve shopping. 1st National Bank is interested in more mixed use on their block. Incentivize a shopping district.
- Better retail and hotels
- Bigger and better retail, best in the State of CO
- Expand retail, arts, and cultural opportunities
- Expand of diversity 'local' options
- Focus on non-profits and locally-owned businesses
- Sidewalk sales should be a bigger deal
- Expand retail, restaurants, and entertainment
- Retail key: Building OWNERSHIP. Probably not much a plan can do about that.
- Protection to local businesses (can't afford rents)
- Need to keep basic shopping needs downtown
- Promote small retail over industrial and corporate
- Encourage the arts and innovation.
- Promote diversity of lifestyles and business models
- Fewer Bars
- The trajectory of food-business downtown should maintain its "local tilt".
- Don't want chain restaurants (+2)
- Move the police station
- More businesses off College Ave.

#### **Access**

- Accessibility (vehicles congestion)
- CSU stadium and the impact to downtown
- Parking prices; fluctuating prices
- Lack of on-street parking will kill retail
- On-street paid parking is undesirable.
- Atmosphere/Character
- Rents driving out small, unique businesses ...

## **Market & Economy**

### **Threats**

- danger of eliminating what we call special about Old Town... greed can drive out the jewels, leaving us with nothing
- Safety concerns
- Safety
- Behavior management
- Transient population
- Enabling the homeless population
- Homeless causing concerns of decreased visitation to downtown
- Panhandling rule's effect on Old Town and homelessness;
- how it effects choice of OldTown as a destination

#### **Community**

- People moving in from out of town – Republicans, wealthier to afford high costs, pushing residents out.
- Office and business parking threatens adjacent neighborhoods
- Tension between breweries/cideries/distilleries and the historic neighborhoods over rights, responsibilities, and needs. Need for a community

- forum. Lincoln Corridor development showed this issue – should be addressed with non-City facilitation
- BDA does not necessarily represent business – directly include business in planning process.
- Need a DBA/DDA steering committee for Downtown. Avoid big money consolidating decision power.

#### **Events**

- Tension between business, breweries, and events



- Events tipping point. Not sure what that is. Event fatigue is already an issue.

#### **Drivers**

- Mall
- National retail scene
- Harmony corridor
- Regional growth
- Commercialization by corporate businesses
- Prop-value bubble
- Raising taxes
- Cost to develop-lease rates to support it
- Major business failure
- Business cycles Rising rent harming small local businesses
- Long term funding
- DDA funds sun setting
- Challenges of lending in DT... package plans may help
- Subsidies for large businesses like Woodward and Innosphere.
- Corporate subsidies and TIF
- City shouldn't spend tax money on what others are already doing
- CSU's growth projections – how much is predicated on a different in-state/out-of-state/foreign ratio? May have too many out-of-town...
- CSU buying property in neighborhoods
- Apathy-think we are better than we are
- Gentrification
- High Rents

- Gentrification

#### **Market Opportunities**

- A year-round market would destroy Larimer County Farmers Market and Master Gardener program
- Downtown infrastructure not equipped to handle new development
- Avoid influx of chains businesses – “choice city” over “chain city”.
- Growth at the expense of “class” and integrity
- FEAR = Boulder. Growth is positive; maybe inevitable; but don't price out the cool people. Don't shift to chains that are everywhere. Don't dilute local feel! IF inevitable, then sad. Like it the way it is, but know that change come.
- Not many options for developers
- Too much oversight on new developments
- Affordable space. Lawrence KS is an example of a nice downtown, but it has a bunch of corporate stores, the Gap and so on. Keep it local, small and unique. Don't want to lose that. Is there a way?
- Businesses in this area must be rent-controlled
- Increase in chains and upscale businesses at expense of local businesses
- Rising lease rates pushing out small business in favor of

large, regional chains

#### **Mix of Uses**

- We need a variety of things to do. Not all bars. Creatives. More emphasis on “family outings”. Not just drink and party. Galleries going away. How to support these things?
- Lopsided retail/bar
- Dominated by bars/breweries
- Lack of business that is not alcohol-driven
- Retail is (but should not be) pushed out by alcohol-related businesses.
- Retail becoming overwhelmingly boutique
- Local business leaving – outside investors/businesses taking over
- Limits placed on liquor licenses.

#### **Access**

- State Hwy 14
- Federal Hwy 287
- College/mountain intersection
- MAX access
- River/Trail
- Mason/Remington corridor
- Both bus systems
- MAX is an “asset”; is “wonderful”; is “great”; etc.
- Trolley
- TRAIN! Like the train. Celebrate the train.
- Transit and circulation - MAX is great. More things like that.

# Transportation & Parking

## Strengths

- I like the MAX
- Public transportation – expand
- MAX
- Love the MAX.

### ***Bike + Pedestrian***

- Relatively “low speed”
- Demographic mix with lots of use of multi rides
- FC Bike library
- Converted vehicle to bike parking
- Strong visible bicycle culture (racks, display in businesses)
- Alley improvements
- Pedestrian and bike friendly\*\*
- Walkability, especially interaction between building activity and pedestrians
- Bike parking.
- High volume, functional bike parking, giving direct access to businesses
- Bikeability. Don’t personally care about parking and cars.
- That you can come here to walk around and hang out with your friends
- Love the events and bike

friendliness and bike to work day

- Small town feel, very walkable and accessible
- Bike infrastructure
- Walkability
- Accessibility
- Walkability
- This is the best town to bike in!
- Drove [today] but bike many times

### ***Downtown as Destination***

- Momentum
- Proximity to CSU
- Intentional destination
- Unique offerings
- Strong economy
- Local ownership of businesses to get action
- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.

### ***Parking***

- Strategic location of parking garages
- Free parking
- Parking my car in one spot

while attending to multiple errands, meetings, and lunch on foot

- 15 minute parking spots work well
- It is much appreciated that the first parking ticket is a warning
- Parking meters
- Free on-street parking
- Free on-street parking

### ***Access***

- Way finding by mode of transportation
- Bus shelters at hi-use transit routes
- Bike to MAX transition
- Mason doesn’t fully support
- Traffic/congestion Mountain and College
- No enforcement of no turn on right ln at Mountain and College
- Mason no left turn enforcement
- Too many traffic lights
- Road safety at district periphery
- Truck circulation (semis) not

# Transportation & Parking

## Weaknesses

- adequately attended to
- Truck through-traffic creates a barrier between Jefferson and Riverside
- Truck circulation/access is at odds with pedestrian safety
- Semi traffic on downtown College Ave
- Train noise and access problems – need overpasses?
- Railroad and Intersections make it challenging to get Downtown
- You can't get there from here (railroad, construction, traffic)
- No one uses the MAX transit
- Need access to transit within less than a mile.
- SE Fort Collins – too hard to get to MAX to get downtown. Teenagers especially need to be able to get to MAX, not convenient – there's no bus service.
- Designated locations for care-share

### ***Bike + Pedestrian***

- Disregard of bike rules (dismount zone, road rules)
- Designated bicycle plan route
- Trail access
- More bike racks... Odell's rack outside of Trailhead
- College Ave- poor access for bikes
- Covered/secure bike parking
- Not enough bike parking during events/music
- Bicycle network connections

- More bike parking – covered parking?
- Bike Lanes
- Sidewalk signs blocking pedestrians
- There is not enough room to walk on the sidewalks – too many tables and sidewalk signs in the way. Really hard for the mobility-impaired!
- [Need] More places to bike
- Sidewalks are rough on strollers
- Need more cut-throughs in and around the square for pedestrians
- Need sidewalks on arterials – Timberline, Trilby
- Needs a bike lane and direct pedestrian access [Riverside Corridor]

### ***Downtown as Destination***

- Train noise
- Scary sections at night for employees
- Traffic – don't come up from Greeley often
- Trains!
- Loud Trains
- No streetmosphere
- Train – quiet, relocate...I know some think it adds to the charm, but it is disruptive. It's too loud, creates traffic blockage.
- Traffic and trains
- Street closure for events is bad for business; likewise for trail closures.

- [Need to have] Less traffic
- What did you say?? The train's too loud.
- Train noise/traffic
- Train noise/traffic
- Car traffic patterns
- Loud trains during rush hour make me sad
- Everything downtown, minus the train, is awesome. The train? Awful.
- The trains along Mason St. are very obnoxious, namely noise and blocking traffic.

### ***Parking***

- Few facilities for special transit pickup/large vehicle parking
- Diagonal parking front angled
- Too many cars/parking is difficult
- Parking restrictions not enforced Saturday/Sunday and in the evenings
- Parking is overused (20% employees).
- Parking, esp. employee parking and moving cars between 2 hour spots
- Public expectations for parking right in front of specific stores – drivers should be comfortable with parking on outskirts/ in garages and conducting errands on foot
- Visitors uninformed about Sat/Sun free parking
- Non-functional TOD parking



- standards
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Parking – demand outweighs current provisions
- Drivers unwilling to use garages
- Small business mortality rate... due to parking? "everyone wants to be in Old Town, but we can't properly service customers"
- What's missing, should be added: Parking at College/Mason/Mulberry. Per Parking Plan.
- Parking is the limiting factor
- People parking at places like the Lincoln Center and abusing parking
- Diagonal parking
- Parking is a bitch
- Please paint steps in parking garages YELLOW to prevent falls.
- Access
- More extensive bus routes/times
- Late night transit service
- Sunday Transit service
- Need more bus shelters to make waiting more comfortable
- MAX on Sundays
- Rebuild Mulberry interchange
- Protect neighborhood streets from commercial traffic cutting through
- Trolley (downtown circulation)
- Extend trolley service
- Connect district edges (Linden, Willow, Lincoln...) into the core so that movement within and among them feels seamless

## Transportation & Parking Opportunities

- Wayfinding. For peds; in garages; driving around; out on the highways.
- Smoother multi-modal traffic flow (parking, bicycles)
- "Small regional transportation systems"
- Improve road safety (esp. along Lincoln and Willow; for all vehicles and pedestrians)
- Improve cross-town connectivity
- There is desire to run the trolley to new City Hall block.
- Circulator trolley for integration of Breweries, Woodward, and dining establishments
- Mason corridor as target area (re: benefits of MAX)
- Improve business accessibility, especially Old Town East and Lyric Cinema Café.
- Systematic small vehicle public transit to relieve congestion issues.
- Improve and maintain road surfaces especially at Maple and Laporte
- Reroute Oak street to be straight between College and Remington.
- People need to use the bus more rather than walk
- Make downtown Fort Collins free of vehicle traffic if we want to be progressive--this is what we should be planning for long term. We also need better public transportation. The railroad tracks also need to be moved.
- Easy accessibility
- More comprehensive public transit all over town
- Comprehensive public transit
- Downtown circulator trolley
- Railroad crossing gates [need]
- Add trolley car
- Buses should run more frequently and be smaller (the big ones don't get filled)
- Car share downtown
- New downtown [plan] needs to focus on transportation (light rails, buses, etc.). Less bars.
- Late night transportation should be more accessible.

### ***Bike+ Pedestrian***

- Bike share

- Bicycle master plan
- Mason corridor improve for bikes and pedestrians
- Develop more bike friendly corridor
- Developing bike plans with the intention of higher certification
- Bike Park – “Valmont Style”
- Make it walkable – no cars
- Right turn signals before pedestrians walk
- Enhanced biking lanes and areas for bikers
- Encourage bike-friendliness in new Downtown Plan – corridors for biking.
- Bike parking – more of it. More than car parking. Maybe someday more car-free areas.
- Improve pedestrian experience – codify privilege within district?
- Interaction between people on the streets and the storefronts
- Expand bike friendliness: remove curbs and reduce curb heights; make continuous bike lanes on every street; remove pedestrian bulbs and protrusions into intersections; allow all left turns
- Time signals to eliminate interference of pedestrian crossing with motor vehicle turning
- Need more bike parking (Walnut, Mountain, and College)
- Skate friendly sidewalks
- Bike lanes on College
- Artistic bike racks
- We love to walk in OTFC. Make Walnut a pedestrian area! And Linden, too!
- Make ALL of OTFC a pedestrian area
- Bikes + MAX/buses don’t mix – need bike lanes on Mason or extend Mason trail.
- Skate friendly sidewalks and more areas to skate on without getting in trouble!
- Less need for auto – more active for transit
- We need to change the way we handle cyclists
- Bike lanes away from traffic
- More pedestrian friendly
- Add more bike racks, etc.
- Bike infrastructure
- Consider putting the roads as a beltway around Old Town and make it entirely pedestrian
- Bike parking could be improved
- Connect bike trail to Windsor
- More park benches, especially near the MAX, would be super great along with more places to lock up the bikes!
- (MAX)
- There needs to be more public transportation for people who don’t want to drink and drive.
- Keep doin’ what yer doin’! More bike paths/routes, more cools downtown attractive stuff!
- Ambassadors, esp. tied to pay parking if that happens. At the DBA, we have hired holiday greeters for directions, info. Gave out candy.

### ***Parking***

- Parking garage at Foothills Mall
- Use of empty surfaces (private for parking)
- Close off more segment (Mason, Old Town Retail)
- CSU parking garage at Hughes with a shuttle
- Establish employer-mandate parking for employees.
- Make validate parking known and available.
- Adequate parking is a key to JOB encouragement, and a step toward developers building in the district
- Mapping of groundwater by the City – give predictability to owners and developers – would inform discussion of parking below grade
- Implementation of a parking fee to subsidize public parking? Move parking to Downtown’s perimeter.
- On-street paid parking – start at rate equal to parking

### ***Downtown as Destination***

- Way finding
- Relationship to river
- Proximity to river
- 700 employees/consumers from CSU to attract to Old Town
- Woodward consumers
- Food Resources
- Package plans (tourism)... especially with public transit

- garage
- Heavy business days (e.g. Black Friday): valet parking by parking enforcement staff
  - Consider a parking improvement fee/fee in lieu
  - Perimeter parking structures at low cost; more expensive parking on the street
  - Parking suggestion: 3 hours free in parking garage; 1 hour at the curb; 2 hours at the center island
  - We think parking may sometimes be used as a scapegoat for business difficulties. Not sure if that's what causes failure. Maybe it sometimes prevents a business from coming here. Of course, we don't know who's not coming to our business because of parking, but business is growing and doing fine. We have noticed people don't complain as much as they used to. Our back door on the alley with access to the garage seems to be helping. Parking seems to be different for old timers and new folks. Parking pay on-street – we're in an informal retailers group and that group is divided on pay parking.
  - Parking - make the garages more FUN.
  - Paid parking is "inevitable"-on-street should pay; structures presently charge too little
  - Mechanisms to achieve goals
- a BID? Pay parking?
  - Regulate oversized vehicle parking (monster and muscle trucks), which take up car spots and pose a danger to bikes.
  - Incentivize garage parking modify on street, but not paid
  - Enforce no parking after 3, but give residents parking emblems
  - More parking
  - Parking is an issue that I would like to see more parking
  - Garages – add more!
  - A lot of the garages aren't full now
  - Small dispersed garages more effective than large ones
  - More parking
  - More parking
  - Depends on how much you charge [willingness to pay for parking]
  - Depends on price! [willingness to pay for parking]
  - Don't do it!!! [willingness to pay for parking]
  - If reasonable. Paid parking might make people walk further away to avoid paying for parking fyi. [willingness to pay for parking]
  - Just have a time restriction [willingness to pay for parking]
  - Maybe make garages free.
  - Overnight parking
  - Please do not tax the poor [willingness to pay for parking]
- More parking
  - More parking
  - YES! [re: More parking]
  - More parking options
  - More easy 2 hour parking
  - Better parking
  - More parking "squares"
  - More free parking
  - More parking, particularly structures – Structure north of 215 Mason within 5 years
  - Don't personally care about parking and cars – focus on bikeability
  - Parking - do bikes compensate for parking? Maybe a bit.
- Access**
- I-25 vs local roadway investment
  - College and Mason inflexible for this planning effort
  - Demand=^\$
  - Traffic/congestion
  - Too many cars
  - Traffic
  - Increased traffic congestion
  - Traffic
  - Control of traffic
  - As downtown gets busier, there will be more traffic as people commute in, with more pressure on road infrastructure.
  - Unintended impacts of development on traffic (e.g. Howes between Magnolia and Mulberry)
- Bike + Pedestrian**
- Increased growth without proper support for peds/ bikes/transit



# Transportation & Parking

## *Threats*

### ***Downtown as Destination***

- Too many festivals and events
- Woodward doesn't own us!
- Homogenous growth
- River corridor encroachment
- Dominated by bars and restaurants
- Relaxed development review
- Retail/entertainment imbalance
- Noise
- Traffic; parking; 'too many closed eyes to growth' will occur
- Unintended consequences of change are very important to try and find and consider!
- Impact on traffic and being sensitive to how change will impact traffic, especially for those living downtown

- I work downtown and people do not obey the traffic laws (+1)

### ***Parking***

- Taking away vehicle parking to provide bicycle parking
- On-street paid parking is undesirable (reported by business owners)
- Lack of on-street parking will kill retail
- MAX – high density developments without enough parking

### ***Access***

- MAX BRT
- Walkability
- Housing within close proximity [to Old Town]
- Parking

- Good bike parking
- Connection to parks
- Walkability and interaction between building activity and pedestrians
- Walking and Biking
- It's compact, not spread out like LoDo

### ***Atmosphere/Character***

- Kid/family friendly
- Summer events
- Hub of activity
- Culture
- Community (I always see someone I know)
- Vibrancy
- Vitality
- Perception from those outside the community
- Place you take your out of

# Urban Design

## Strengths

- town guests
- Good human scale – feels good to be there
- Something for everybody – feels like a small town with big city amenities
- Sense of Place
- Attracts young and old
- Density
- Great people, great vibe. The life, attracts the community. Feel, lifestyle. Great people. Beautiful place. Places for meetings, like here! (Crooked Cup).
- Generally, high quality exists now, to be maintained and expanded upon
- River District and other surrounding areas represent city at large
- Compact with amenities and resources for a range of needs
- Growing diversity
- Source of City identity – authentic/specific while a “kaleidoscope” of diversity
- Diversity and unique opportunities for living and business, many of which are unusual and cannot be found anywhere else
- Keep Old Town feel character of downtown, friendly, family, energetic
- [Old Town feel ] Very much worth keeping, eclectic feel. Variety of housing, range of

development over time, not all same feel

- Small town atmosphere
- Small town feel (+1)
- Small town old feel
- Small town flavor and appearance
- Small town vibe
- It's pretty Authentic place
- Sense of place

### **Architecture and Aesthetics**

- Eclectic architecture and stores/businesses including – but not limited to – the historic buildings
- Beautiful, interesting buildings with or without historic charm – Nowhere else in the City are there buildings like this
- Eclectic variety of housing
- Example: East side of Remington, balance of growth and historic preservation
- Authentic architecture
- Intact historic building and signs
- Historic character mixed with contemporary buildings emphasizes on both
- Nationally Recognized Old Town Historic District
- Historic Buildings
- Prefer Downtown buildings – brick better than stucco, better colors
- Signage Regulations

- Downtown's architecture and streets give it a unique sensibility.
- History. Keep the historic facades.
- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.
- Historic fabric through which the rest develops – a robust juxtaposition of historic and “hip”
- Old is good. If it doesn't appear old, why would you come to Old Town? - Cultivate/stretch “Old” feel
- Keep it historic
- Love the historic charm
- Storefronts are beautiful
- I love the Trimble Court improvements
- Old Town! (+1)
- I'm 92! And I love Old Town! Beauty/history, good changes, accommodate all.
- We love the live music in the square and the historic feel!
- Love!! [Historic District]
- Great architecture [Historic District]
- I would like to keep the architectural integrities of buildings.
- Old building feel
- Beautiful old buildings
- All historic venues
- Nice architecture
- Old historic look

- Architectural integrity of existing buildings
- Historical character
- One of the best things about Fort Collins is the fact that developers have built AROUND the old-growth trees rather than uprooting them. Another is that much of the old architecture has been and continues to be preserved. Keep it up, FoCo!

#### **Collaboration**

- DDA
- Collaboration between non-profits, businesses, residents, city, school district, CSU, etc.
- Planning and educating for the district and people
- Planning department
- Existing planning guidelines

#### **Development**

- What makes downtown great is the density.
- Love the density! (+1)
- Not an intense urban feel: it would be odd to have 8 story buildings; 4 story is the right scale
- Room for higher density in urban core
- Low building height
- Scale of 2/3 story buildings gives small town feel - Want to keep it low
- Boulder has greater heights, this reminds of what is great about Fort Collins: since setbacks more generous here there is less extensive heights
- Setbacks, not high height
- Large setbacks, low heights (up to 5 or 6 stories)

- Scale=small town
- accessibility=lower heights
- Keeping houses small
- Low heights
- Authenticity –Historic scale and character (signage, architecture, and storefronts)\*\*
- Spacious

#### **Economy**

- Economic draw of old town
- Key employers
- Recent employment growth
- Natural resources (non-mineral)
- North College Improvements
- Square Redevelopment is a huge deal, and a good example
- Good mix of retail, restaurant, office
- Linden being a little off the beaten path of the district keeps rents lower
- Three economies (day, evening, night life)
- Mixed zoning and use
- Business diversity
- Activity 24/7 - residential
- Diversity of amenity and offering
- Quality dining options
- Music
- Beer, bands

#### **Infrastructure**

- Street trees
- Wide streets
- Most of current wide streets
- Adequate infrastructure
- Wide streets
- Basic pattern of sidewalks and paths
- Wide streets allow room for

taller buildings

- Cool alleys
- Great streets
- Beautiful trees (Mountain Ave, etc.) [Canyon Ave. District]

#### **Places, Spaces, and Gateways**

- Poudre River
- Artwork everywhere
- Complex/random "surprise" features (alleys, Oak Street Plaza, Art installations)
- Anchors the surroundings/ the city.
- Old Town Square as a central/gathering space
- Oak Street Plaza – a child space.
- Music. Family things. Things to interact and entertain, e.g., Discovery Museum...a telescope?...Scavenger hunt?...Boulders in the river?... The Farm is great...Saw a great Alice in Wonderland sculpture in [another city] that was really fun.
- Alleyways and little spaces. Medians, Fountains, little touches.
- The alleys are pretty cool – Interesting ways to cut through
- Awesome alleys and planters [Historic District]
- Love the alleys – especially at night with lights.

#### **Access**

- Lack of well integrated bicycle parking
- Some pedestrian connectivity issues- crossing canyon at Lincoln center, crossing at northeast corner college



- riverside
- Access from I-25
- Public parking
- Parking evaluation
- Connection from old town to river district
- Trail connection between Lincoln and mulberry
- Mountain/Jefferson intersection
- Parking...
- Canyon MISSING a key bit of sidewalk at Magnolia. Do something better with it as a pedestrian connection. [Urban design, management]
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Train – quiet, relocate...I know

## Urban Design Weaknesses

some think it adds to the charm, but it is disruptive. It's too loud, creates traffic blockage. Solve earlier rather than later

- Accessibility includes lower heights of buildings because walking up flights of stairs is included in that category

### ***Atmosphere/Character***

- NIMBY
- Lack of ethnic diversity
- Family orientated character
- Late night drunkenness
- Train related negatives- noise, safety, visual
- Homeless population
- Vibrancy of Mason and E. Mountain
- Appearance and impression entering Old town
- College Ave appearance- Laurel to Mulberry
- Resistance to change

### ***Architecture and Aesthetics***

- People not understanding the value of their historic property and choosing to replace with something cheaper/new

- Lack of design guidelines for areas outside historic district
- Riverside corridor
- Unattractive signs that aren't pedestrian oriented
- New buildings lack charm
- Lack of attractive private spaces-roof top decks, plazas
- Some existing building are poorly designed yet still have plenty of life in them
- Bland new buildings, with no charm. Make architecture engaging. Civic Center garage an example of what to avoid – that's a dead stretch. NW corner of Oak and College.
- Narrow design variety
- Things that are out of historic character. Sasquatch Lodge, Drunken Monkey. Things that are jarring like that.
- Destruction of historic homes

### ***Collaboration***

- LPC is a barrier to development downtown – shouldn't be used as a tool against development
- Resistance to zoning changes

- Government regulations
- Conviction of council to support growth
- Reduced capacity/benefit of DDA
- Red tape for permits makes closing out projects cumbersome; costs passed to consumers
- Too much control is exercised by Historic Preservation; they should "answer to a higher power."
- NoPro's secession from SoPro, pursuant to "50 years of outrageously poor choices in Fort Collins city planning (or lack thereof)"

### ***Development***

- Limited room to grow
- Hurdles to new infill development and redevelopment
- High costs of development and exorbitant fees (prohibitive for beneficial projects)
- Need more room in Old Town

### **Economy**

- Completion of midtown mall for retail and shopping

### **Environment/Natural Resources**

- More urban growing walls, heat island mitigation, growing food in urban core that fills the voids of local CSA
- Energy inefficient buildings
- Drainage/parking at CSU Powerhouse and Northside Aztlan Center

### **Housing**

- Lack of affordable housing
- Issues with commercial uses bleeding into single family residential and significantly changing the character, congestion, parking etc of the neighborhood
- Transient and non-transient housing options
- Work/live integration
- Housing affordability in community in general
- Available "coach house"

- apartments
- Emergency shelters for homeless close April 1
- Not all shelters serve all demographics (women, men, children, youth)

### **Places, Spaces, and Gateways**

- Homeless population impacting public spaces
- Lack of central park/green space
- Mason Corridor – not attractive from Campus South – not enough landscaping, etc.
- Need to enhance gateways at boundaries. Deal with Lincoln/Jefferson/Mountain blighted entry - carry past plans forward and implement them.

### **Access**

- Enhanced bikeways
- Signage and way finding
- Improved mobility/walkability
- Leverage transit

- More opportunities to bike to downtown
- Improved bike parking and car parking
- Ability to take advantage of the MAX line
- Increase pedestrian zones- give people a feel for walkable communities
- Pedestrian safety
- Large surface parking lot
- Linden – discuss making it closeable. Interesting, host farmers markets etc.
- Circulator trolley for integration of Breweries, Woodward, and dining establishments
- Benches and bike parking
- Need to address sidewalk obstructions – getting out of hand in some places, can hardly make it through. Trailhead West Mountain block. [Urban design, management]
- Improve business accessibility, especially Old

## **Urban Design Opportunities**

- Town East and Lyric Cinema Café.
- Maybe connect Lincoln Center to Downtown better. MAX>B-cycle station>Lincoln Center. Might help.
- Connect N. College via pedestrian bridges to Old Town... and keep designing

- the alleys to downtown.
- Connect district edges (Linden, Willow, Lincoln...) into the core so that movement within and among them feels seamless

### **Atmosphere/Character**

- Enable growth and higher population density without

- compromising the Old Town feel
- Increase ethnic diversity
- How much do you want to clean everything up? – It's a fair question.
- Solutions to address homelessness
- Old is good. If it doesn't

appear old, why would you come to Old Town? - Cultivate/stretch "Old" feel

- Desired character or vision: variety.
- Campus North – Identity Crisis!
- North College: new streetscape is nice, but still a lot of old, rundown buildings. [NW District]
- Wouldn't go here [NW District] unless there were multiple things to do within walking distance.
- Avery House and St. Joseph's are nice, but the area around them is different, distracts a bit [Civic District]
- Vitality, mixed shops, architecture, median parking [Civic District]
- Keep more of the historical feel
- Align character of new development, especially the "industrial zone", with downtown.

#### ***Architecture and Aesthetics***

- Restoration of historic buildings
- DDA just approved criteria describing the design enhancements they will be looking for in building proposals. Innovation is the key. Should promote design that hits across the plan categories (e.g. energy, market & economy, urban design); and reflects our time. Smart design.
- Dynamism in other urban

areas – comes from CONTRAST. Height, variety in massing.

- But still focus on the comfortable streetscape. Trees.
- Keep signage discreet and not on top of buildings
- Charming new buildings
- Low rise buildings
- Keep buildings at low height
- Diversity in architecture: Historic rehab and contemporary
- Enhanced landscape architecture
- Hold Downtown to highest design standards – good architecture should be encouraged
- New buildings should have their own charm; don't have to be historic per se. But protect the character with design standards or regulations.
- Variation in design
- Better design – greater emphasis on Low Impact Development and architectural style/materials that match desired character
- Avoid design getting pretty stodgy and a little dated relative to other places. Promote good design, not compatibility. Good design = use of rhythm, proportion, lines...but not matching materials or style. Be careful of trying to re-create the past.
- Create NEW history, don't replicate the old. It's a balance, because TOO edgy

can be scary.

- FoCo Café-ish design concepts
- Maybe don't need new RULES, maybe need a PROCESS fix. An Architectural Review Committee, using goals rather than rules? Go back to goals and objectives.
- Or, maybe NOT an ARC but rather build in flexibility for good design in existing process.
- LPC and LUC 3.4.7 in particular, do not allow for needed flexibility. These criteria raise major questions about design. Need to consider tradeoffs with historic preservation.
- 1st Bank modernistic building at College and Mountain is now seen as worthy of preserving, but wouldn't be allowed to be built.
- Buildings could be more urban, edgy. Need more latitude in code for innovation. If not an ARC, provide a way for applicants to SHOW WHY something is good design. PDOD seemed to get at that. More like LDGS criteria. Allow ways to ignore stated rules if something is good design.
- The River District design guidelines come close as a good example of design guidance.
- New buildings may get watered down design because architects don't



want to fight the battle of compatibility review. Can't tell what is worth bringing forward and what will be shot down. It would help to clarify how much flexibility there is in design. Have seen examples where this exact question is a determining factor in design. Need variety. Not a formula.

- Architecture
- Be careful of trying to re-create the past.
- Mason/Mulberry – back sides should open to Mason. Don't latch onto historic preservation of, say, the gull wing roof, at expense of adapting the back to orient to the key intersection. Example of need to consider tradeoffs with historic preservation. Maybe keep the swoop in front, but allow the building to be updated.
- Seeing examples of building touches in other cities that make you stop and do a double take. Fun little things to get more interaction. Little recent example of painted people up against walls. Places sto be surprised. Kansas City Plaza example of variety with a unifying sameness.
- Re Austin hodge podge quality – love the hodge podge!
- Infill down to Laurel in the next 20 years – shouldn't have to look like historic downtown.

- Change is good!
- Retain historic preservation controls

#### ***Collaboration***

- Urban connecting more with rural communities, even outside of county
- Town and Gown partnerships
- Additional public/private cooperation and development partnerships
- Retain all publicly-owned land for future city growth
- Pursuing a creative district for arts and culture – a State sanctioned designation, can come with some funding. Qualification criteria must be met.
- "Business improvement district" with parking, management assessed according to size
- Increase downtown's ties to the University
- Communication about what is happening downtown
- More education/interpretation of historic buildings in downtown – punchcard for finding buildings, historic sites
- Make sure kids continue to learn about the history of Fort Collins
- Keep an active preservation group
- Keep a preservation group to keep looking at these things like looking at places that need to be kept and restored

#### ***Development***

- Inventory of re-development opportunities
- Taller building at the downtown perimeter that take advantage of views
- Value of land is pushing increased height and density, which affects character
- Many parcels have potential for redevelopment
- Nice building materials; setbacks; limiting mass
- Encourage/maintain high density and mixed use\*\* – important for 24/7 use of space
- Make it easier for developers with tax incentives, utility incentives
- Development of Howes as "civic spine" connecting CSU to City Hall
- Tie in the new Stadium
- Spread commercial area East and West
- Build another downtown in south Fort Collins (e.g. high density), take pressure off downtown.
- Density (especially residential) enable growth of higher density without having tons of high buildings, etc.
- Have a balance to the density increase and building height increase
- Scale of 2/3 story buildings gives small town feel - Want to keep it low
- Have rules for developers. And stick to them. NO MORE VARIANCES. To come here, meet local rules.
- Creating underground rather

than building up (i.e. "social" bar in square)

- HEIGHT OF BUILDINGS  
know we're heading to more height so 4/5 is more doable here in FOCO w/ wide streets than it was in Boulder
- When will Old Town Square be restored??

### ***Economy***

- Attract large/mid-size companies (employment centers); Otterbox campus is a good example
- Bring in retail that moved out-groceries, office supply
- Support current locally owned businesses that create the biz fabric for Fort Collins
- Retail and business mix. Not enough retail in the mix. Retail destinations need a certain critical mass. Need a critical mass of retail. Sioux Falls had a business incubator.
- More dense mix use
- Build on integration of creative business
- Balance of uses: retail/bars/restaurants/offices... more residential
- Variety of Retail and Restaurant and Officespaces
- Integration of activities – Recreation/Work
- Establish a "small business development park"
- Greater mix of employment and culture
- Focus retail in "strip" or "promenade" to avoid competition/interspersion with

bars and restaurants – create critical mass of retail.

- Limited hours?
- Hotel-Convention Center
- Fulfill need for essential services like an urban grocery store with deli and drugstore
- Accessible, large event spaces
- Affordable, dense office space
- Community marketplace and Food Coops
- Bring together farmers, brewers, artists in Old Town Square... maximize shared space

### ***Environment/Natural Resources***

- Integration of low impact development techniques in site and building design
- Activate the River; Take advantage of River – "could be boom for downtown", - it is "natural to extend Downtown to the nature found along the River" – etc.
- River - view it as infrastructure. Highlight it, how it helps retain brewing industry. Relate river plans to water quality.
- Focus on River as a "decompression area"
- Celebrate sites along the River (unlike with Legacy Senior Housing)
- Mixed architecture; access to River [River District]
- Connect to Poudre [River District]
- Nature close to downtown [Poudre District]

- Bike path close to river [Poudre District]
- Kayak park [Poudre District]
- Pueblo River Walk – better engage the river (OKC, San Antonio) [Poudre District]
- Fruit trees – food in public places
- Lee Martinez Farm is underutilized; could be better integrated
- Showcase renewable energy opportunities
- Integration of renewable energy/increase efficiency in building design
- The river

### ***Gateways***

- Connections to other districts
- Now to benefit midtown mall development
- Integrate university
- Extend historic district financial benefits of N&S College
- Downtown no longer has to pursue being compact. Boulder does a good job of allowing its expansion.
- Growth will happen – just keep it responsible
- Growth in Old Town North, as a possible platform for the future movement of local small businesses
- Continue North College improvements
- Riverside is a critical gateway – particularly with Woodward – A good location for office development
- Linking across Jefferson in a comprehensive view of the

- full Downtown
- Implement Linden and Lincoln Bridges and Lincoln Boulevard – prosperity of Downtown affected by that.
- Themes and character for districts. Like the district map.
- What's missing, should be added: Parking at College/ Mason/Mulberry. Per Parking Plan.
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- FOCO has grown 4/5 times in these 45 years and the city is still very much the same, it is doable to continue this growth just has to be done right
- Downtown gateways
- Riverside Ave. conversions to visual asset

### **Housing**

- Increase office/working spaces with residential
- Residential co-housing for businesses
- Increase residential use of downtown.
- More residential (+1)
- Affordable Housing
- City has to be willing to step up for Affordable Housing, but this will not happen downtown
- To get housing, you need height and density.
- Housing. Some interesting,

really walkable housing with more interesting design. How to balance value for the developer with that. You can't really come back and facelift later. Some new buildings have looked a bit on the cheap side. New buildings should have charm. Doesn't have to be historic per se.

- Compatible Housing Design
- More small homes
- Is it within the scope of the plan to deal with rising rents, costs, living abilities. Would like to learn more about that. Are "rent controlled" or lower rent spaces possible? Creative district needs planned spaces for people to work and live. RINO having similar problems with success driving out cool things.
- More live/work arrangements
- Focus on live/work environment as a key to vibrancy
- Multi-generational living and ADU's
- Get students into student housing (esp. out of state students without residency) rather than rental housing
- Affordable housing for adults. Student housing?? Architecture – yes – keep it similar.
- Median income housing

### **Places and Spaces**

- Larger public gathering space
- Small public spaces- pocket parks/plazas

- More pedestrian alleys
- Continued incremental improvements (in vein of alley project)
- Outdoor Market. #1 opportunity.
- Old Town Square larger. Close Linden. Less asphalt. More fun spaces.
- Community building. Smaller scale, participation. Engagement. PLACES for people to gather, that are interactive. Support interesting interactions.
- As discussed in past GID discussions – get a BANNER SYSTEM. Long term infrastructure for a managed banner program. Don't look outdated, make it easy to switch out banners. Old Town Square was the only place that had this and the City has relied on DBA for tying and piecing together a program. The City should step up and participate. Mark the boundaries of pedestrian core area. The City has 3 horizontal banner locations currently. Maybe look for those along with poles.
- Idea behind new City Hall concept plan: need a good civic park. Town to Gown, opposite the Oval on the south end... There is desire to run the trolley to new City Hall block.
- Holiday lights summer equivalent? Water? What could it be?
- Food truck rallies as an event.



- Create a good location for that. Civic Center park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of East Oak? Mason Lot?
- Greater focus on alley improvements
  - More grass and less pavement at Oak St Plaza
  - Make all the alleyways modern and cute
  - More chairs and sitting areas for eating or people watching outside
  - Picnic tables
  - The vacant lot at Pine/ Jefferson is an example of an opportunity for something new and exciting.
  - Performance space in central area, like Rialto. Mountain/ Mason site fits this bill. Then CONNECT Lincoln center to downtown PAC site.
  - Need a good solid event location venue. Have been using Civic Park, Washington Park, Legacy Park not ideal.
- No infrastructure to support. Barely large enough for some events. Legacy Park requires bringing everything in. Outdoor venue urgent. Could use an indoor venue also, but outdoor first. Need a conscious plan for that. Keep the goose fountain
- Basketball courts
  - Outdoor "hang" spaces
  - Hang spots
  - Bigger fountain
  - Heated sidewalks and patios
  - Patio heaters
  - Lots of unused space by Albertson's – great spot for some open space and office space/lofts [Riverside Corridor]
  - Need for a major market building (e.g. The Source in Denver's RiNO) including restaurant, bakery, butcher, art, merchants...
  - "rubberized" play area for kids
- Access**
- Railroad operation impacting livability
  - Traffic management
  - Constraints prohibitive of growth
- Atmosphere/Character**
- Losing character of old town
  - Influx in new residents changing City culture
  - Costs of high leases leads to homogenous business entities and chain stores- which then bleeds the local creative businesses that creates and supports the local character
  - Loss of "sense of place"
  - Small unique shops being replaces with chains
  - Place of diversity with market forces and redevelopment
  - FEAR = Boulder. Growth is positive; maybe inevitable; but don't price out the cool people. Don't shift to chains that are everywhere. Don't dilute local feel! IF inevitable, then sad. Like it the way it is, but know that change come.
  - Tension between breweries/ cideries/distilleries and the historic neighborhoods over rights, responsibilities, and needs. Need for a community forum. Lincoln Corridor development showed this issue – should be addressed with non-City facilitation
  - Downtown subsumed as another "student district" (esp.

# Urban Design

## Threats

- with the many bars)
- [Overall people seemed to really want to keep the feel we have now of Old Town they like the local shops and not so much the bars. They don't want this "small town" feel of Old Town to be lost.]

### **Architecture and Aesthetics**

- Inappropriate infill
- Architecture becoming a campus style theme and more diversity in design not allowed
- Architecture not well integrated into historic fabric
- Overshadowed patios.
- Avoid any reduction in density.
- Sleek/modern development (Should maintain OLD town character – historic, brick buildings) – need for sign guidelines
- Too much focus on historic replication would restrict continuation of diversity... should celebrate unique, newer ideas with flexible planning and zoning codes
- Update planning regulations/building codes to encourage building diversity and avoid "monotonous campus feel" that exists in downtown Boulder
- Buildings being built in FC these days – what will be cherished?

- Historic buildings under threat
- Don't want feeling of "canyon" when walking downtown
- Historic buildings are aging and beginning to fall apart
- Investment in ongoing maintenance

### **Development**

- Issues of height, especially in development of Riverside
- Appeals Board too lenient with variances, granting too much forgiveness
- Feeder Supply building doesn't match the River District Standard and Codes
- Stadium on campus? A great mistake!
- Redevelopment costs
- Cost of parking facilities
- Possible restrictions on economic incentives and tax increment financing
- Resistance to increased density and taller buildings
- Never repeat a stunt like that on N. N=College which forced Albertson's to close. I hope any attempt at a similar project will be met by a major lawsuit.
- CSU's growth projections – how much is predicated on a different in-state/out-of-state/foreign ratio? May have too many out-of-town...

### **Economy**

- Rising cost of commercial space
- Too many Old Town properties are owned by a small handful of firms/people.
- Real estate prices
- Midtown mall retail
- Loss of large employers (Otterbox, Woodward, etc.)
- Gentrification (on viability of Rescue Mission; in Tres Colonias)
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Income and housing that provide for both device and entrepreneurial industry

### **Environment and Natural Resources**

- Effects upon river, natural areas, due to influx of people-increased density
- Don't build right on the Poudre River – Encompass
- Water availability

### **Infrastructure**

- Aging infrastructure
- Downtown infrastructure not equipped to handle new development

### **Other**

- Hiding the homeless as a solution – don't do this
- Not addressing homelessness

## Appendix B

### Downtown Plan - Meeting and Event Log

#### Downtown Plan - Meetings and Events Log

Activity/Event	Date	Purpose
Planning & Zoning Board Work Session	11/7/14	Overview of project
Public Involvement Committee	12/4/14	Public Engagement Plan
Chamber of Commerce LLAC	3/13/15	Overview of project
Planning & Zoning Board Work Session	4/3/15	Issue Identification
Parking Advisory Board	4/13/15	Issue Identification
Community Issues Forum	4/15/15	Issue Identification & Keypad Polling
Stakeholder Interviews	April 2015	Issue Identification
Working Groups Roundtable #1	4/23/15	Issue Identification
PDT Open House	5/6/15	Issue Identification
Parking Advisory Board	5/7/15	Issue Identification
Planning & Zoning Board Work Session	5/8/15	Issue Identification
FoCo Future Forum #2	5/27/15	Issue Identification
Farmers Market Outreach	5/30/15	Issue Identification
Transportation & Parking Working Group Meeting #2	5/27/15	Priorities
Urban Design Working Group Meeting #2	6/2/15	Priorities
Market & Economy Working Group Meeting #2	6/3/15	Priorities
Downtown Management Working Group Meeting #2	6/4/15	Priorities
Energy & Environment Working Group Meeting #2	6/4/15	Priorities
Arts & Culture Working Group Meeting #2	6/4/15	Priorities
First Friday Event	6/5/15	Issue Identification
FoCo Future Forum #3	6/10/15	Issue Identification
Parking Advisory Board	6/8/15	Visioning
DBA Membership Meeting	6/18/15	Visioning
FoCo Future Forum #4	6/24/15	Visioning
Noontime Notes Concerts	June/July 2015	Issue Identification, Visioning
Urban Land Institute Event	6/25/15	Best Practices/Visioning

Updated 12/15/16





## Downtown Plan Meetings & Events Log

Activity/Event	Date	Purpose
Brewer's Festival	6/27-28	Visioning
Planning & Zoning Board Work Session	6/30/15	Visioning
Commercial Real Estate Brokers	7/16/15	Visioning
DBA Board Meeting	7/8/15	Visioning
Senior Advisory Board	7/8/15	Visioning
Walking Tour #1 – Canyon Ave. District	7/9/15	Visioning
Walking Tour #2 – Historic City Center	7/9/15	Visioning
Planning & Zoning Board Work Session	7/9/15	Visioning
Walking Tour #3 – Mason North & Civic Districts	7/10/15	Visioning
Walking Tour #4 – Campus North District	7/10/15	Visioning
Walking Tour #5 – Innovation, Oxbow, & River Districts	7/10/15	Visioning
Visioning Event	7/13/15	Visioning
Landmark Preservation Commission	7/22/15	Visioning
Electrify Your Summer	7/25/15	Visioning
Bicycle Advisory Committee	7/27/15	Visioning
Creative District Community Conversation	7/27/15	Visioning
Farmers' Market Outreach	8/1/15	Visioning
Neighborhood Night Out	8/4/15	Visioning
Market + Economy Working Group Meeting #3	8/5/15	Visioning
Energy + Environment Working Group Meeting #3	8/6/15	Visioning
Arts + Culture Working Group Meeting #3	8/6/15	Visioning
Urban Design Working Group Meeting #3	8/6/15	Visioning
Water Board	8/6/15	Visioning
Transportation + Parking Working Group Meeting #3	8/6/15	Visioning
Planning & Zoning Board Work Session	8/7/15	Visioning
City Council Work Session	8/11/15	Project Update
Human Relations Committee	8/13/15	Visioning/Choices
New West Fest	8/15-16	Visioning/Choices
Air Quality Advisory Board	8/17/15	Visioning/Choices
Art in Public Places Board	8/19/15	Visioning/Choices
Downtown Management Working Group Meeting #3	8/20/15	Visioning

Updated 12/15/16



## Downtown Plan Meetings & Events Log

Activity/Event	Date	Purpose
Parks and Recreation Board	8/26/15	Visioning/Choices
Commission on Disability	8/27/15	Visioning/Choices
Affordable Housing Board	9/3/15	Visioning/Choices
Energy Board	9/3/15	Visioning/Choices
Planning & Zoning Board Work Session	9/4/15	Choices & Strategies
DDA Meeting	9/10/15	Choices & Strategies
Working Group Character Charrette (Meeting #4)	9/14/15	Choices & Strategies
Character District Drop-In Workshop	9/15/15	Choices & Strategies
Natural Resources Advisory Board	9/16/15	Choices & Strategies
Economic Advisory Commission	9/16/15	Choices & Strategies
Transportation Board	9/16/15	Choices & Strategies
Open Streets	9/20/15	Choices & Strategies
Landmark Preservation Commission	9/23/15	Choices & Strategies
City Comforts with David Sucher	9/24/15	Choices & Strategies
Planning & Zoning Board Work Session	10/2/15	Choices & Strategies
Parking Focus Groups	10/14/15	Choices & Strategies
Parking Focus Groups	10/15/15	Choices & Strategies
Joint DTP/OTNP Workshop	11/4/15	Choices & Strategies
Planning & Zoning Board Work Session	11/6/15	Choices & Strategies
DDA Meeting	11/12/15	Choices & Strategies
Landmark Preservation Commission	11/18/15	Choices & Strategies
Planning & Zoning Board Work Session	12/4/15	Choices & Strategies
Urban Lab First Friday Open House	12/4/15	Choices & Strategies
Market + Economy Working Group Meeting #5	12/9/15	Choices & Strategies
Energy + Environment Working Group Meeting #5	12/10/15	Choices & Strategies
Arts + Culture Working Group Meeting #5	12/10/15	Choices & Strategies
Urban Design Working Group Meeting #5	12/10/15	Choices & Strategies
Downtown Management Working Group Meeting #5	12/10/15	Choices & Strategies
DDA Meeting	12/10/15	Choices & Strategies
Transportation + Parking Working Group Meeting #5	12/11/15	Choices & Strategies
Downtown Think Tank Presentation	1/4/16	Choices & Strategies

*Updated 12/15/16*



## Downtown Plan Meetings & Events Log

Activity/Event	Date	Purpose
Market + Economy Working Group Meeting #6	1/6/16	Choices & Strategies
Transportation + Parking Working Group Meeting #6	1/8/16	Choices & Strategies
Planning & Zoning Board Work Session	1/8/16	Choices & Strategies
Transportation Board	1/20/16	Choices & Strategies
Choices Open House	1/25/16	Choices & Strategies
Planning & Zoning Board Work Session	2/5/16	Choices/Plan Development
Parking Advisory Board	2/8/16	Choices/Plan Development
Commission on Disability	2/11/16	Choices/Plan Development
Art in Public Places Board	2/17/16	Choices/Plan Development
Superboard Meeting	2/18/16	Choices & Strategies
Landmark Preservation Commission	2/24/16	Choices/Plan Development
Choices Workshop #1	2/25/16	Choices & Strategies
Choices Workshop #2	3/2/16	Choices & Strategies
Planning & Zoning Board Work Session	3/4/16	Plan Development
City Council Work Session	3/10/16	Project Update
Parking Advisory Board	3/14/16	Recommendation
Energy + Environment Working Group Meeting #6	3/30/16	Choices/Plan Development
A+C, Creative District, Community Creative Center Meeting	3/30/16	Choices/Plan Development
Cultural Resources Board	3/31/16	Choices/Plan Development
Planning & Zoning Board Work Session	4/1/16	Plan Development
Parking Advisory Board	4/11/16	Plan Development
DDA Meeting	4/14/16	Plan Development
Transportation Board	4/20/16	Plan Development
Working Group Roundtable #2	4/28/16	Plan Development
Planning & Zoning Board Work Session	5/6/16	Plan Development
DBA Board Meeting	5/11/16	Plan Development
Urban Design Working Group Meeting #6	6/2/16	Plan Development

*Updated 12/15/16*





## Downtown Plan Meetings & Events Log

Activity/Event	Date	Purpose
Planning & Zoning Board Work Session	6/3/16	Plan Development
Market + Economy Working Group Meeting #6	6/8/16	Plan Development
DDA Meeting	6/9/16	Implementation & Adoption
Council Work Session: Parking Recommendations	6/14/16	Implementation & Adoption
Council Finance Committee: Parking Appropriation	6/20/16	Implementation & Adoption
Landmark Preservation Commission	6/22/16	Plan Development
Planning & Zoning Board Work Session	7/8/16	Plan Development
Senior Advisory Board	7/13/16	Plan Development
Air Quality Advisory Board	7/18/16	Plan Development
Natural Resources Advisory Board	7/20/16	Plan Development
Planning & Zoning Board Work Session	8/5/16	Plan Development
Parks and Recreation Board - Done	8/24/16	Plan Development
Landmark Preservation Commission	8/10/16	Plan Development
Water Board	8/18/16	Plan Development
Bicycle Advisory Committee	8/22/16	Plan Development
Planning & Zoning Board Work Session	9/2/16	Plan Development
Senior Advisory Board	9/14/16	Plan Development
Planning & Zoning Board Work Session	10/7/16	Plan Development
Natural Resources Advisory Board	10/19/16	Implementation & Adoption
Chamber of Commerce LLAC	10/21/16	Implementation & Adoption
Chamber of Commerce Young Professionals	11/2/16	Implementation & Adoption
Planning & Zoning Board Work Session	11/4/16	Implementation & Adoption
Landmark Preservation Commission	11/9/16	Implementation & Adoption
Parking Advisory Board	11/14/16	Implementation & Adoption
Draft Plan Open House (DTP/OTNP)	11/14/16	Implementation & Adoption
Draft Plan Open House (DTP/OTNP)	11/16/16	Implementation &

*Updated 12/15/16*



## Downtown Plan Meetings & Events Log

Activity/Event	Date	Purpose
		Adoption
Art in Public Places Board	11/16/16	Implementation & Adoption
Natural Resources Advisory Board	11/16/16	Implementation & Adoption
Transportation Board	11/16/16	Implementation & Adoption
DBA Board Meeting	11/17/16	Implementation & Adoption
Water Board	11/17/16	Implementation & Adoption
Air Quality Advisory Board	11/21/16	Implementation & Adoption
Bicycle Advisory Committee	11/28/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/1/16	Implementation & Adoption
Affordable Housing Board	12/1/16	Implementation & Adoption
Energy Board	12/1/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/2/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/6/16	Implementation & Adoption
Parks and Recreation Board	12/7/16	Implementation & Adoption
DDA Meeting	12/8/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/8/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/9/16	Implementation & Adoption
Planning & Zoning Board Work Session	12/9/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/10/16	Implementation & Adoption
Fort Collins Board of Realtors	12/13/16	Implementation &

*Updated 12/15/16*



## Downtown Plan Meetings & Events Log

Activity/Event	Date	Purpose
		Adoption
DBA Board Meeting	12/14/16	Implementation & Adoption
Economic Advisory Commission	12/21/16	Implementation & Adoption
Planning & Zoning Board Work Session	1/6/17	Implementation & Adoption
Landmark Preservation Commission Work Session	1/11/17	Implementation & Adoption
Landmark Preservation Commission Hearing	1/18/17	Implementation & Adoption
Planning & Zoning Board Work Session	3/10/17	Implementation & Adoption
Planning & Zoning Board Hearing	3/16/17	Implementation & Adoption
City Council Adoption Hearing	3/21/17	Implementation & Adoption

### Key:

Boards & Commissions

Working Groups (WG)

Community Presentations

City Council

Public Events

Other

### Total Reached Thru Surveys:

- Online Survey #1: 537, 469 complete responses
- Textizen Survey #1: 131
- Textizen Survey #2: 44
- Downtown Management Intercept Survey: 56
- Transportation + Parking Intercept Survey: 70
- Visual Assessment Keypad Polling: 117
- Online Survey #2: 701, 429 complete responses

- Parking Intercept Survey #2: 51
- Online Survey #3: 417, 336 complete responses
- Choices Workshop 1 Keypad Polling: 69
- Choices Workshop 2 Keypad Polling: 55
- Draft Plan Online Comment Form: 20 responses

TOTAL # REACHED THRU DIRECT

NOTIFICATION:

- Email List: 915

Updated 12/15/16



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# Appendix C

## Online Questionnaire #1

### Downtown Plan – Online Questionnaire #1

#### Is Downtown Headed in the Right Direction?

##### Summary

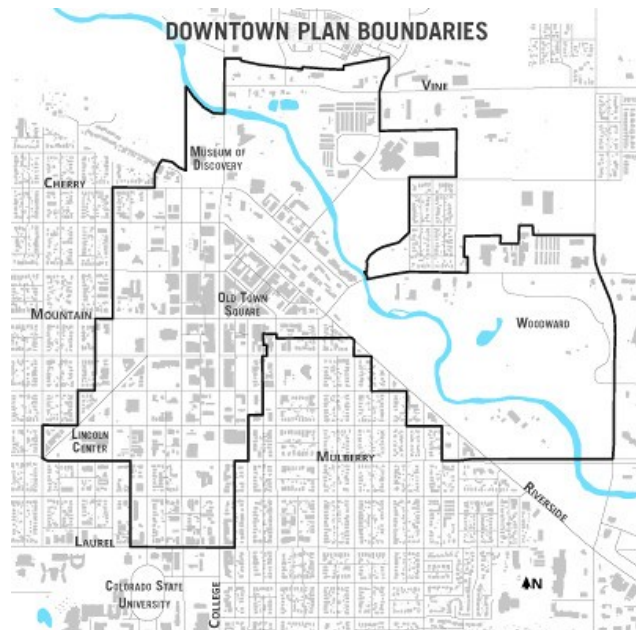
May 3 – June 7, 2015

#### **Background**

The Downtown Plan released an online questionnaire during the months of May and June 2015 to draw on community knowledge and opinions related to the downtown. This survey was one component of a public engagement campaign intended to collect input from a diversity of citizens and stakeholders through open houses, questionnaires, and interviews. The overarching question – “Is downtown headed in the right direction?” – sought a review of recent changes in the downtown area, its current use and identity, and opportunities for both protection of important features and new development in the next 10-20 years. Participation was advertised in businesses around Downtown, at open houses and other community events, through the Downtown Plan email newsletter, on the City’s main home page and social media, and on the Downtown Plan website ([fcgov.com/downtown](http://fcgov.com/downtown)).

The purpose of the forthcoming Plan is to update the 1989 Downtown Plan based on changes in the character, trajectory, existing conditions, and market trends affecting the commercial core of the city. The Plan hinges on six interdependent working areas, which include the range of issues identified for the Downtown:

- **Arts & Culture** includes downtown events, galleries, cultural institutions, venues, the Creative District, performance art, and Art in Public Places.
- **Urban Design** includes building heights, density, historic preservation, streetscape, landscape design, signage, and development guidelines.
- **Transportation & Parking** includes connections to the MAX bus rapid transit system, bicycle and pedestrian enhancements, intersection safety, and parking.
- **Energy & Environment** includes recreation and access to nature, land conservation and stewardship, urban agriculture, energy and water efficiency, energy production, and storm water and floodplain management.



- **Downtown Management** covers policing, safety, beautification, and programming, upkeep, and funding, with collaboration from the Downtown Development Authority, Downtown Business Association, homeless shelters and service providers, property owners, and businesses.
- **Market & Economy** includes tourism, employment, mix of uses, market capture, housing, retail, entertainment, and branding.

### ***Online Questionnaire Summary***

A total of 469 online questionnaires were completed during the response period. Many questions included an optional open response – “Other” – and a space for other comments. In the case of Question 4 – “what do you love most about downtown?” – all responses were open. These open responses were coded into categories for comparison. Some specific comments have been highlighted in the body of this summary to illuminate the data displayed in graphs and charts.

The following summary is organized in three main sections:

- Section A – Relationship to Downtown
- Section B – Feedback and Vision
- Section C – Demographics

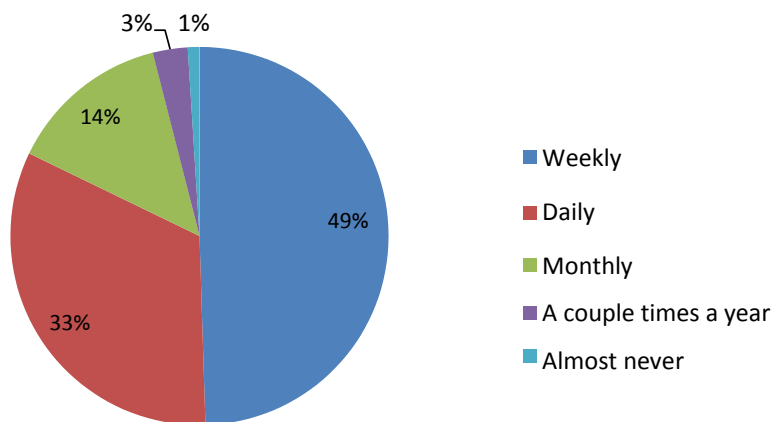
Questions 4 and 5 have been reordered in the summary to suit the organization of the analysis.



**Section A – RELATIONSHIP TO DOWNTOWN**

**Q1. How often do you go downtown?**

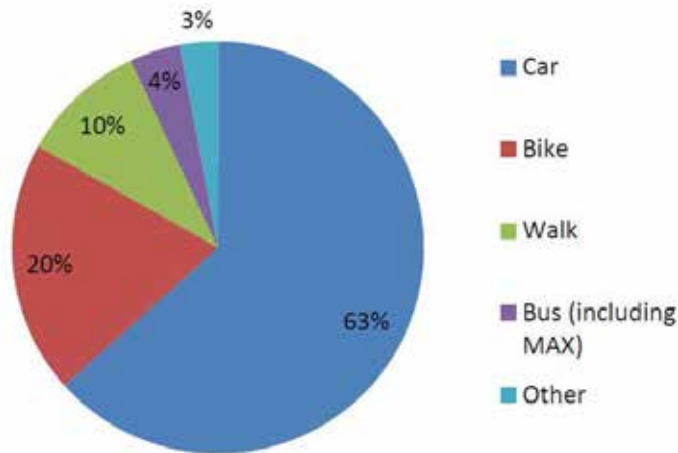
**Visitation to Downtown**



Questionnaire participants have a range of visitation habits when it comes to downtown. Half of participants visit on a weekly basis, and a full 96% visit on at least a monthly basis. This level of acquaintance likely demonstrates a strong interest in the downtown area. The questionnaire was open and advertised to infrequent or even one-time visitors, but this group was less represented in the questionnaire responses.

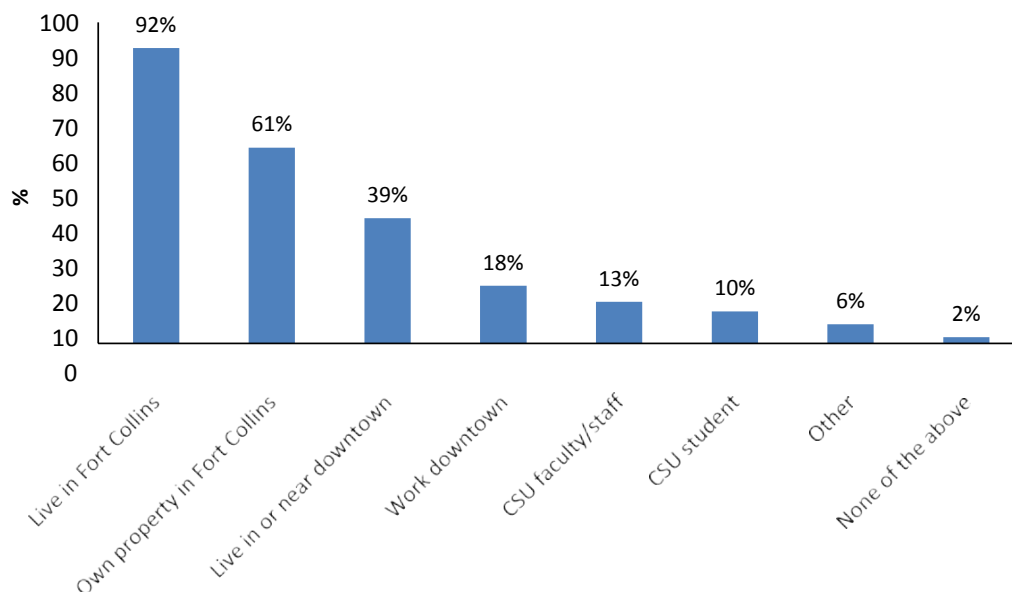
**Q2. How do you get downtown most frequently?**

**Mode Share of Visits to Downtown**



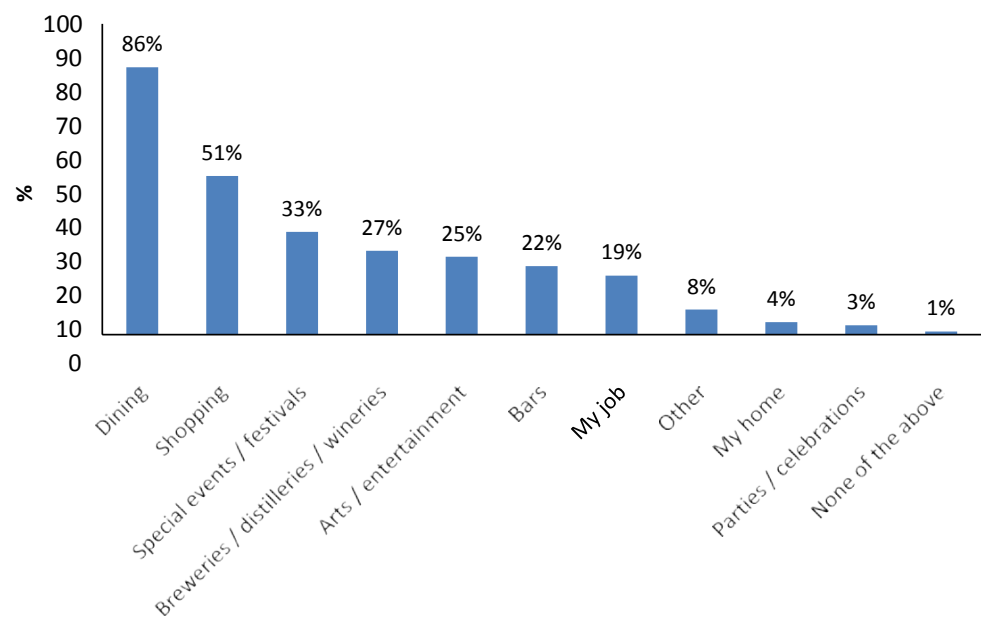
Comments indicate that many who frequent downtown use a variety of modes, depending on the purpose of their trip and other factors. For instance, one participant reported driving when commuting to work, but otherwise choosing to bicycle. This question asks about initial access to downtown, and does not reflect the share of visitors who walk *within* downtown once having reached it.

**Q3.** Which of the following apply to you (select all that apply)?



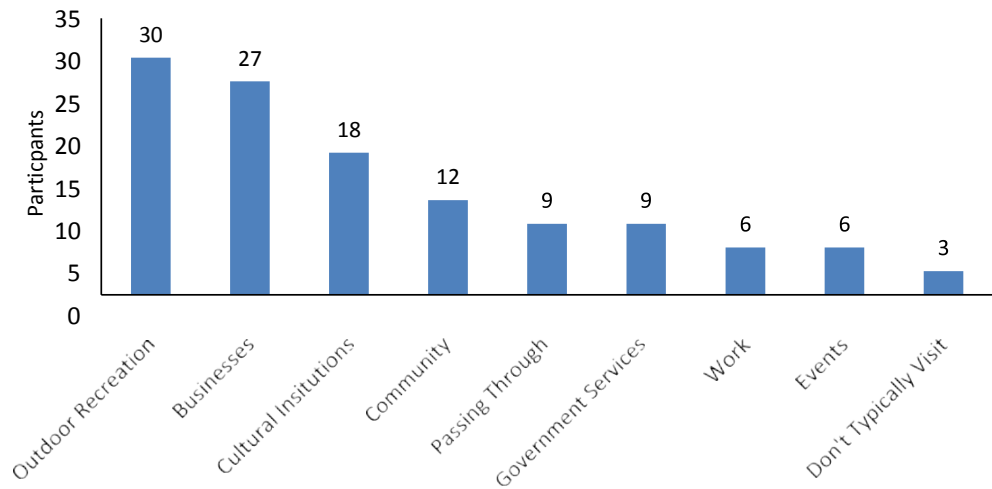
A range of associations connect participants to downtown Fort Collins. A majority are both residents and property owners in the city. The number of CSU students who participated may be lower as a result of the questionnaire being open and advertised during May and June, at the juncture of the University's final exams, graduation, and summer vacation. Importantly, 18% participants were employed downtown. Not working or living in Fort Collins does not exclude participants from a strong knowledge of the area – one participant reported that that he/she lives in Wyoming, but comes to Fort Collins to “work and play.”

**Q5. What typically brings you downtown (choose your top 3)?**



As anticipated, restaurants and retail prove the largest draw in bringing people into the downtown. However, a diversity of needs and desires are served by businesses of all kinds in the district, and by other qualities that are not necessarily associated with a particular business but are supported by the vibrancy of the area overall, such as walking and people- watching. As one participant noted, “the banks, post office and library are big draws and should have been included on this list.” Arts and entertainment often takes the form of a singular, well-advertised event, which draws on populations that may not otherwise visit downtown.

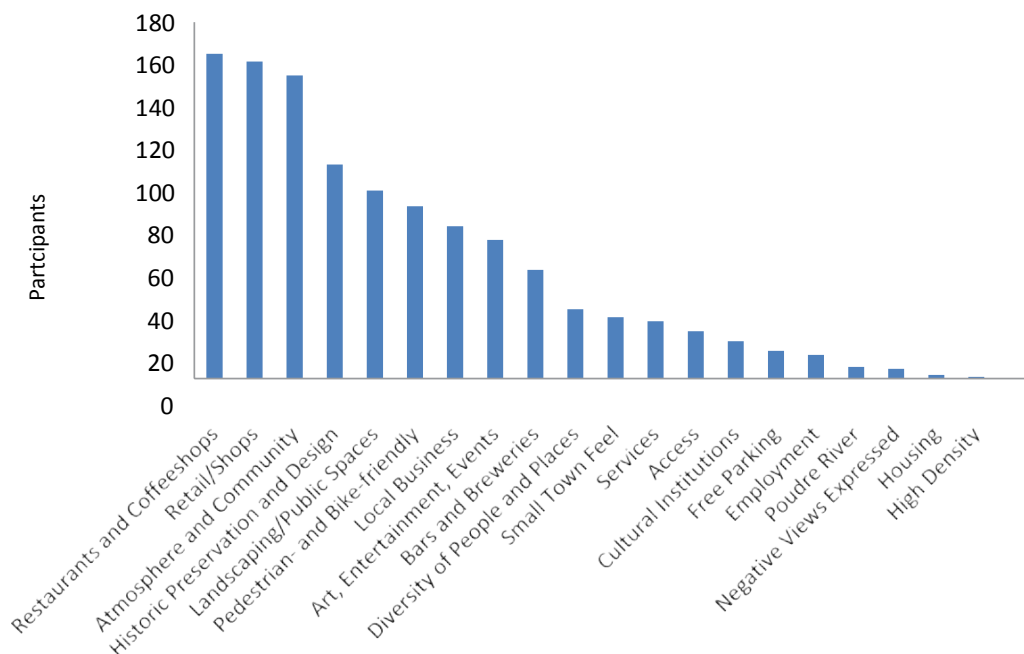
**Breakdown of "Other"**





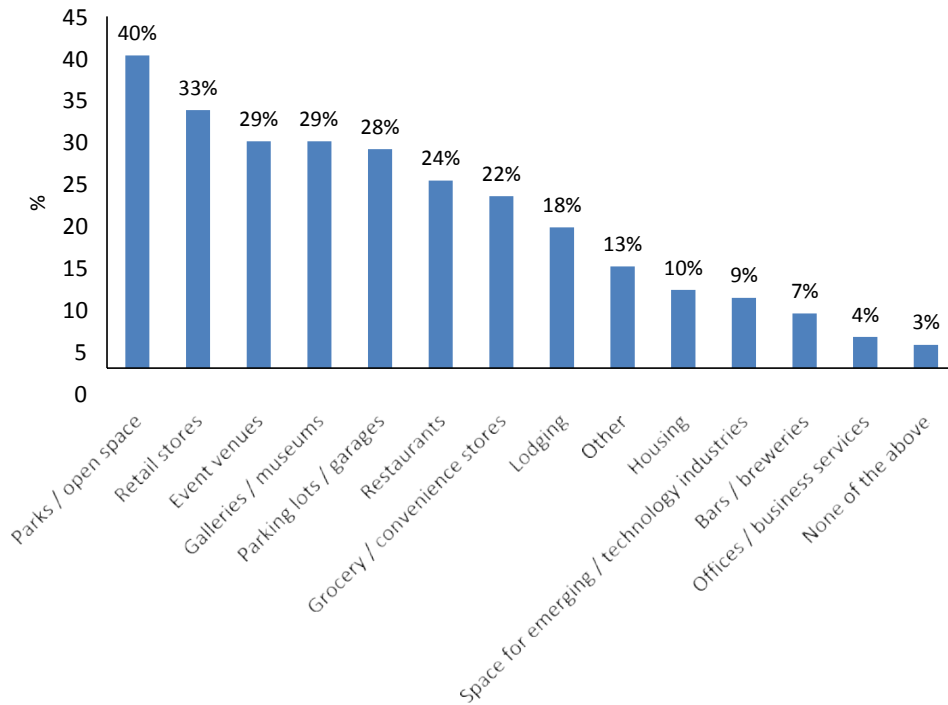
## Section B – FEEDBACK AND VISION

### Q4. What do you love most about downtown? (Analysis of open-ended responses only)

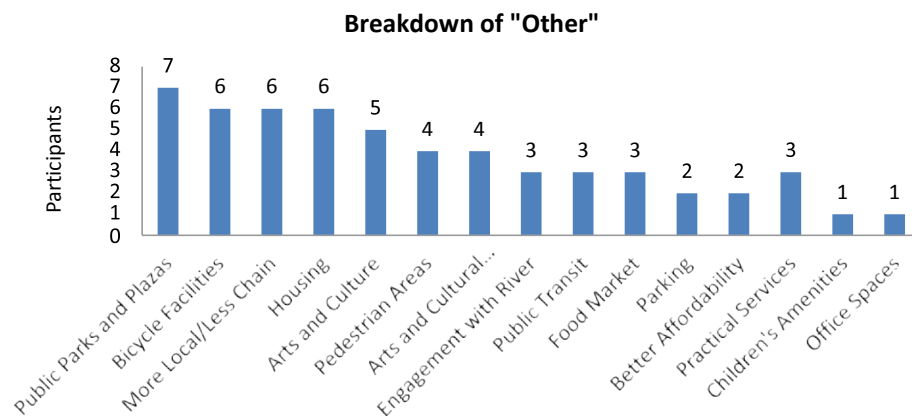


Responses to this key question align with the bulk of positive feedback about downtown that has arisen during the Issue Identification Phase. Restaurants and retail shops are pillars of downtown's success, but not just any establishments are welcome, according to commenters; well-regarded downtown establishments fit a certain typology that differentiates them from other business centers in town, with an emphasis placed on local ownership and diversity. The resulting "variety of local establishments" is associated with the atmosphere, historic character, and quality of downtown as a destination and as a practical source of goods and services. Praise was also awarded to the preservation and adaptation of historic buildings, the quality of streetscapes, and the public gathering places such as Old Town Square and Oak Street Plaza, the fruits of which can be enjoyed without spending money. Most frequently, commenters drew associations across categories, suggesting a framework in which the success of institutions, businesses, public spaces, and design qualities are interdependent.

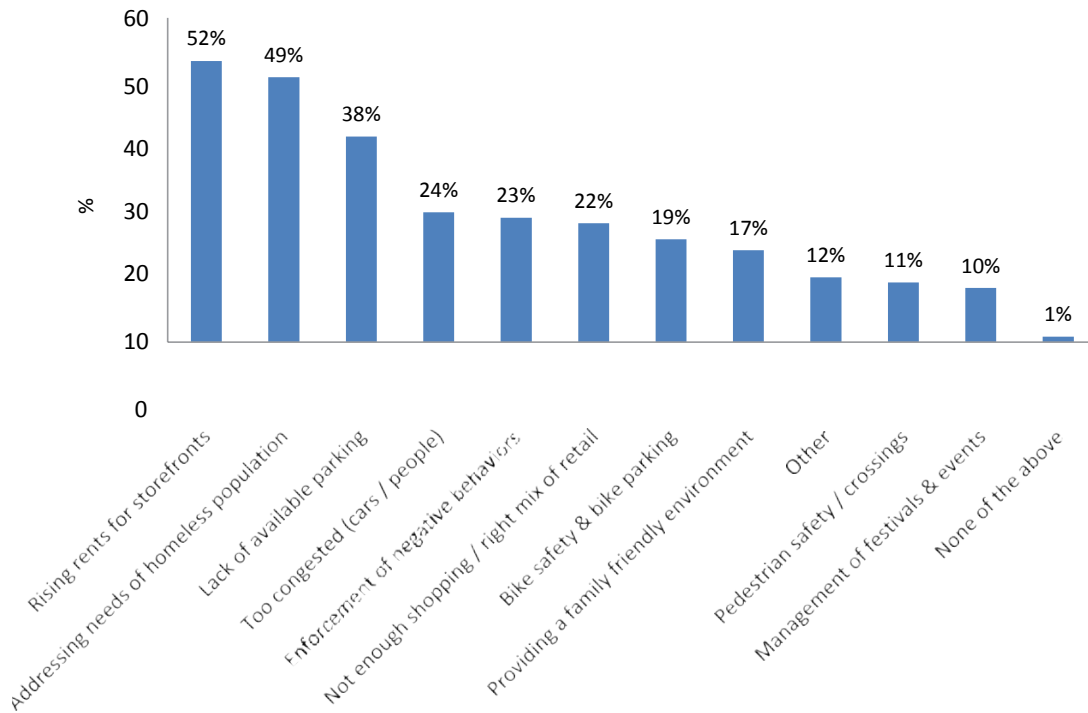
**Q6. If you were in charge, what would you add downtown (choose your top 3)?**



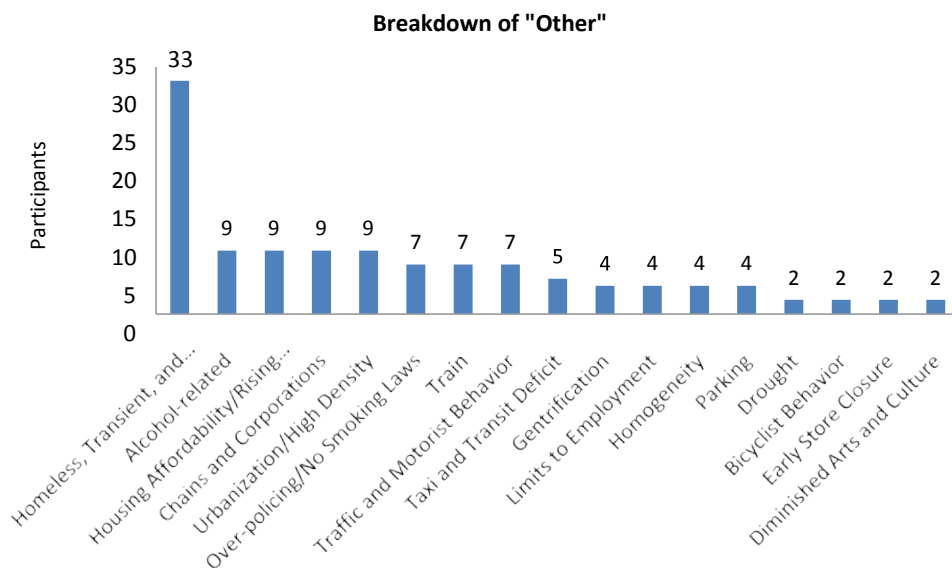
Whereas restaurants and retail stores ranked highly among Downtown’s assets, participants expressed a desire for spaces outside of the commercial range. Calls for a “public space where people can meet... without spending money” and for cultural institutions like galleries and event venues overshadowed the desire to expand on shopping, eating, and drinking amenities. Many used this question to call for changes that weren’t additions to downtown, such as a reduction in bars and breweries. And while a number of commenters used this part of the questionnaire to ask that “local” be retained and expanded upon, another participant suggested a national department store. Expanded parking and bicycle facilities also received heavy attention. Parking in particular is seen as a limiting factor downtown, with some participants suggesting that further additions to the district could not be of help unless parking services were also expanded to accommodate additional visitors.



**Q7. What are the top challenges facing downtown (choose your top 3)?**

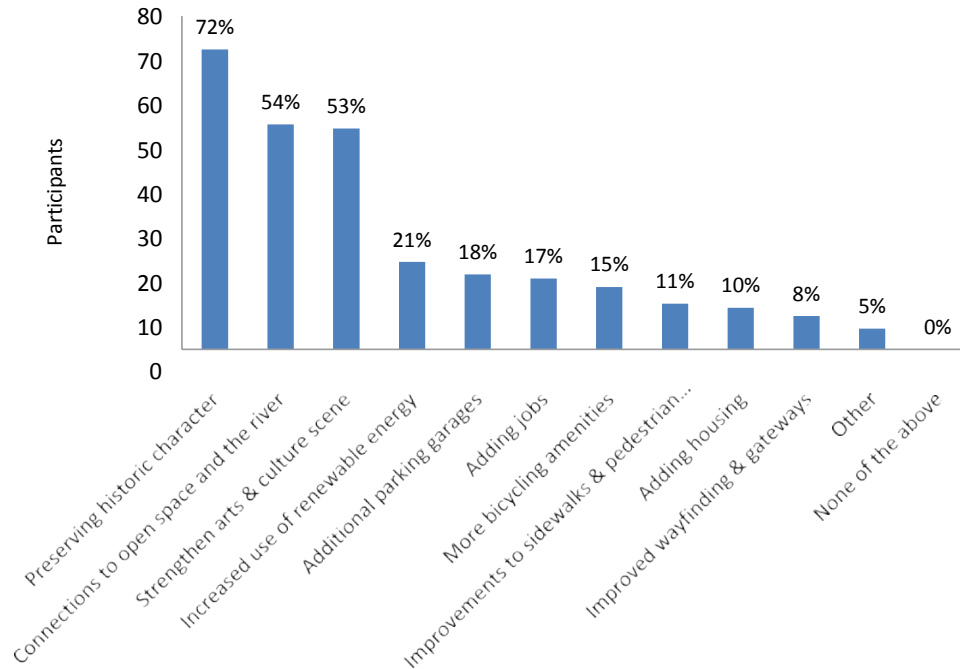


As with other questions, parking and congestion are primary concerns for downtown. Participants identified rising rents for storefronts as the major threat to local business, the fundament of which is established in Question 4 – this feeling was often expressed as a fear of corporate intrusion into the district. Conversely, fears of social and economic devaluation downtown were connected to the unmet needs of the homeless and transient population, whose growing presence downtown has generated a range of humanitarian concerns, anxieties over personal safety, and worries about the viability of business in a district where panhandling deters pedestrians.



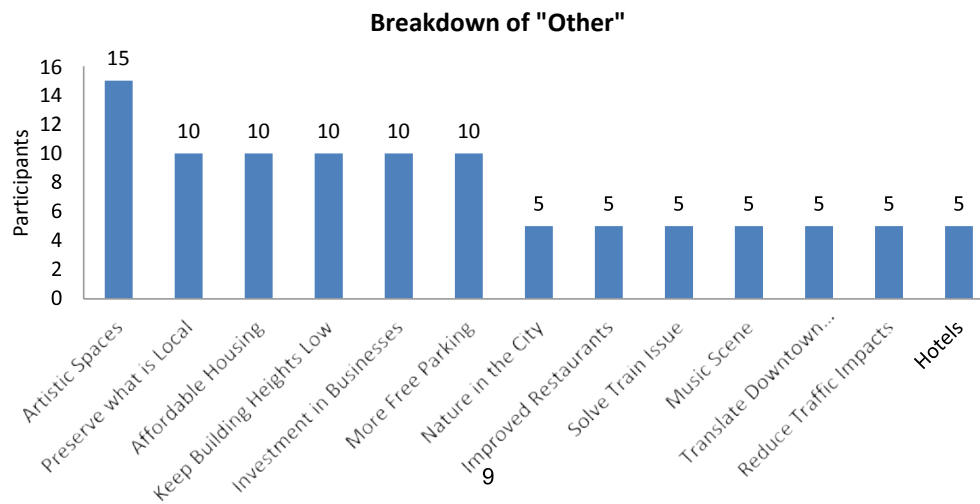


**Q8. What are the top opportunities for downtown (choose your top 3)?**



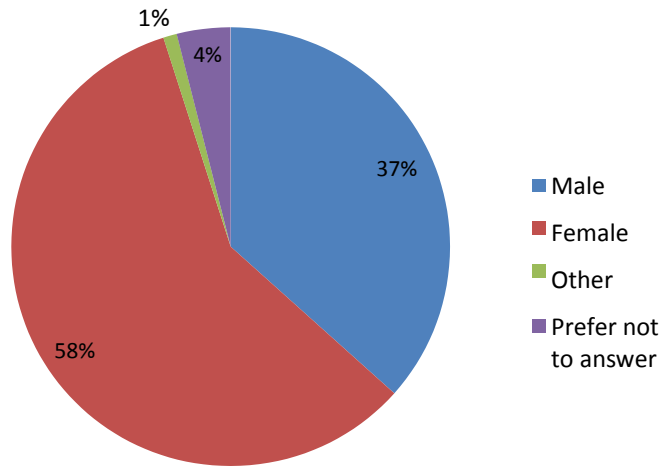
In identifying opportunities for the downtown, participants responded differently than when asked about present assets and potential additions to the district, instead relating downtown's present condition to the assets of its near future. Respondents pointed out that preserving the historic feel is essential to the ongoing atmosphere of what most commenters preferred to call "Old Town" rather than downtown. The Cache la Poudre River and the natural areas associated with it are viewed as a peripheral feature of the district that can and should be better incorporated into downtown's distinct pedestrian footprint.

The arts and culture sector is also highlighted as an area of opportunity by participants who see the abundance of artistic energy and the market for it as a partially-tapped resource, presently constrained by inadequate space for artists to live, work, and share their productions.

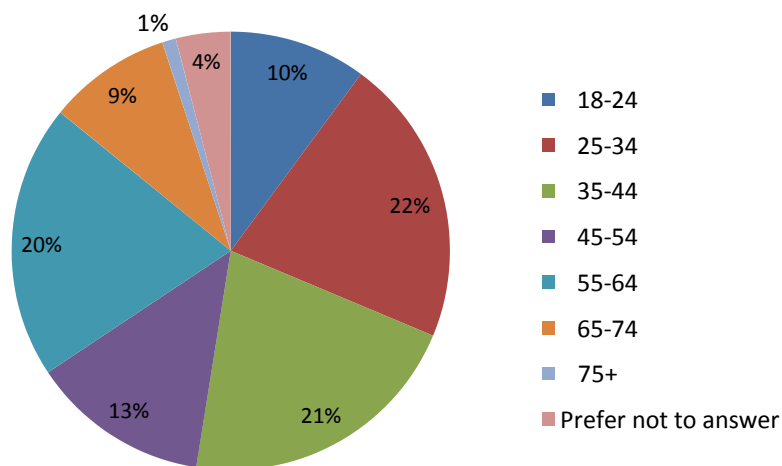


## Section C – DEMOGRAPHICS

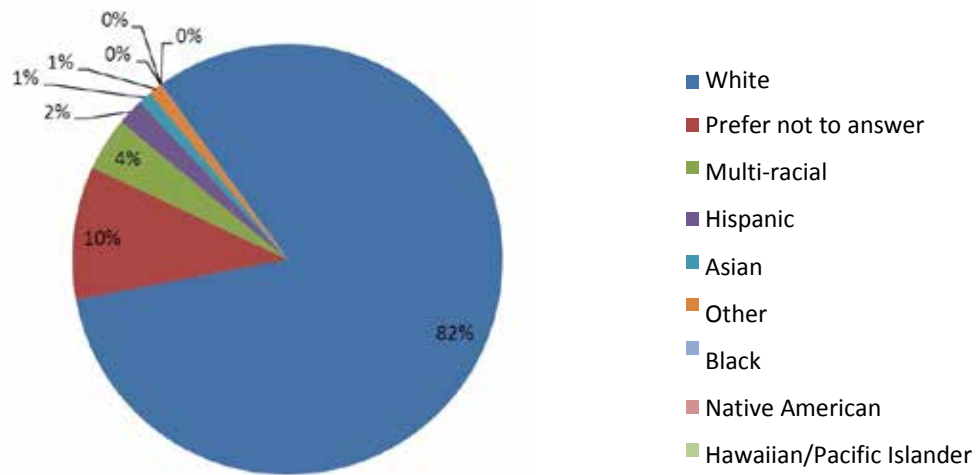
Q9. With which gender do you identify?



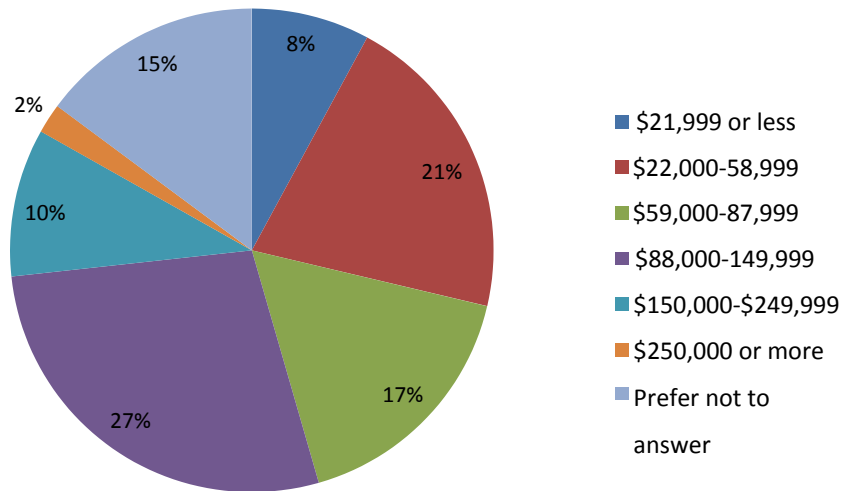
Q10. What is your age?



**Q11. What is your race?**

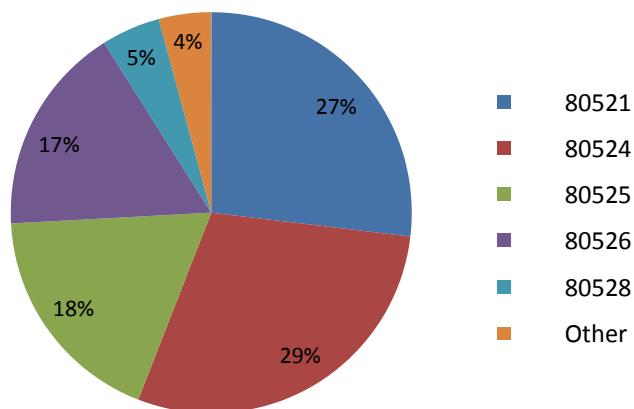


**Q12. What is your annual household income?**

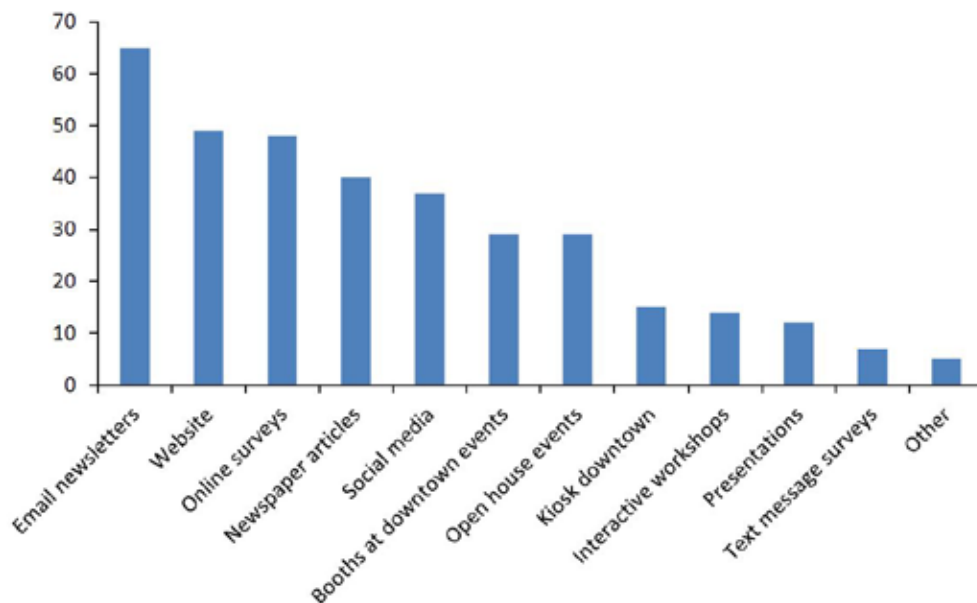




**Q13. What is your zip code?**



**Q14. The Downtown Plan is just getting started. We need your help setting the course for next 10-20 years! What are the best ways to reach out to you (select all that apply)?**



## Appendix D

### Online Questionnaire #2

Downtown Plan: Online Questionnaire Results  
What is Your Vision for Downtown?  
Summary  
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#### Background

The second questionnaire in the Downtown Plan process was conducted in July and August 2015 to collect community visions, strategies and preferences about the future of Downtown. The questionnaire asked respondents to share their visions and rank a list of goals for each of the six Downtown Plan topic areas. The results from the visioning questionnaire were used to create a draft vision for each topic area included in the Downtown Plan. There were 701 total responses to the questionnaire, and 429 completed responses.

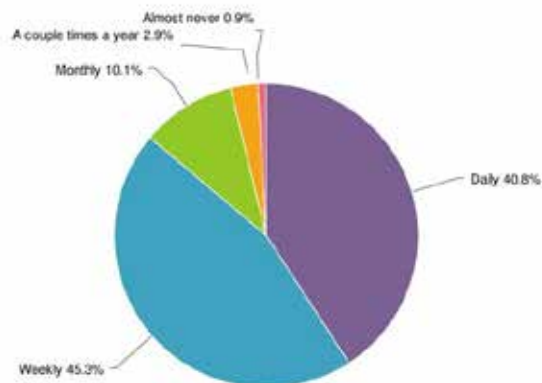
A full compilation of questionnaire results, including open-ended comments, can be downloaded at [fcgov.com/downtown](http://fcgov.com/downtown).

This summary is organized into three sections:

- Section A – Relationship to Downtown
- Section B – Priority Rankings and Vision by Topic Area
- Section C – Demographics

#### Section A – Relationship to Downtown

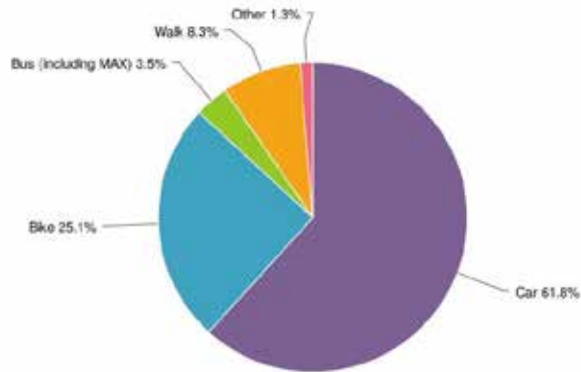
*How often do you go Downtown?*



Questionnaire participants have a range of visitation habits when it comes to downtown. Forty percent of participants visit on a weekly basis, and a full 96% visit on at least a monthly basis. This level of acquaintance likely demonstrates a strong interest in the downtown area. The questionnaire was open and advertised to infrequent or even one-time visitors, but this group was less represented in the questionnaire responses.

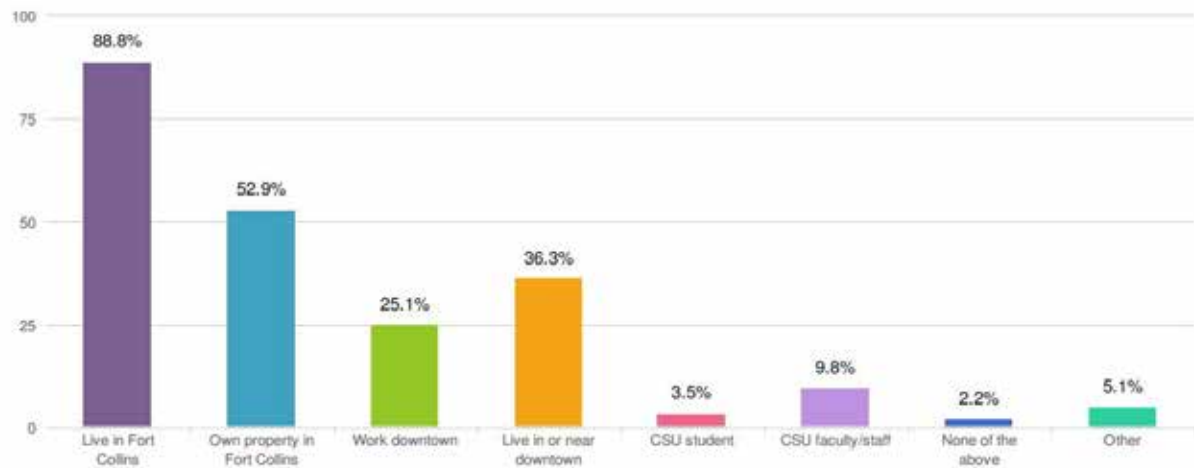
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*How do you get Downtown most frequently?*



Comments indicate that many who frequent downtown use a variety of modes, depending on the purpose of their trip and other factors. This question asks about initial access to downtown, and does not reflect the share of visitors who walk *within* downtown once having reached it.

*Which of the following apply to you (select all that apply)?*



A range of associations connect participants to downtown Fort Collins. A majority are both residents and property owners in the city. The number of CSU students who participated may be lower as a result of the questionnaire being open and advertised during the summer vacation. Importantly, 25% participants were employed Downtown, and 36% of respondents reported living “in or near Downtown.”



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**Section B - Priority Rankings and Vision by Topic Area**

**Arts + Culture**

*The following list of priorities for Arts + Culture has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.*

Priority Ranking:	Score *	Overall Rank	# Top Priority
Create a culture of <b>support for artists and creative people</b> to maintain downtown vibrancy.	1418	1	107
Explore ways to <b>support arts and culture</b> with facilities, infrastructure, events, and funding.	1288	2	86
Make it easier for creative <b>businesses to thrive</b> downtown.	1286	3	94
Improve <b>affordability</b> of live/work and studio space for artists and creative people.	1172	4	89
Explore opportunities to <b>incorporate more local art</b> into downtown properties and businesses.	1140	5	60

**Total Respondents: 436**

\*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

*How could these priorities be accomplished? (summarized comments from respondents)*

Create a culture of support for artists and creative people to maintain downtown vibrancy (85 comments)

- More events that focus on and employ local artists and performers (many genres)
- Support galleries and studio spaces through strategies like a defined arts district, providing workshop spaces, or encouraging the formation of cooperatives/shared spaces
- Provide funding or tax breaks; incentives for local businesses to work with local artists
- Bring back Streetmosphere
- Make studio space and living space affordable for artists/creative people
- Continue emphasis on public art by local artists (pianos, utility boxes, sculpture, etc.)
- Foster a tight-knit arts community and ensure that arts are accessible to the FC community

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Explore ways to support arts and culture with facilities, infrastructure, events, and funding (62 comments)

- Incorporate even more public art downtown – murals, low-cost or free live music, etc.
- Festivals could contain areas for local artists, provide free or reduced-cost space to local artists
- Continue arts-focused events that are already happening downtown
- Better promotion of arts events that are already happening
- Create more venue spaces (galleries and music specifically)
- Offer incentives or find other ways to involve local businesses – display local art, host performers, etc.
- Consider tax incentives, additional arts-specific funding, dedicated arts district with tax financing...

Make it easier for creative businesses to thrive downtown (60 comments)

- Focus on small and/or local businesses; keep chains limited or nonexistent downtown
- Allow for creative use of space. Shared spaces, basement spaces, public market/cooperative style galleries, set-aside spaces for a rotating “featured” artist downtown
- Keep taxes low on small businesses, consider tax incentives, subsidies, grants to keep creative businesses downtown
- Figure out how to make rents more affordable
- Create technical assistance and other support programs to help creative businesses get started
- Define “creative business” broadly so it includes graphic design, tech, music, etc.

Improve affordability of live/work and studio space for artists and creative people (63 comments)

- Look into rent control or rent subsidies
- Offer incentives to property owners to rent to artists/creatives at affordable rates
- Rent out city-owned properties at subsidized rates
- Get rid of You+2
- Use Artspace in Loveland as a model for affordable artist spaces
- Zoning should allow artists to live in their galleries/workshops
- Group studios and marketplaces
- Microhousing
- Increase density downtown

Explore opportunities to incorporate more local art into downtown properties and businesses (45 comments)

- Continue and strengthen the Art in Public Places program
- Continue alley work, pianos, utility boxes
- More funding

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- Involve local businesses more – do outreach, encourage businesses to display and work with local artists
- Use any available storefront for art display at no charge to artists

*When you think about the future of Arts + Culture in the Downtown area, what three words or phrases come to mind?*

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
25	Diverse/Diversity
24	Vibrant/Vibrancy
23	Music
18	Fun
16	Local
14	Art in public places/public art
14	Unique
12	Affordable/Affordability
12	Innovative
11	Creative/Creativity

*Draft Vision (written based on questionnaire feedback):*

- **In 2035, Downtown Fort Collins is a nexus for cultural activity in the town**, with a range of artistic and social offerings that are equally accessible to diverse audiences. Artists themselves benefit from affordable studio spaces and a variety of accessible and well-supported venues, so that their pursuits may be commercially viable and bringing community to coalesce. Vibrant social spaces and cultural assets enrich the lives of residents, the economic health of the district, and the experience of visitors.



Downtown Plan: Online Questionnaire Results  
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**Downtown Management**

*The following list of priorities for Downtown Management has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.*

Priority Ranking:	Score*	Overall Rank	# Top Priority
Maintain and improve <b>pedestrian space</b> to emphasize walkability and pedestrian priority.	1853	1	121
Address <b>problematic behavior</b> and maintain a <b>sense of safety</b> for all to be comfortable downtown.	1845	2	142
Work to address the <b>needs of homeless population</b> & improve understanding .	1668	3	89
Increase <b>maintenance capabilities</b> to keep up with growth.	1453	4	38
<b>Balance</b> the number and scale of <b>events, activities, and promotions</b> ; avoid 'large event fatigue.'	1369	5	40
Improve overall <b>communications and messaging</b> about downtown.	935	6	18

**Total Respondents: 448**

\*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

*How could these priorities be accomplished? (summarized comments from respondents)*

Maintain and improve pedestrian space to emphasize walkability and pedestrian priority (113 comments)

- Create more car-free areas, specifically pedestrian streets and plazas; full-time or on weekends. Identified opportunities include Linden Street, Walnut Street, and Mountain Avenue.
- Provide parking on the periphery with shuttles and/or transit to downtown; incentivize garages
- Increase pedestrian safety at intersections with all-walks, automatic walk signs, more time to cross, etc.
- Assess crosswalks and sidewalks – larger crosswalks, passable sidewalks (reduce encroachment)
- Repurpose parking or travel lanes to create larger sidewalks, bike lanes, bike parking, parklets/plazas
- Continue alley improvements
- Slow down traffic on College to increase safety for cyclists, pedestrians, families with children, etc.

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Address problematic behavior and maintain a sense of safety for all to be comfortable downtown (132 comments)

- Increase police and/or security presence downtown; stricter enforcement of current laws. Continued emphasis on quality of life/keeping the peace, rather than aggressive policing.
- Reduce panhandling, loitering, and soliciting. Suggestions include readdressing the “no panhandling” law, banning questionnaire takers, licensing street performers, limits on amount of time loitering.
- Manage the number of bars and level of drunkenness at night and on weekends. Possibilities mentioned include organized rides home, enforcement of public intoxication laws, extended business hours for non-bar businesses to keep more people out.
- Provide more/better resources for people experiencing homelessness
- Reduce noise downtown, enforce noise ordinance for loud vehicles
- Sense of safety is already high; have not noticed much “problematic behavior”

Work to address the needs of homeless population & improve understanding about issues (81 comments)

- Create or strengthen partnerships among service providers, nonprofits, local businesses, and others to provide services to people experiencing homelessness
- Expand homeless shelters and programs. Specific suggestions included mental health services, job training/assistance, daytime facilities, a task force to work directly with the homeless population, etc.
- Provide permanent housing as has been done in other areas (Utah) and is already being done at Redtail.
- Move the location of programs/services out of downtown
- Provide opportunities for the community to become more educated about issues

Increase maintenance capabilities to keep up with growth (30 comments)

- Improve parking options
- Continue current level of maintenance; add where possible (planters, seating, trash bins)
- Identify long-term funding tools to continue high level of maintenance

Balance the number and scale of events, activities, and promotions; avoid ‘large event fatigue’ (33 comments)

- Locate large events outside of Old Town/downtown. Spread out into other parts of the City.
- Allow fewer large events/festivals. Suggestions included a lottery system for event permits, spacing out events through scheduling (i.e. 1 large event per month, 2 medium events, and so on)
- Reduce street closures
- Balance the larger events with smaller events focusing on different audiences, for example, senior citizens, children, artists...

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- Improve communication among all parties responsible for scheduling, planning, and executing events

Improve overall communications and messaging about downtown (14 comments)

- Publicize more than events – use radio and TV to publicize Fort Collins more generally
- Install permanent message boards (electronic) in key locations
- Cross-publicize events in multiple forms of media (social media, news, radio, etc.)

*When you think about the future of Downtown Management in the Downtown area, what three words or phrases come to mind?*

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
69	Safe/Safety
34	Clean
28	Walkable/Pedestrian friendly
21	Homeless Issues
21	Parking
14	Beauty/Beautiful
10	Events
10	Family friendly
10	Panhandling
9	Accessible

*Draft Vision (written based on questionnaire feedback):*

- **In 2035, Downtown Fort Collins remains on the path of high quality maintenance and administration.** Law enforcement is predictable and comfortable for all people wishing to socialize, recreate, and conduct business downtown. Homelessness has in particular been addressed, balancing the rights and needs of all groups. A climate of positivity and mutual respect has been fostered in the street. Daily life, business, cultural events have combined to strengthen the sense of community.



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**Energy + Environment**

*The following list of priorities for Energy + Environment has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.*

Priority Ranking:	Score *	Overall Rank	# Top Priority
Harness and preserve the <b>Poudre River Corridor</b> and other unique natural resources.	1661	1	199
Pursue and support <b>innovative energy and environmental</b> projects.	1381	2	89
Incorporate nature and <b>opportunities to escape the urban environment</b> into new development.	1355	3	82
Enhance downtown's capacity to <b>manage stormwater and flooding</b> .	1007	4	43
Develop a concentrated district to <b>showcase environmental innovation</b> and stewardship.	785	5	14

**Total Respondents: 427**

\*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

*How could these priorities be accomplished? (summarized comments from respondents)*

Harness and preserve the Poudre River Corridor and other unique natural resources (139 comments)

- Enhance opportunities for recreation and improve trail connections between downtown and the river
- Preserve and protect the river – restrict/limit development, protect wildlife habitat and overall corridor
- Develop the riverfront as a resource for residents and visitors by building a riverwalk, walkway, or similar
- Balance development and protection. Make the river more accessible while minimizing impact of development
- Do more to integrate the river with downtown. Pedestrian/bike access, signage, education, etc.
- Don't harness/dam the river. Oppose NISP. [Three comments were in support of NISP, but far outweighed by the opposing viewpoint]

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Pursue and support innovative energy and environmental projects (103 comments)

- Add solar panels wherever possible – encourage solar on new developments, put panels on the roofs of city buildings, add canopies to parking lots, etc.
- Encourage other (non-solar) forms of alternative energy, like wind, hydroelectric, and green roofs
- Provide tax incentives to companies/businesses that incorporate “green” standards
- Improve transportation options to reduce car/truck traffic, eliminate train idling, and promote walking/biking/transit
- Implement CAP and strive to achieve goals
- Partner with CSU, energy/tech companies, and others to implement environmental initiatives
- Improve energy efficiency of buildings and limit or restrict water use
- Use the civic center complex as a model and anchor of a “green” district
- Make innovative project profitable

Incorporate nature and opportunities to escape the urban environment into new development (57 comments)

- Build pocket parks and other small-scale green spaces
- Develop a “river walk” area along the Poudre River
- Expand and enhance walking and bike paths
- Include/require green space in new developments
- Add more car-free areas downtown. Linden/Walnut were specifically mentioned as opportunities
- Develop community gardens and more urban agriculture opportunities

Enhance downtown’s capacity to manage stormwater and flooding (23 comments)

- Ensure that we are doing resiliency planning and keeping plans up-to-date
- Maintain and upgrade the stormwater system where possible to handle large storms
- Keep a buffer (no pavement) around the Poudre River to accommodate peak flows and flooding

Develop a concentrated district to showcase environmental innovation and stewardship (12 comments)

- We don’t have to focus so much on “showcasing” or being “innovative” – just have to implement things that we know work (wind, solar power in particular)
- Work with CSU and the Small Engines Lab to jump-start an energy district
- Encourage environmentally-focused businesses to cluster together
- Incorporate sustainable/innovative materials for public amenities (benches, plazas, etc.)

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*When you think about the future of Energy + Environment in the Downtown area, what three words or phrases come to mind?*

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
28	Innovative/Innovation
28	Poudre River
24	Sustainable/Sustainability
22	Clean
20	Solar Power
17	Green
14	Efficiency/Efficient
14	Preserve/Preservation
11	Renewable Energy
10	Conserve/Conservation

*Draft Vision (written based on questionnaire feedback):*

**In 2035, Downtown Fort Collins actively pursues sustainability in operations and in development.** Downtown is exemplary of city-wide climate protection efforts, having incorporated new technologies for responsible stewardship and energy production. From anywhere in downtown, people can easily access parks and natural areas. The presence of nature is felt even in Downtown's most urban places, as it is cultivated as a cultural resource. Access is balanced with the need to protect natural resources, while stormwater management and utility infrastructure ensure that existing and future needs are met.



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**Market + Economy**

*The following list of priorities for Market + Economy has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.*

Priority Ranking:	Score *	Overall Rank	# Top Priority
Help independent, local, and <b>small businesses</b> survive downtown.	1805	1	196
Encourage <b>affordability</b> of housing and commercial space, both for rent and purchase.	1427	2	107
Develop strategies to ensure <b>available, accessible, and adequate</b> parking.	1121	3	75
Maintain emphasis on <b>high-quality development</b> while making <b>approval processes easier</b> .	1073	4	45
Develop financial and other incentives to create <b>public-private partnerships</b> for investment downtown.	993	5	22

**Total Respondents: 445**

\*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

*How could these priorities be accomplished? (summarized comments from respondents)*

Help independent, local, and small businesses survive downtown (174 comments)

- Explore the possibility of rent control for commercial spaces, incentives, and subsidies. Perhaps time-limited for new small businesses to help them get established
- Require that a certain number or percentage of downtown businesses must be small/local/independent (with good definitions of what these words mean)
- The City should acquire property and rent at affordable rates to small/local/independent businesses
- Work with property owners to give incentives for them to rent spaces affordably
- Streamline processes for permits and development review for small businesses
- Adopt policies that discourage/restrict chain businesses. Suggested policies range from an outright ban on chain businesses to a stated preference for local business
- Provide support and technical assistance through programs, events, and promotion/advertising
- Do market research and survey business owners to encourage a diversity of businesses downtown

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Encourage affordability of housing and commercial space, both for rent and purchase (75 comments)

- Explore the possibility of rent control. Provide financial incentives (tax breaks, grants, other) to develop affordable housing and commercial space
- Increase the supply of housing and commercial space by increasing density downtown. Specific areas mentioned included the Mason corridor, around CSU, and immediately adjacent to Old Town
- The City should not subsidize or provide incentives to encourage affordability –free market approach
- Implement programs for first-time home buyers, eliminate You+2
- Encourage local ownership of properties instead of outside owners
- Require a specific percentage of affordable housing/commercial space in new developments

Develop strategies to ensure available, accessible, and adequate parking (53 comments)

- Build more parking garages and/or underground parking. Some comments focused specifically on peripheral parking garages with shuttles.
- Incentivize downtown employee use of parking garages
- Provide more handicapped parking, parking for the elderly, and for young families
- Consider validated parking for garages; other ways to encourage people to use garages instead of on-street parking. Use garages more efficiently.
- New developments should provide for their own parking needs and limit impact on surrounding businesses/residents
- Parking meters/on-street paid parking – some very much in favor, others completely opposed
- Develop a multi-modal transportation system so people don't have to drive downtown

Maintain emphasis on high-quality development while making approval processes easier (36 comments)

- A range of opinions – some commented that the process needs to be streamlined and that the LUC is overly prescriptive. Others commented that an easier process would result in bad projects and that the approval process is working well as it is.
- Keep the focus of development review on ensuring that projects are high quality in all aspects – materials, architecture, sustainability, etc.
- Expand downtown north or create a “second” downtown in midtown to relieve growth pressure
- Limit growth and development to maintain character and accessibility downtown; don't over-develop

Develop financial and other incentives to create public-private partnerships for investment downtown (17 comments)

- Use paid parking to generate revenue

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- Provide tax incentives to business to encourage them to invest downtown
- Look at other public-private partnerships (RTD in Denver for Union Station, for example) as a model
- The city shouldn't use public money to create public-private partnerships

*When you think about the future of Market + Economy in the Downtown area, what three words or phrases come to mind?*

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
37	Local
33	Affordable/Affordability
29	Unique
20	Too Expensive
20	Vibrant
19	Local Business
15	Diverse/Diversity
15	Parking
15	Variety
14	Thrive/Thriving

*Draft Vision (written based on questionnaire feedback):*

**In 2035, Downtown Fort Collins hosts a range of economic activities**, taking advantage of global and local economic trends to stimulate opportunities for new business and promote the success of existing commerce. Past progress has been retained and built upon, cementing the area as a diverse employment center where retail, finance, government, and services prosper. Amenities and services meet the needs of residents, while dining and shopping continue to make downtown an attractive destination. Commercial space is affordable, allowing local, independent businesses to operate as pillars of downtown's identity. Likewise, a wide selection of housing is available to a diversity of age groups, lifestyles, and incomes.



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**Transportation + Parking**

*The following list of priorities for Transportation + Parking has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.*

Priority Ranking:	Score*	Overall Rank	# Top Priority
Continue to improve conditions for <b>walking and biking</b> .	1611	1	163
Create better <b>connections</b> for all modes of travel throughout the downtown area.	1348	2	65
Develop strategies to ensure <b>adequate parking</b> downtown.	1302	3	134
Examine opportunities to improve <b>convenience</b> of MAX, buses and other transit service.	1241	4	58
Investigate innovative ways to <b>reduce parking demand</b> .	1103	5	36

**Total Respondents: 456**

\*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts

*How could these priorities be accomplished? (summarized comments from respondents)*

Continue to improve conditions for walking and biking (180 comments)

- Improve bike parking – downtown needs more bike racks. Racks should be easy to use and able to efficiently park many bikes at once
- Improve bike lanes and sidewalks. Particular challenges mentioned included east/west biking routes, the need for bike lanes on all streets (especially protected lanes), preventing encroachment from patio seating onto the sidewalk, and considering the separation of bike and pedestrian traffic on trails/sidewalks/etc.
- Emphasize cyclist and pedestrian safety with infrastructure and roadway design. For cyclists, bike boxes, roundabouts, green paint, protected lanes, and priority signals were all mentioned. For pedestrians, all-walk or leading pedestrian walk signals, enhanced crosswalks, and overpasses were all mentioned
- Add more car-free areas downtown. Linden, Walnut, Mason, and College Ave were all mentioned as possible locations for car-free zones
- Continue improving alleys as pedestrian priority areas

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Downtown Plan: Online Questionnaire Results  
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- More bike/pedestrian paths, and better connections among the trails that already exist
- Investigate methods to change behaviors and encourage people to leave their cars at home. Reduce traffic, prioritize bikes and pedestrians, move toward a multi-modal system
- Peripheral parking in garages and shuttles or biking to get downtown. Consider a tram/trolley or dedicated circulator bus for College Ave/downtown and reduce parking/cars in the downtown area
- Re-route traffic around downtown, specifically large trucks

Create better connections for all modes of travel throughout the downtown area (51 comments)

- Add trolleys, shuttles, circulators, or some other option downtown. Ideally, make it free
- Provide better connections to bus and MAX – north, east/west routes, southeast FC for MAX and better connection times for buses with express routes and easy linkages to MAX
- Address train traffic and delays associated with the trains
- Improve roads leading to downtown. From the north - specifically Linden, Vine, North Lemay, Lincoln. Consider a 287 bypass around downtown.
- Bridge areas with overpasses for bikes/pedestrians, improve connections for bike routes/walking paths

Develop strategies to ensure adequate parking downtown (113 comments)

- Build more parking garages and/or underground parking. Some comments focused specifically on peripheral parking garages with shuttles.
- Incentivize downtown employee use of parking garages
- Provide more handicapped parking, parking for the elderly, and for young families
- Consider validated parking for garages; other ways to encourage people to use garages instead of on-street parking. Use garages more efficiently.
- New developments should provide for their own parking needs and limit impact on surrounding businesses/residents
- Parking meters/on-street paid parking – some very much in favor, others completely opposed
- Turn vacant lots into parking lots

Examine opportunities to improve convenience of MAX, buses and other transit service (72 comments)

- Expand MAX and bus service to Sundays and late-night after bar closing time. Express/south only service could be one option to get college students home after last call.
- Increase the service area and frequency of public transit. Options mentioned include express routes to downtown and other destinations, better and more frequent service during large events, and more frequent bus service (every 15-30 min)

Downtown Plan: Online Questionnaire Results  
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- Look for opportunities to provide east/west connections across the city. Potential locations include Harmony corridor, Laporte or Mountain. Also consider expanding MAX further north
- Reallocate funding to increase public transportation options
- Provide good connections to MAX: park-and-ride areas for people further from downtown, lots of bike parking, good pedestrian amenities
- Consider a light rail system

Investigate innovative ways to reduce parking demand (47 comments)

- Use shuttle buses and parking on the periphery of downtown
- Expand public transit service area and frequency; enhance bike and pedestrian infrastructure to create a better multi-modal transit system
- Incentivize non-car alternatives to travel downtown

*When you think about the future of Transportation + Parking in the Downtown area, what three words or phrases come to mind?*

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
35	Bicycles/Biking
33	Safe/Safety
29	Convenient/Convenience
26	Walkable/Pedestrian Friendly
19	Ease/Easy
17	Congested/Congestion
17	Parking Garages/Structures
17	Walk/Walking
16	Bikeable/Bike Friendly
16	Free

*Draft Vision (written based on questionnaire feedback):*

**In 2035, Downtown Fort Collins is easily, comfortably, and safely accessed and navigated by multiple modes of transportation.** Pedestrian mobility is even better and continues to be a strong emphasis. The transit network, including stops, has grown significantly, and there are low-stress, safe, comfortable options for biking. Vehicular accessibility is maintained, and parking for cars and bicycles is adequate and available. Overall, the transportation system supports the sustainability and social, economic, and environmental vibrancy of downtown.



Downtown Plan: Online Questionnaire Results  
What is Your Vision for Downtown?  
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**Urban Design**

*The following list of priorities for Urban Design has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.*

Priority Ranking:	Score *	Overall Rank	# Top Priority
Identify and preserve design elements that contribute to the <b>character and authenticity</b> of downtown.	1823	1	254
Investigate the potential for new or <b>expanded facilities</b> for outdoor markets, performances, and other community gatherings.	1410	2	93
Enhance the <b>gateways</b> into downtown.	1078	3	37
Implement design guidelines and/or policies to provide a <b>smooth transition</b> from downtown edges into surrounding neighborhoods.	1078	4	17
Promote integration of <b>diverse architectural styles</b> while maintaining compatibility with existing context.	1020	5	44

**Total Respondents: 445**

\*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

*How could these priorities be accomplished? (summarized comments from respondents)*

Identify and preserve design elements that contribute to the character and authenticity of downtown (162 comments)

- Use land use code, development regulations, and design standards/guidelines to protect the historic character of downtown
- Enhance historic protection of buildings; encourage re-use of existing structures
- Limit height of buildings. Some comments suggested 3 stories, others simply said “no tall buildings”
- Require that new development match design elements of historic buildings (materials, massing, façade)
- Blend old and new – preserve the historic elements of downtown but don’t require new buildings to “look old”
- Keep the small-town historic look and feel; discourage designs that don’t “fit” that context
- Prevent chains and corporations and encourage small, mom-and-pop type businesses

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Downtown Plan: Online Questionnaire Results  
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- Continue to control signage and ensure that it is appropriate in size, scale, material, etc.
- Do architectural surveys and research to identify elements, then establish standards with community input

Investigate the potential for new or expanded facilities for outdoor markets, performances, and other community gatherings (69 comments)

- Build an outdoor venue. Examples include an amphitheatre, outdoor market space, park/gathering space, and a “highline” style Howes St. closed to car traffic
- Incorporate music venues downtown
- Create an indoor community marketplace, possibly inside the Trolley Barn building
- Find and publicize underutilized spaces for events and community gatherings. Think creatively about currently vacant spaces, parking lots, etc.
- Encourage the development of venues outside of downtown
- Explore the possibility of public private partnerships
- Keep in mind that new venues need to have adequate parking; plan for traffic impacts

Enhance the gateways into downtown (24 comments)

- Improve unattractive gateways into downtown, specifically Laurel-Mulberry on College, Riverside, Jefferson, and Lincoln
- Use signage, planters, arches, and other strategies to identify gateways
- Improve traffic/roads
- Enhance the gateway to downtown from I-25 – no billboards, better bike/ped infrastructure, etc.

Implement design guidelines and/or policies to provide a smooth transition from downtown edges into surrounding neighborhoods (17 comments)

- Consider parking and traffic needs in transition areas; consider peripheral parking garages
- Expand the “Old Town” feel into more of the downtown area
- Keep tall buildings together; gradually transition from downtown into surrounding neighborhoods
- Allow higher density in certain areas (downtown, campus west, etc.)

Promote integration of diverse architectural styles while maintaining compatibility with existing context (52 comments)

- Encourage more acceptance of diverse/contemporary architecture; be open-minded and allow for creativity in design. Not everything needs to look “old” or be stone/brick to be successful

Downtown Plan: Online Questionnaire Results  
What is Your Vision for Downtown?  
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- Increase density and allow taller buildings
- Reduce regulation, specifically the historic review process
- Don't encourage "box" style building design (i.e. Penny Flats, Mason Flats, Max Flats)
- Use regulations, guidelines, and standards like the Old Town and River District guidelines

*When you think about the future of Urban Design in the Downtown area, what three words or phrases come to mind?*

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
50	Historic/Historical
27	Character
23	Walkable/Pedestrian friendly
22	Preserve/Preservation
17	Landscaping/Trees
13	Accessible/Accessibility
13	Diverse/Diversity
11	Unique
10	Charm/Charming
10	Clean

*Draft Vision (written based on questionnaire feedback):*

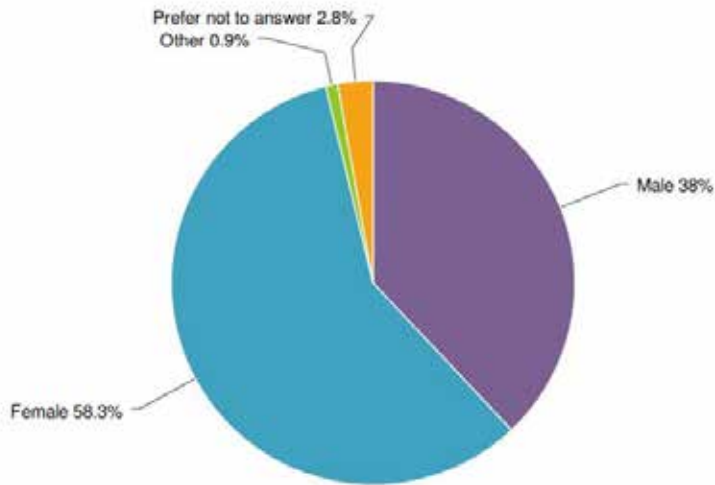
**In 2035, Downtown Fort Collins embraces its rich heritage of design** by preserving existing structures of merit and pursuing harmonious design in new development. A variety of distinct character districts are recognizable within the downtown, each cultivated uniquely and in support of the others. Transition sequences between downtown and the surrounding neighborhoods are experienced as gateways, smoothly and creatively responding to changes in the urban fabric. Facilities have been built to meet public needs as they have arisen, resulting in a series of attractive spaces that support the social, economic, and environmental aims of the community.



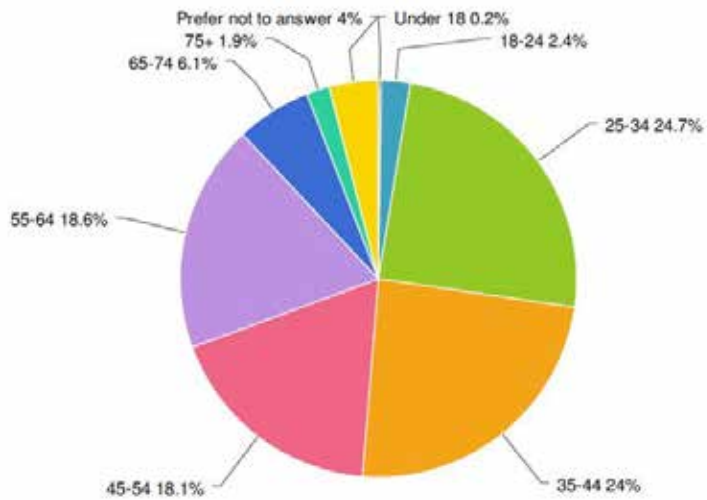
Downtown Plan: Online Questionnaire Results  
What is Your Vision for Downtown?  
Summary  
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**Section C – Demographics**

*With which gender do you identify?*

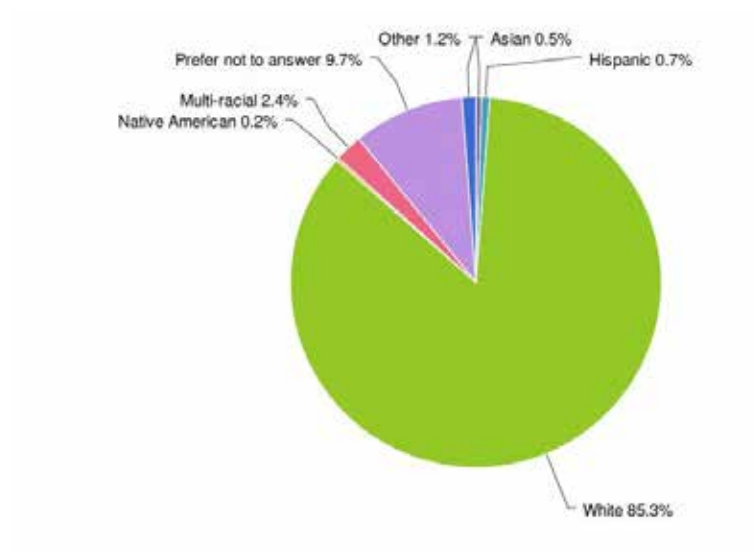


*What is your age?*

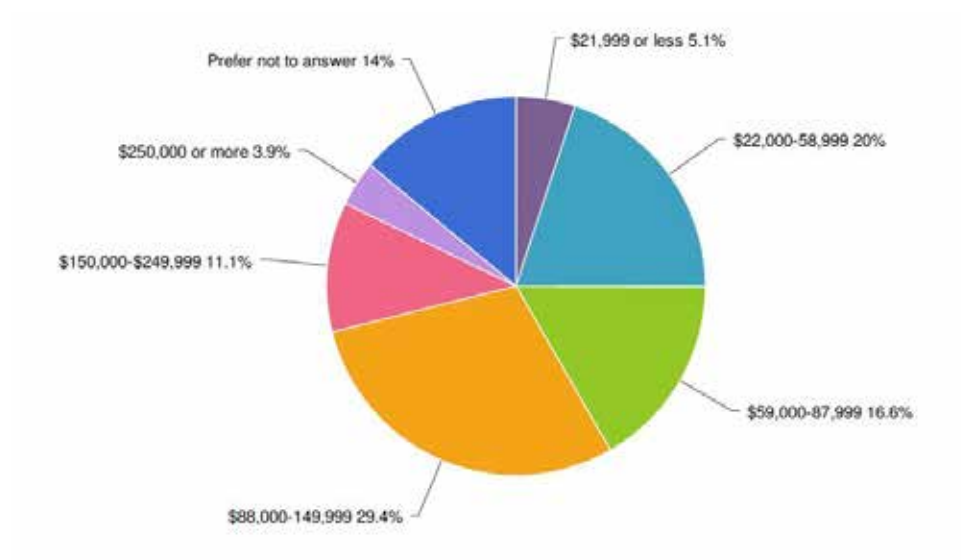


Downtown Plan: Online Questionnaire Results  
What is Your Vision for Downtown?  
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*What is your race?*



*What is your annual household income?*



## Appendix E

### Online Questionnaire #3

Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
April 5 – May 2, 2015

#### Background

The third questionnaire in the Downtown Plan process was conducted in April and May 2016 to solicit public feedback about the recommendations and policy direction in the Downtown Plan. The questionnaire asked respondents to rank a list of options on particular topics for each of the six Downtown Plan topic areas. There were 417 total responses to the survey, and 336 completed responses.

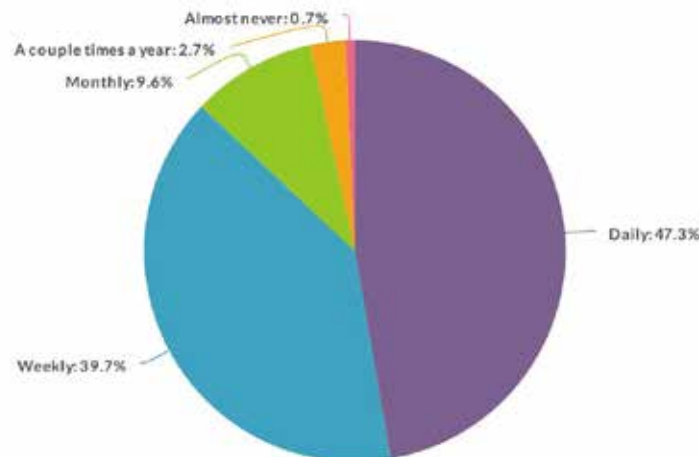
A full compilation of survey results, including open-ended comments, can be downloaded at [fcgov.com/downtown](http://fcgov.com/downtown).

This summary is organized into three sections:

- Section A – Relationship to Downtown
- Section B – Downtown Choices by Topic Area
- Section C – Demographics

#### Section A – Relationship to Downtown

*How often do you go downtown?*

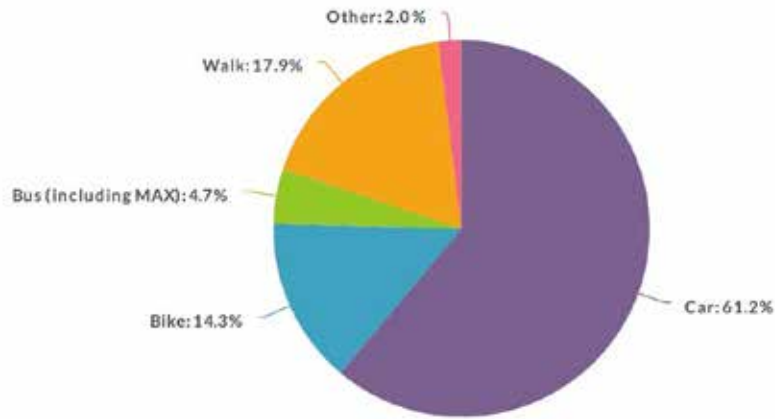


Questionnaire participants have a range of visitation habits when it comes to downtown. Forty percent of participants visit on a weekly basis, and a full 96% visit on at least a monthly basis. This level of acquaintance likely demonstrates a strong interest in the downtown area. The questionnaire was open and advertised to infrequent or even one-time visitors, but this group was less represented in the questionnaire responses.



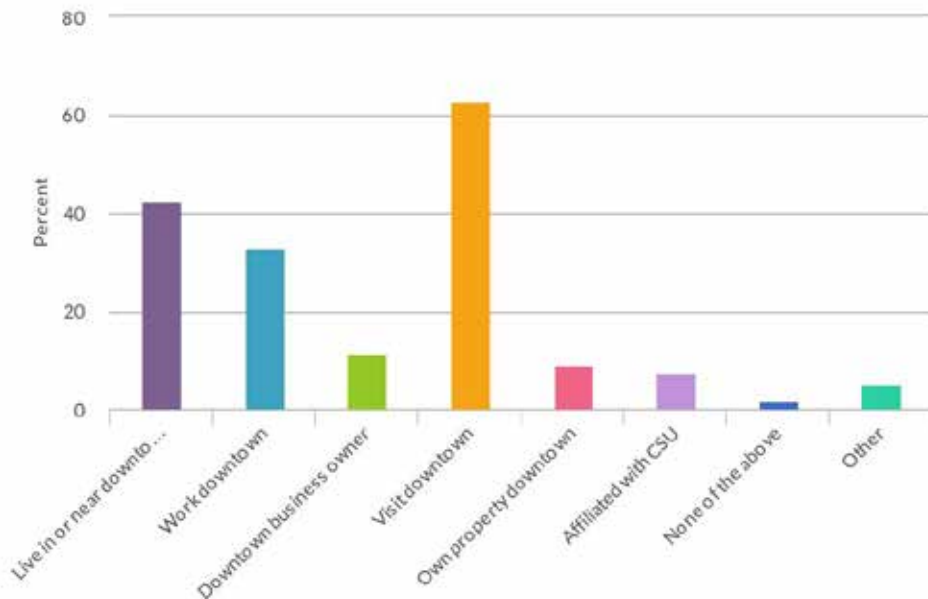
Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
April 5 – May 2, 2015

*How do you get downtown most frequently?*



Comments indicate that many who frequent downtown use a variety of modes, depending on the purpose of their trip and other factors. This question asks about initial access to downtown, and does not reflect the share of visitors who walk *within* downtown once having reached it.

*Which of the following apply to you (select all that apply)?*











Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
April 5 – May 2, 2015


A range of associations connect participants to downtown Fort Collins. A majority of respondents (62.6%) indicated that they visit Downtown, while 42.6% indicated that they “live in or near Downtown.” Thirty-three percent of participants were employed Downtown.

**Section B – Downtown Choices by Topic Area**

***Downtown Management***

*To help guide and balance downtown management resources now and into the future, please rank the following activities in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.*

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Support homeless initiatives, on-the-street outreach, and help with services for people experiencing homelessness		2,176	281
2	Expand sidewalk enhancements, such as flower planters and special pedestrian lights, to new growth areas like Canyon Avenue, the Discovery Museum area, and the north side of the Poudre River on Linden St.		2,002	272
3	Discourage disruptive behaviors with community policing, hired ambassadors, and bar owner efforts		2,001	268
4	Enforce noise ordinances for cruising, trucks, motorcycles, and other vehicular noise		1,794	247
5	Manage sidewalks to control cafes, bike racks, signs, etc. for easier pedestrian, wheelchair, and stroller access		1,557	223
6	Expand cleaning and maintenance to include non-enhanced alleys		1,497	235
7	Adjust the number and types of downtown events to better fit and support area businesses		1,268	201
8	Add map-and-information signs for visitors in key locations along downtown sidewalks		1,197	199
9	Add a banner program with attractive banners on streetlights for general beautification and events		840	158
10	Other		635	97



Lowest Rank      Highest Rank

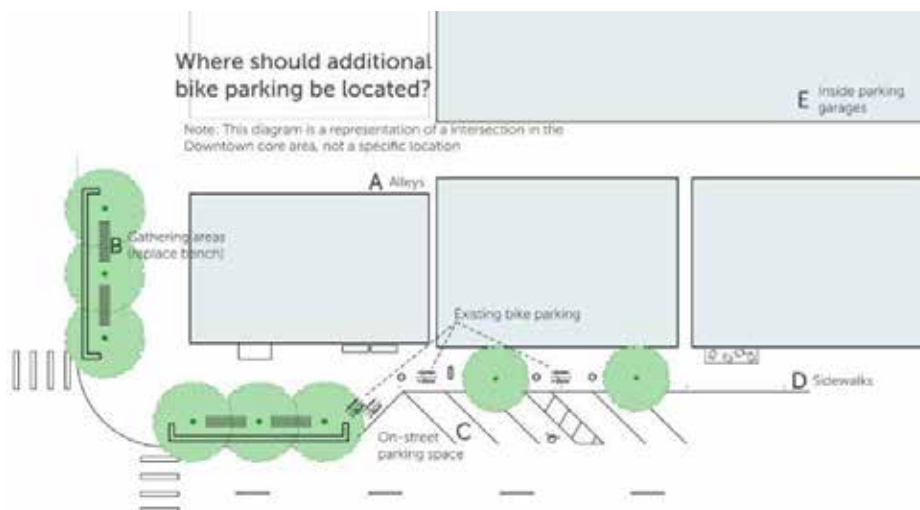
Downtown Plan – Online Questionnaire #3  
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Summary  
April 5 – May 2, 2015

**Arts + Culture**

*What should the City's role be in the support of creative industries? Please rank the choices in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.*



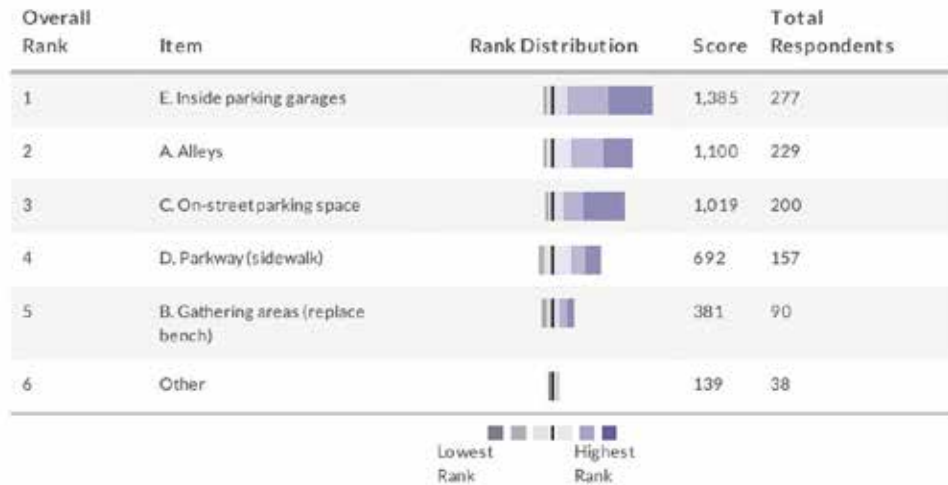
**Transportation + Parking**





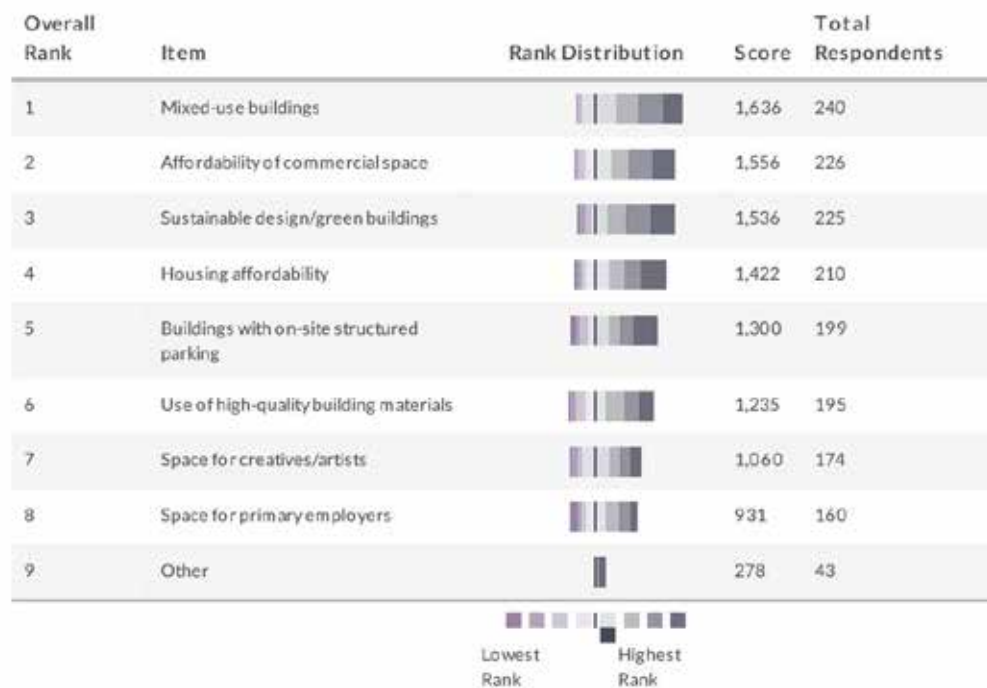
Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
April 5 – May 2, 2015

*Where should additional bike parking be located? Please refer to the diagram above and rank the options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.*



**Market + Economy**

*Which of the following community goals are most important to support in new downtown development? Please rank the following options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.*



Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
April 5 – May 2, 2015

**Energy + Environment**

*Which Climate Action Plan strategies should be prioritized downtown? Please rank the options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.*

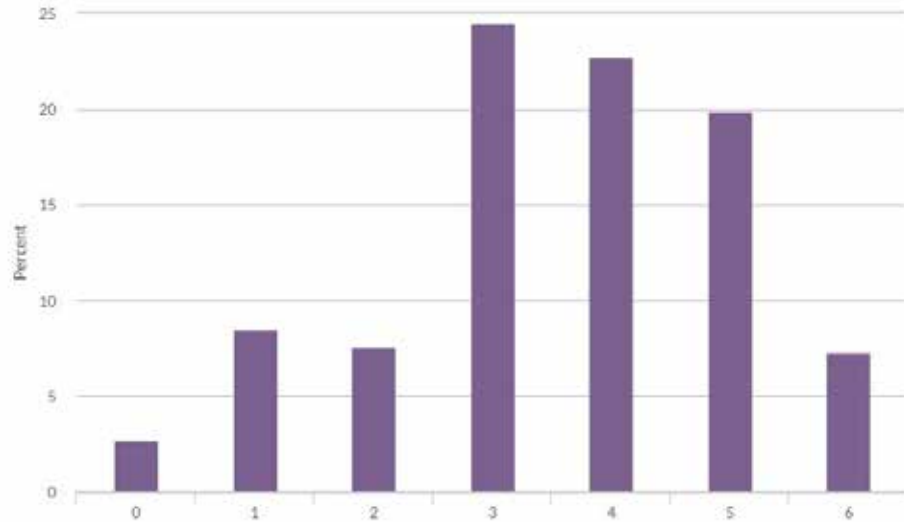


Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
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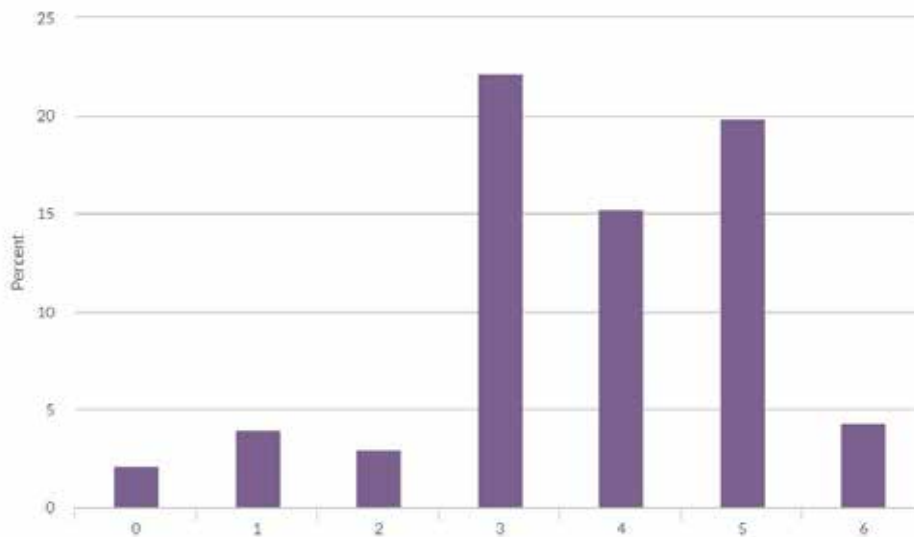
**Urban Design**

The following questions will ask you to rate different qualities of recent downtown development. For the purposes of these questions, **recent** development refers to the last 5-10 years.

In general, how **attractive** is recent construction in the downtown area?  
(0 = "not at all attractive," 3 = "moderately attractive," 6 = "very attractive")



In general, what is your opinion about the **quality of building materials** used in recent downtown construction?  
(0 = "low quality materials," 3 = "average quality materials," 6 = "high quality materials")

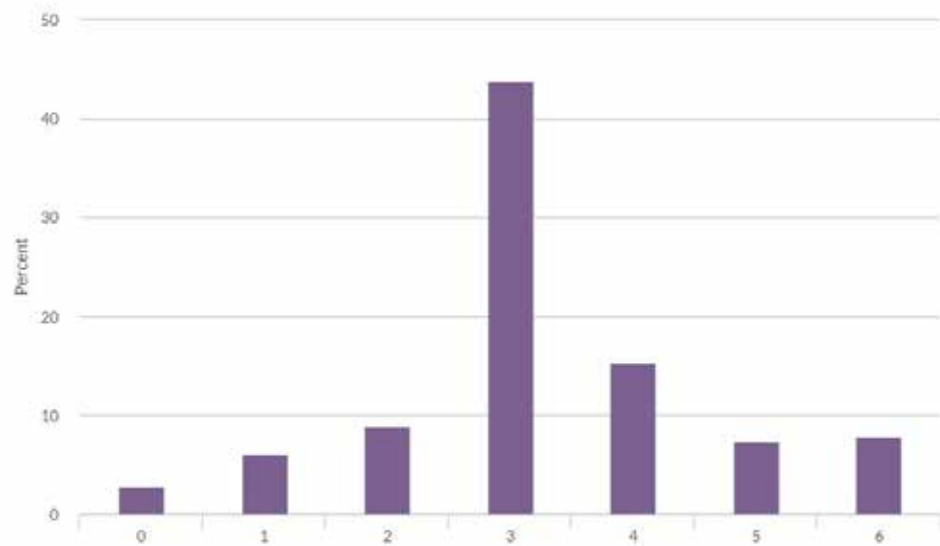




Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
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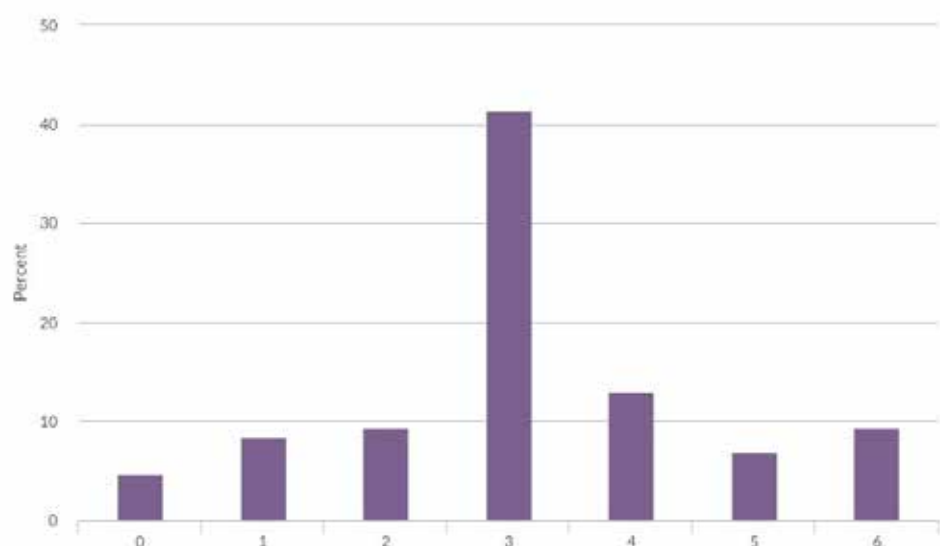
*In general, what is your opinion about the **size of buildings** recently constructed in the downtown area?*

*(0 = "could be larger," 3 = "appropriately sized," 6 = "too large")*



*In general, what is your opinion about the **height of buildings** recently constructed in the downtown area?*

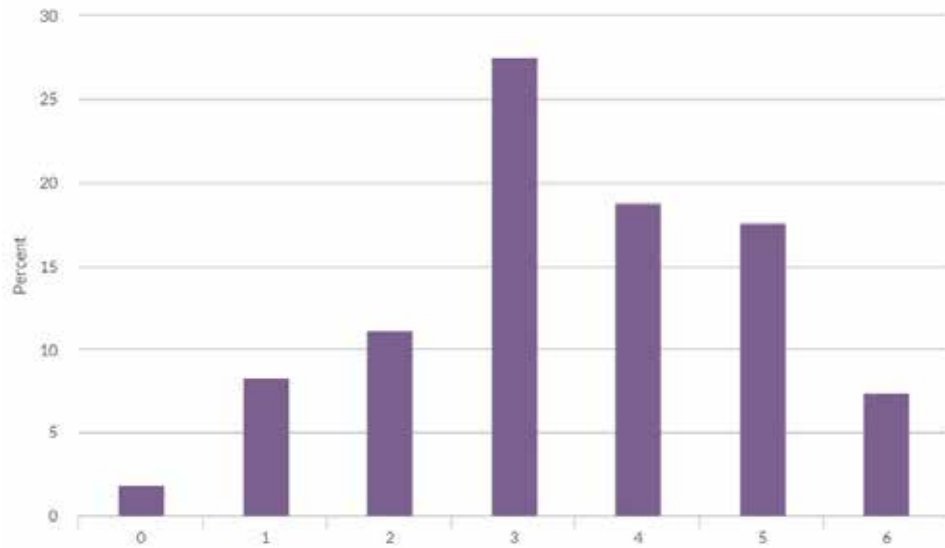
*(0 = "could be taller," 3 = "appropriate height," 6 = "too tall")*



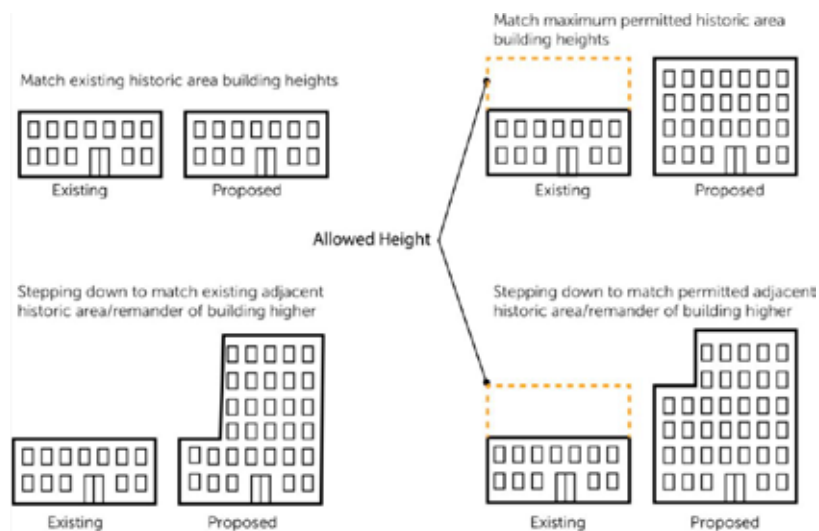
Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
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*In general, what is your opinion about the **character of buildings** recently constructed in the downtown area?*

*(0 = "not at all compatible with desired character," 3 = "moderately compatible," 6 = "very compatible with desired character")*



*How should new building heights transition from the historic core area? Please refer to the diagram below for an illustration of potential building transitions. (select up to 2)*



Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
April 5 – May 2, 2015

Value	Percent	Count
Matching existing historic area building heights	29.4%	96
Matching maximum permitted historic area building heights	28.2%	92
Stepping down to match existing adjacent historic area/remainder of building higher	20.9%	68
Stepping down to match permitted adjacent historic area/remainder of building higher	24.8%	81
Matching style, articulation and material but not height	23.3%	76
Don't need a transition	8.9%	29
No opinion	4.3%	14

*If you were King or Queen for a day, how would you like to see downtown develop? Please rank the options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.*

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Strengthen standards for compatibility with historic structures		1,494	182
2	Add standards that require new buildings to have a certain character		1,416	181
3	Set standards for new buildings to use certain types of building materials (e.g., steel, mirror glass, brick, stone)		1,146	153
4	Set more specific height limits based on Character Districts		1,033	136
5	Let architects and developers create projects as they see fit		560	72
6	Other		324	42
7	Eliminate height limits altogether		279	37
8	Create standards to ensure that buildings are more simple in form		222	34
9	Place no limitation on the types of building materials		168	26

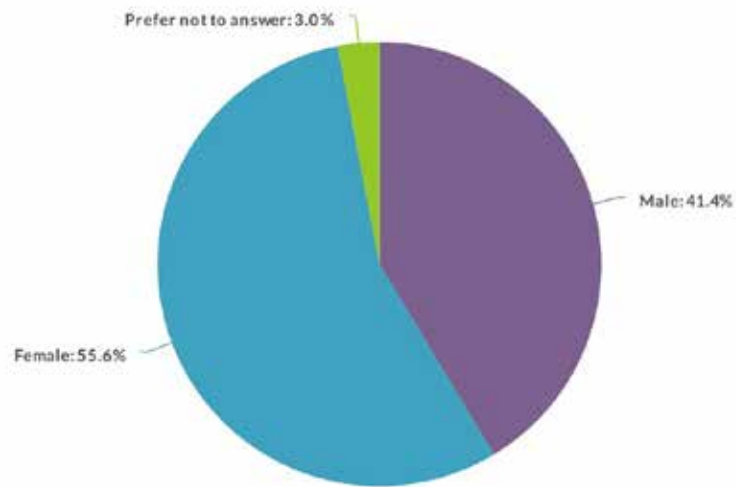
Lowest Rank      Highest Rank



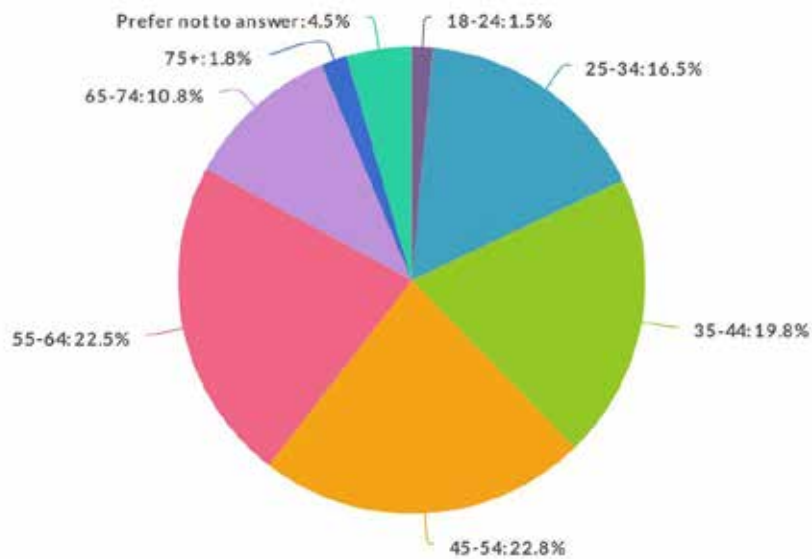
Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
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**Section C – DEMOGRAPHICS**

*With which gender do you identify?*

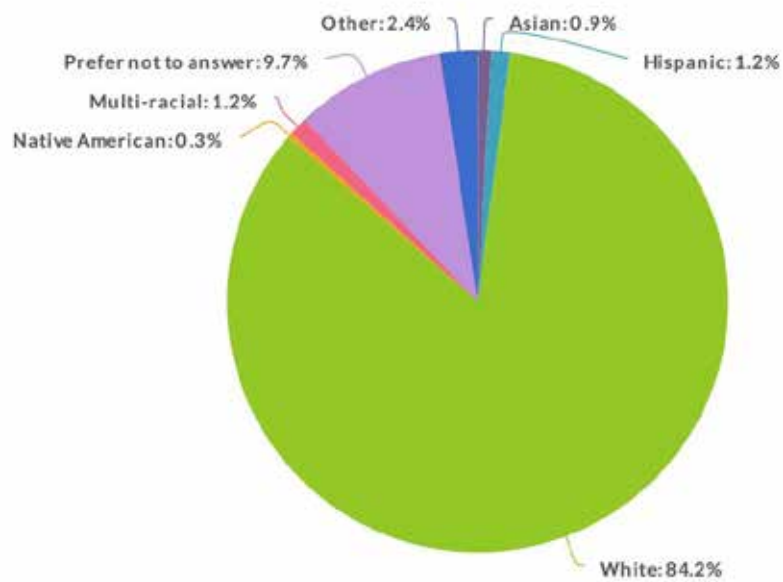


*What is your age?*



Downtown Plan – Online Questionnaire #3  
Which Choices are Best for Downtown?  
Summary  
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*What is your race?*



*What is your annual household income?*



## Appendix F - History Timeline

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, flour mill, post office, hospital, hotel and blacksmith shop.



*Fort Collins Original Town Plat*



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.

1860 1870 1880 1890 1900 1910 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.





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.



By the early 1980s, the commercial growth of the Downtown area was suffering due to development and physical condition 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.



1940 1950 1960 1970 1980 1990 2000 2010 2020



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.

## Appendix G:

### Parking Community Dialogue



## DOWNTOWN PLAN

FORT COLLINS, COLORADO

### *Parking Community Dialogue:* CASE STUDY SNAPSHOT

**City of Boulder Parking Services**  
**Boulder, Colorado**  
**Population: 103,840**



#### PROGRAM OVERVIEW:

Boulder Parking Services manages the parking garages, on-street systems and enforcement for Boulder's three major commercial areas: Downtown Boulder, University Hill and, when completed, Boulder Junction. They also manage 10 Neighborhood Permit programs throughout the City. Their mission is to provide quality program, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

#### QUICK STATS:

- 2,700 on-street spaces
- 2,194 spaces in garages
- 1,300 bike parking spaces
- 6,392 Ecopass holders
- On-street paid parking via multi-space meters
- Pay-by-phone available
- Offer "1st hour free" in garages
- Enhanced wayfinding through variable messaging signage
- Piloting sensors in garages to indicate space availability
- Installed parking meters in 1946
- 2014 parking revenue: \$10,721,689

#### REVENUE FOR 2014 BY SOURCES:

- On-street meter – 33%
- Short term garage-hourly- 17%
- Long term garage-permits – 26%
- Parking products – garage/on-street – 6%
- NPP-resident/commuter – 1%
- Enforcement – 16%



# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### DOWNTOWN VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: \$29.01**
- **Retail Sales Mix:**
  - Restaurants and Bars: 55%
  - Retail: 45%
- **Retail Mix:**
  - Retail: 60%
  - Restaurants and Bars: 40%
- **Downtown Vacancy: Very low (< 3%)**

### CHALLENGES & OPPORTUNITIES:

- Boulder's parking management and parking district system has a long history, with the first parking meters installed on Pearl Street in 1946. During the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multimodal access system that incorporates transit, bicycling and pedestrians, along with automobile parking.
- The City takes an integrated approach to parking management and actively encourages the use of alternative modes of transportation. 56% of people accessing downtown by car, 19% walk, 9% take the bus, 9% bike and 9% use other methods like carpooling.
- Boulder has a sophisticated customer base that is used to shopping in larger cities where on-street paid parking is common, so they don't hear a lot of complaints from customers about paying for parking.
- There is a fairly 'significant' group of downtown business owners who feel that on-street parking should be free. However, Downtown Boulder Inc. (DBI) staff indicate that on Sundays when parking is free, all on-street space are completely filled by employees hours before any businesses even open.
- Even with the City's strong emphasis on encouraging the use of public transit, biking and walking when accessing downtown, there is still a 1,500+ person waiting list for a downtown parking permit and an estimated shortage of nearly 2,500 additional spaces by 2022.
- Due to the limited supply of parking in Downtown Boulder, there is not enough parking inventory to support both employees and customers, so the DBI supports the City charging for parking on-street.
- Revenue from on-street paid parking supports other downtown initiatives, including an EcoPass for all downtown employees, Transportation Demand Management efforts and downtown amenities like public art and pop-jet fountains.
- As part of an ongoing, multi-year planning project (Access Management and Parking Strategy or "AMPS"), the City is creating a toolbox of funding mechanisms (i.e., Parking Benefit District, TDM District) for commercial districts who want to manage parking and raise revenue.

### SOURCES:

- *Downtown and University Hill Management District and Parking Services*
- *Downtown Boulder Inc.*





# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### *Parking Community Dialogue:* CASE STUDY SNAPSHOT

**Missoula Parking Commission**  
**Missoula, Montana**  
**Population: 69,122**



#### PROGRAM OVERVIEW:

The MPC manages three parking garages, 12 surface lots, the on-street system and enforcement for Downtown Missoula. They also manage a Residential Permit Parking Program adjacent to the University of Montana. Their mission is to work with government, businesses and citizens to provide and manage parking and parking alternatives, the MPC identifies and responds to changing parking needs and opportunities.

#### QUICK STATS:

- 1,100 on-street spaces
- 1,275 spaces in garages
- 200 bike racks
- Installed parking meters in 1948
- Currently implementing new multi-space meters and Pay-by-phone
- Offer "1st hour free" in garages
- 2014 parking revenue: \$1,557,656

#### REVENUE FOR 2014 BY SOURCES:

- Lease spaces – 44%
- Parking meters – 31%
- Parking tickets – 14%

#### DOWNTOWN VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: \$15.12**
- **Retail Mix:**
  - Retail: 65%
  - Restaurants and Bars: 35%
- **Retail Sales Mix:**
  - Retail: 60%
  - Restaurants and Bars: 40%
- **Downtown Vacancy: 13%**



# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### CHALLENGES & OPPORTUNITIES:

- The Missoula Parking Commission's biggest focus right now is working on implementation of new smart meter technology and transitioning to a different rate structure (from .25/hour to \$1.00/hour). They have selected multi-space meters with a Pay-by-Phone option.
- Their second biggest priority is stakeholder and community education. The MPC works to communicate proactively to stakeholders about why rates are changing and that there are multiple options available for customers including less expensive off-street garage parking.
- The Missoula Downtown Partnership (MDP) actively works with the MPC to keep downtown stakeholders informed about the changes in parking management policy and technology.
- While there is a small vocal downtown business owners who feel that parking should be free on-street, the MDP supports the MPC's use of on-street paid parking to ensure turnover and availability for customer parking.
- MDP staff and board members were heavily involved in the community engagement efforts that surrounded the recent selection of new parking meter technology for Downtown Missoula.
- Increased meter rates have allowed the MPC to decrease their reliance on revenue from fines, and they have seen compliance increase and fine revenue decrease.
- The MPC recently used meter revenues to invest in the award-winning Park Place parking structure. Almost immediately after the commitment was made to build Park Place, a developer purchased a significantly-sized adjacent property that had long been vacant.
- Having meters provides a diversified revenue stream that has helped MPC navigate the recession.

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### SOURCES:

- *Missoula Parking Commission*
- *Missoula Downtown Partnership*



# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### *Parking Community Dialogue:* CASE STUDY SNAPSHOT

**Cherry Creek Business Improvement District**  
**Denver, Colorado**  
**District size: 16 blocks**



#### **DISTRICT OVERVIEW:**

The Cherry Creek North Business Improvement District (BID) was established in 1989 as the first business improvement district in Colorado. The District serves the area between 1st and 3rd Avenues, University and Steele Streets, a 16-block area. The mission of the BID is to creatively plan, manage, and promote Cherry Creek North as the premier outdoor shopping and dining destination in order to support the success of their businesses.

#### **QUICK STATS:**

- 670 on-street spaces
- 2,054 spaces in garages
- 2 B-Cycle stations
- Installed parking meters in 2003
- On-street paid parking via single space smart meters
- 2014 on-street parking revenue: \$1,276,092 (Off-street is all privately managed)

#### **DISTRICT VITALITY:**

- **Avg. Commercial Lease (Rent)/Sq Ft: \$22.32**
- **Over 400 Businesses, 74% are Local**
- **Retail Mix:**
  - Retail: 40%
  - Restaurants and Bars: 14%
  - Office/Services: 46%
- **Retail Sales Mix:**
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- **District Vacancy: 10%**





# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### CHALLENGES & OPPORTUNITIES:

- In 2003, an Intergovernmental Agreement (IGA) was created between the City of Denver and the Cherry Creek North BID to address a mutually agreed-upon “lack of adequate public parking”. The IGA included three strategies to address the issue, including:
  - Installing multi-space smart parking meters
  - Implementing a Residential Parking Permit Program to protect surrounding neighborhoods from spillover
  - Building a parking garage through a Public Private Partnership with the BID that included condominiums on top and two levels of parking for employees (approximately 200 spaces) that would be provided to employees at a subsidized monthly rate (about half price)
- In 2009, the multi-space meters were replaced with single-space smart meters, which were very well-received by district stakeholders and customers due to the increased convenience of having a meter at each space.
- The BID is working with private property owners to identify unused and underutilized spaces in garages for additional employee and visitor parking.
- Before the installation of parking meters, there was no mechanism to keep employees from parking on-street in front of stores. There are still some instances of this happening but it isn’t nearly as prevalent as before the implementation of meters.
- While there were some challenges with meter technology that was originally installed (it was early generation equipment), since the new single-space meters were installed in 2009, complaints and tickets have gone down significantly while meter revenue continues to rise. The new meters also decreased the tension between City enforcement officers and district stakeholders.
- Consumer expectations are rapidly changing and the BID doesn’t hear many complaints from district business owners or patrons about paying for parking. While the BID admits that they may have lost some customers with the installation of paid parking on-street, the district has continued to thrive and now there are multiple options for people to choose from when visiting the district.
- The two biggest lessons learned from the district’s installation of meters were:
  1. It’s about balancing the needs of all users and offering multiple options at varying price points; and
  2. The importance of using data to determine who is actually parking in valuable on-street spaces, which in Cherry Creek North’s case was employees and business owners.

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### SOURCES:

- *City of Denver Public Works*
- *Cherry Creek Business Improvement District*



## DOWNTOWN PLAN

FORT COLLINS, COLORADO

### *Parking Community Dialogue:* CASE STUDY SNAPSHOT

**Epark: City of Eugene Parking Services**  
**Eugene, Oregon**  
**Population: 159,190**



#### QUICK STATS:

- 996 on-street spaces
- 2,627 spaces in garages
- 917 bike spaces; 100 bike racks
- On-street parking is a mixture of coin-operated and single-space credit card meters
- Pay-by-phone available (off-street only)
- Offer "1st hour free" in two largest garages (~1,000 spaces)
- Installed parking meters in 1939
- 2014 parking revenue: \$3,100,000
- Revenue by sources:
  - Leased commercial space: 18%
  - Monthly garage permits: 41%
  - On-street meter revenue: 19%
  - Daily garage parking: 12%
  - Citations (in garages): 1%
  - Special events: 3%
  - Citations (on-street): 6%

#### DISTRICT VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: \$24.00**
- **Retail Mix:**
  - Retail: 50%
  - Restaurants and Bars: 50%
- **Retail Sales Mix:**
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- **District Vacancy: 25%**



# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### CHALLENGES & OPPORTUNITIES:

- Epark Eugene has parking management jurisdiction for the entire City of Eugene including enforcement of public streets on the University of Oregon campus. The downtown program (which includes 52-block area) accounts for about half the overall program in size and in revenue generated.
- There is a mixture of coin-operated meters and single-space credit card enabled meters throughout Downtown Eugene and on the University of Oregon campus. Multi-space meters are also being piloted in some areas.
- The City is currently transitioning from a Residential Parking Permit Program (RPPP) that costs \$40/annually to a market-based fee structure that will cost \$150 per quarter (or \$600/annually).
- In 2010, parking meters were removed from a 12-block area in Downtown Eugene where the City wanted to incentivize redevelopment. Now that the area is nearly redeveloped, the business owners are asking the City to reinstall meters to encourage turnover and address the issue of employees parking on-street.
- The biggest challenge that Epark is currently facing is its decentralized organizational structure. Maintenance of the off-street facilities is currently managed by another City department, as is fine adjudication.
- Downtown Eugene offers a variety of transportation options, including bus depot, train station and Bus Rapid Transit connect to the University of Oregon.
- According to the Eugene Chamber (Downtown Eugene Inc.), off-street garages are almost never at capacity, however there are very few available on-street spaces.
- While downtown vacancy is at about 25%, this is mostly because there are a few very large vacant spaces; most of the smaller retail spaces leased at the beginning of summer 2015.
- Downtown retail is majority locally-owned and can be very seasonal; there are some businesses that aren't open for months at a time (especially when school is not in session).
- Parking garage safety is biggest concern for downtown business and property owners.

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### SOURCES:

- *Epark: City of Eugene Parking Services*
- *Downtown Eugene Inc.*





# DOWNTOWN PLAN

FORT COLLINS, COLORADO

## *Parking Community Dialogue:* CASE STUDY SNAPSHOT

**Sioux Falls Public Parking**  
**Sioux Falls, South Dakota**  
**Population: 164,676**

SOUTH DAKOTA

Sioux Falls



### QUICK STATS:

- 1,000 on-street spaces
- 2,400 spaces in garages
- On-street paid parking via combination of coin-operated and single-space credit card meters
- Installed parking meters in the 1940s
- 2014 parking revenue: \$2,010,881
- Revenue for 2014 by sources:
  - On-street meter: 16%
  - Garage and surface lot permits: 65%
  - Enforcement: 18%
  - Miscellaneous: 1%

### DOWNTOWN VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: \$14.28**
- **Retail Mix:**
  - Retail: 50%
  - Restaurants and Bars: 50%
- **Retail Sales Mix:**
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- **District Vacancy: <6%**



# DOWNTOWN PLAN

## FORT COLLINS, COLORADO

### CHALLENGES & OPPORTUNITIES:

- Perception is that there is not enough parking in Downtown Sioux Falls, however the downtown development organization is partnering with the public parking system to change this perception through public education and marketing efforts.
- The City recently rebranded the public parking system and transitioned from enforcement officers to “Parking Attendant Liaisons”.
- The public parking system launched a mobile-optimized website that has off-street parking locations and rates, on-street meter rates and information about when parking is free (after 5:00 PM during the weekdays and on weekends).
- Sioux Falls Public Parking reports that their biggest opportunity is the integration of new technology – both hardware (i.e., transition from coin-operated to single-space credit card enabled meters) and software (i.e., new mobile and web resources for customers).
- The public parking system functions as a self-supporting enterprise fund and is trying to balance their desire to offer a range of affordable off-street parking permit rates while also planning for future investment in additional structured parking assets.

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### SOURCES:

- *Sioux Falls Public Parking*
- *Downtown Sioux Falls Inc.*

## Appendix H:

### Downtown Market Assessment

# CITY OF FORT COLLINS MARKET ASSESSMENT FOR DOWNTOWN FORT COLLINS



*Prepared by:*

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## INTRODUCTION

### Background

This document has been prepared for the City of Fort Collins as part of a Downtown Plan update, a strategic planning effort to guide actions and improvements in downtown Fort Collins over the next twenty years. The Fort Collins Downtown Plan ("Downtown Plan") will aim to create a collective vision for downtown that includes: Market and Economy; Urban Design; Transportation and Parking; Arts and Culture; Downtown Management; and Energy and Environment. The Plan will identify detailed tactical strategies for implementation with recommendations for priorities, sequencing and financing for each of these topic areas.

### Purpose

This report, the Market Assessment, summarizes current market conditions in downtown Fort Collins in order to inform the goals and implementation tactics for the Downtown Plan. It is not a full-scale market analysis with detailed and quantified demand projections, but rather an educated overview and qualitative assessment of trends and market opportunities.

### Sources

The report was compiled using primary and secondary data sources such as ESRI's Business Analyst Online, the U.S. Census Bureau, real estate market reports, data and reports supplied by the City of Fort Collins, regional reports and surveys, as well as past market analyses.

### Overview of Findings

Overall, the Market Assessment finds downtown Fort Collins in the midst of a very strong post-recession economy, benefiting from both longstanding community investment in a quality environment and global market trends that favor downtowns. Very low vacancies and rising rents indicate strong market opportunity in both the residential and commercial sectors. Industrial and retail also have the potential to continue to expand in downtown Fort Collins. Weak hotel occupancy and revenues suggest very limited opportunity within the citywide visitor market; however, limited existing rooms and multiple visitor draws may be able to support another hotel in downtown, particularly if developed in conjunction with facilities that will draw visitors. On the capacity side, downtown Fort Collins has both redevelopment sites as well as some vacant parcels that can accommodate additional supply. Challenges include how to fit desired development forms on existing parcel sizes, and enhancing physical connections in a growing downtown with multiple activity centers.

GLOBAL TRENDS IN EFFECT IN DOWNTOWN FORT COLLINS

Global and national trends continue to be favorable for promoting growth in vibrant downtowns. Progressive Urban Management Associates (P.U.M.A.) has been tracking and reporting global trends affecting downtowns for nearly a decade and applying that knowledge to specific cities and downtown markets around the country. P.U.M.A.’s latest update to the report was released in spring 2014 in collaboration with research from the University of Colorado Denver. This section of the market assessment summarizes the global trends that are most relevant and shows how downtown Fort Collins can prosper from them.

CHANGING WORKFORCE

The national workforce is changing in myriad ways that are, for the most part, positive for downtowns. Baby Boomers (people over 50) are retiring in greater numbers while Generation X (age 35 to 50) is taking the reins, and Millennials (age 20 to 35) are coming into the workforce with desirable talent and skills. Boomers and Millennials are poised to continue to populate urban environments, particularly those that offer jobs, housing, amenities and activities that respond to their needs.

Millennials

Millennials are drivers of technological innovation and fuel the downtown economy. Since 2000, in more than two-thirds of the nation’s cities, the young college-educated population grew twice as fast within three miles of downtowns as in the rest of the metropolitan area. Millennials comprise 36% of the US workforce and will make up 50% of the workforce by 2020, inspiring companies to consider operating in downtowns.

Women Professionals

Women are anticipated to dominate professional occupations and have been outpacing men in educational attainment since the 1970s. In 2011, women received 57% of all bachelor’s degrees and 60% of all master’s degrees. Competitive downtowns must look for ways to appeal to women through physical improvements, environmental stability (i.e. clean and safe), mixed-use living options, transportation options and mobility, daycare, retail and entertainment offerings.

Talent-Driven Business Location

While there are plenty of available workers in the post-recession economy, employers are having trouble filling high-level jobs due to widening skills gaps. Twenty million jobs will be created through 2020, creating more jobs

KEY IDEAS

Global Trends in effect in Downtown Fort Collins:

- Changing workforce demographics including the rise of Millennials and women.
- 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.
- Demand for and use of alternative transportation modes (i.e. walking and biking) is strong.
- A 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.
- Growing consumer preference for local retail and experience shopping.



than skilled workers to fill them. Cities that cultivate and are able to fill mid- and high-wage jobs are in the best position to economically flourish. To capture this highly skilled talent that is predisposed to urban living and experiences, downtowns should provide a welcoming environment and information services that make it easy to relocate for jobs and housing. Embracing social tolerance, celebrating multi-culturalism and using social communications tools will invite populations that are increasingly diverse and technologically savvy.

### Changing Workforce in Downtown Fort Collins

Following national trends, Fort Collins is attracting a strong supply of young and well-educated Millennials. With Colorado State University (CSU) located adjacent to downtown, the area draws both college students and working young professionals. Thirty-two percent<sup>1</sup> of downtown residents are college or graduate school students, with 30% of the state's science, math, engineering and technology (STEM) majors pursuing degrees at CSU, more than any other Colorado university campus according to the CSU website.<sup>2</sup>



The City was recently ranked No. 6 in NerdWallet's "America's Most Innovative Tech Hubs" ([NerdWallet](#) - Feb 2015) and is credited with having higher tech startup density than both San Jose and San Francisco.<sup>3</sup> The professional, scientific and tech industry is downtown's largest business sector accounting for 27% of all downtown businesses, and its third largest employment sector accounting for 11% of all downtown jobs.<sup>4</sup> However, downtown is not the epicenter of the City's tech industry. Downtown employers currently offer only 15% of the City's 9,000 professional, scientific and tech jobs.<sup>5</sup> The upcoming addition of Woodward, Inc. to the market will add an additional 1,400 to 2,200 skilled tech sector jobs, nearly doubling the current number.<sup>6</sup>

Downtown Fort Collins has had considerable success in educating and retaining young, highly skilled talent. Sixty percent of downtown residents hold a college or advanced degree and approximately 55% are Millennials.<sup>7</sup> With its steady supply of STEM-educated Millennials, Fort Collins is well positioned to fuel its growing science and tech industry in downtown. However, currently, only an estimated 75 downtown residents are employed in professional, scientific and tech jobs.<sup>8</sup> This suggests an important opportunity to better connect the downtown tech industry employers with the well-educated downtown Millennial workforce. Connecting CSU graduates with downtown industry jobs, as well as encouraging downtown housing, will facilitate downtown's future success.

Fort Collins and its regional market area is largely white, and downtown is a reflection of this trend, with 90% of residents reporting their race as white. 10% of the population reports its race as American Indian, Asian, Black, Pacific Islander or other races. Additionally, ten percent of downtown residents report their ethnicity as being Hispanic Origin.<sup>9</sup> This could be a challenge for Fort Collins moving forward, as the skilled talent pool becomes more diverse and many talented workers prefer more multi-cultural communities. The percentage of women is slightly lower in downtown compared to an even 50-50 split citywide, but the difference of 6% is lower than in many

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<sup>1</sup> ESRI Business Analyst Online (BAO); American Community Survey (ACS) Population Summary

<sup>2</sup> Colorado State Admissions website <http://admissions.colostate.edu/boettcher/boettcher-success/>

<sup>3</sup> Nerd Wallet. February 9, 2015. <http://www.nerdwallet.com/blog/cities/americas-most-innovative-tech-hubs/> Tech startup density is a ratio that compares new companies in a region to the number of new companies in the U.S. while controlling for population.

<sup>4</sup> City of Fort Collins Planning Department

<sup>5</sup> ESRI BAO; Business Summary

<sup>6</sup> P.U.M.A. Stakeholder Interviews

<sup>7</sup> ESRI BAO; Community Profile Report

<sup>8</sup> ESRI BAO; Business Summary

<sup>9</sup> ESRI BAO; ACS Population Summary

downtowns. As a very safe city, downtown Fort Collins is well positioned to compete favorably for the growing segment of skilled female talent.

## SHIFTS IN MOBILITY

Vehicle expense and demographic changes are shifting behaviors away from cars. America's two largest demographic groups – Baby Boomers and Millennials – are primarily responsible for changing transportation habits. Boomers are simplifying and downsizing households, often moving to walkable downtowns. Millennials also are seeking walkable and social environments. Trends related to shifts in mobility are outlined below.

### Vehicle Miles Traveled Declining

Vehicle miles traveled (VMT) have, for the first time, decreased between 5% and 9% in the US from 2006 to 2011. And while total VMT has increased slightly since then, per capita VMT continues to decline.<sup>10</sup> The share of automobile miles driven by people in their 20's has dropped precipitously over the past 15 years. This age group accounted for nearly 21% of all automobile miles driven in 1995, but less than 14% by 2009.

### More Biking & Walking

Shifting preferences for walking and biking should encourage downtowns to invest in street designs that give greater emphasis to bicycles and pedestrians. Mobility options appeal to younger highly-skilled and educated populations that are seeking walkable, bikeable and transit-rich urban environments. Age-friendly design standards can promote accessibility for all.



### Downtown Value Premium

"Walkable real estate" can command value premiums of 50% to 100%.<sup>11</sup> Increasingly, cities are using their "walk scores" as a measure of economic competitiveness.

### Mobility in Downtown Fort Collins

Downtown Fort Collins is a highly walkable and bikeable downtown. Fort Collins is a national leader in urban biking and bike infrastructure. The City boasts a free bike rental program, 280+ miles of wide bike lanes, and 30+ miles of bike trails.<sup>12</sup> The City was ranked 9th in Bicycling Magazine's 2014 Top 50 Bike Friendly Cities<sup>13</sup> due to its high quality bike paths, numerous bike shops, bike-friendly businesses, and bike-centric events. The City has also received awards for its walkability-enhancing tree cover and safe drivers. In 2012, Fort Collins became a Tree City USA through the Arbor Day Foundation and the City was awarded the title of America's Safest Driving City by Allstate in 2014.<sup>14</sup> With national trends favoring walkable and bikeable real estate, downtown is well positioned to leverage its competitive advantage by continuing to offer convenient and safe transportation options.

<sup>10</sup> State Smart Transportation Initiative. Per capita VMT drops for ninth straight year; DOTs taking notice. February 24, 2014. <http://www.ssti.us/2014/02/vmt-drops-ninth-year-dots-taking-notice/>

<sup>11</sup> Leinberger, Christopher. "Walkable Urbanism." Urban Land Magazine. N.p., September 10, 2010. Web February 20, 2014. <http://urbanland.uli.org/economy-markets-trends/walkable-urbanism/>

<sup>12</sup> City of Fort Collins website <http://www.fcgov.com/bicycling/links-resources.php>

<sup>13</sup> Bicycling Magazine. August 29, 2014. <http://www.bicycling.com/culture/advocacy/2014-top-50-bike-friendly-cities>

<sup>14</sup> Allstate. "America's Best Drivers Report 2014." <https://www.allstate.com/tools-and-resources/americas-best-drivers.aspx>

Though a leader in bikeability and walkability, downtown Fort Collins has opportunities to improve the mobility of its cyclists and pedestrians. Forty-three percent of downtown employees drive alone to work despite the fact that 80% of workers travel less than 25 minutes,<sup>15</sup> suggesting that many employees work in or close to downtown but still drive to work.

Challenges to downtown biking and pedestrian use include difficult intersections around Old Town Square, a lack of wayfinding in the downtown, and key safety and mobility barriers to accessing Poudre River recreation amenities from downtown. The biggest challenge to bike and pedestrian mobility in downtown is the Jefferson Street/Riverside Avenue corridor.<sup>16</sup> Coupled with the railroad tracks that run parallel, this state highway and truck route is unfriendly to bikers and pedestrians, and limits access to open space, recreation trails, and the Poudre River.

The change in street grid around Old Town Square creates awkward traffic and intersection patterns at some locations and is confusing for many visitors. Improved wayfinding that guides bikers and pedestrians within and between downtown districts will likely alleviate some of these challenges. Because recreation, bike culture, and walkability are major draws to Fort Collins, alleviating these mobility issues may positively affect the visitor, retail and real estate markets in downtown.

Fort Collins is seeing increasing opportunities around transit, having recently implemented the MAX bus rapid transit (BRT) line along Mason Street as part of their TransFort bus service. The MAX, which serves downtown, the CSU campus, and Midtown, reports an average of 2,800+ daily riders, a 94% increase over the traditional bus routes that it replaced.<sup>17</sup> Zoning along Mason anticipates and encourages intensification of development along Mason Street. Mason Street corridor market demand does appear stronger since the MAX was built and may offer additional development opportunities in that area. However, a challenge to realizing the transit-oriented development potential along the Mason corridor is meeting design standards, such as required setbacks, on small parcel sizes.

## Parking

Though alternative transportation options are increasing in popularity, the citywide and regional draw of downtown Fort Collins means there will still be a need for parking, including structured or metered street parking. An important success in downtown is its pleasant and comfortable walking and biking nature, facilitating a “park once” culture and use pattern. However, because all-day parking options require payment – unlike the free parking in prime retail-serving spaces – workers and all-day visitors are incentivized to occupy the prime spots. A parking pay structure that encourages use of all-day or multiday parking will be increasingly important and vital to downtown as additional development occurs in response to strong market demand.

## DOWNTOWN RESIDENTIAL

With national trends in their favor, many downtowns are experiencing an economic renaissance that is attracting new investment and higher income households. Both Millennials and empty nest Baby Boomers are seen moving into downtowns to enjoy compact, walkable environments that are rich with amenities. Vibrant downtowns are

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<sup>15</sup> ESRI BAO; ACS Population Summary

Allstate. “America’s Best Drivers Report 2014.” <https://www.allstate.com/tools-and-resources/americas-best-drivers.aspx>

<sup>16</sup> Consultant Team Bike Tour

<sup>17</sup> Transfort: 2014 Year in Review



well positioned to capitalize on economic opportunities by offering jobs, entertainment, culture, education, recreation, health and livability accessible to all.

### Amenities for Residents

To sustain and deepen the demand for downtown housing, urban amenities that appeal to both Boomers and Millennials should be considered, including dining and entertainment options and investments in healthy lifestyles from dog parks to grocery stores. To provide an environment that attracts a multi-skilled workforce and economically-mixed demographics, diverse housing price points and unit types are needed.

### Affordable Cities: The New Hot Spots

Young, educated workers are moving out of “mega cities” where the cost of living is high to smaller, less expensive cities that have the same basic characteristics. Since 2000, small cities between 100,000 and 250,000 residents have experienced a 13.6% growth in population, more than twice that of New York and Los Angeles and approximately 10% faster than the national growth rate.<sup>18</sup> Denver has recently been listed among the 13 large U.S. cities in which Millennials can’t afford to buy a home.<sup>19</sup> Downtown Fort Collins can take advantage of this trend by continuing to offer great amenities in a compact, urban, Colorado setting, but at lower housing costs.

### Residential in Downtown Fort Collins

The downtown Fort Collins residential market is currently experiencing high demand as evidenced by very low vacancy rates, and increasing rents and home sales prices.<sup>20</sup> According to downtown stakeholders, average rents are around \$600 to \$1,000 per bedroom and are trending upward while incomes and wages are not increasing at the same rate, causing affordability gaps for existing residents.<sup>21</sup> Seventy-two percent of downtown residents are renters,<sup>22</sup> with almost half of all renters having moved into their current rental between 2000 and 2009 and nearly another half having moved in since 2010.<sup>23</sup> Long housing tenure is unusual in areas with a large proportion of renters and rental units, which often have faster turnover rates. This suggests that the high demand for rental housing is causing many existing renters to hold onto units longer, further reducing the opportunity for new residents to come into downtown. These indicators demonstrate a substantial need for additional supply of housing in the downtown.

There is an opportunity for smaller housing units to meet the needs of Millennial renters who require affordability. With high rates of student debt, few Millennials can afford to own homes. In addition to the financial burden of purchasing a home, fewer Millennials value homeownership to the same degree as older generations, having witnessed the huge financial losses associated with the housing bubble of the mid-2000s. Much of downtown’s existing housing stock is made up of small single-family houses that have been converted to small, affordable rental properties. The low number of downtown households with children and the large number of nonfamily households made up of renters with roommates support a strong market for small, one and two- bedroom units.

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<sup>18</sup> New Geography; America’s Fastest Growing Small Cities, September, 2014

<sup>19</sup> Bloomberg Business; June 8, 2015. <http://www.bloomberg.com/news/articles/2015-06-08/these-are-the-13-cities-where-millennials-can-t-afford-a-home>

<sup>20</sup> Trulia, Fort Collins Real Estate Overview [http://www.trulia.com/real\\_estate/Fort\\_Collins-Colorado/](http://www.trulia.com/real_estate/Fort_Collins-Colorado/) accessed July 2015.

<sup>21</sup> Stakeholder Interviews

<sup>22</sup> ESRI BAO; Community Profile

<sup>23</sup> ESRI BAO; ACS Housing Summary

In 2014, Kiplinger listed Fort Collins among ten great college towns to live in during retirement.<sup>24</sup> The City of Fort Collins has a reputation for attracting a large number of active retirees, and downtown has a modest number of residents ages 55-74 -- about 15%. Many “empty nest” retirees enjoy living in compact walkable environments. As the city continues to attract empty nest retirees, there is a potential long-term opportunity for downtown to attract even more retirees who can afford upscale rental units.

Population Ages 55-74	
Downtown	15%
Bikeable Market Area	11%
City	16%

Source: ESRI Community Profile

## HEALTH AND WELLNESS

The connection between health and the built environment is an emerging trend that is continuing to gain traction within the real estate development industry. Downtowns like Fort Collins have already begun to capitalize on this trend by improving the public realm with active green spaces, bike trails, and walkable streets. Several healthy food movements are converging to benefit downtowns. New retail prototypes can serve rapidly growing niches in locavore and organic segments. Initiatives to eradicate food deserts can bring coveted neighborhood and full-service grocery stores to underserved urban areas.

### Health Industry Growth

The healthcare industry will continue to experience significant growth and have an increased economic impact on cities. With growing demand for healthcare services, partnerships with local healthcare providers will be critical to create a competitive advantage for downtowns. Development and expansion of healthcare facilities can stabilize downtown economies and create opportunities for significant business spinoffs. Healthcare providers can also be strong civic partners to help promote healthy lifestyles through urban living.

### Health & Wellness in Downtown Fort Collins

Fort Collins is considered to be a leader in offering its residents, employees and visitors opportunities to live healthy and active lifestyles. The City and downtown offer highly sought-after amenities, including active transportation options, convenient recreation options, and a variety of local and healthy food choices. Downtown Fort Collins champions health in the built environment by offering and expanding opportunities for recreation and active transportation, including: bike lanes, trail and river access from downtown, year-round recreation facilities, downtown parks, pedestrian friendly streets, and a local culture that is supportive of health and wellness. As a result of this excellent infrastructure, Fort Collins boasts impressive rates of pedestrian and bike commuting and was ranked 9<sup>th</sup> nationally in Livability.com’s 2015 “Top 10 Healthiest Cities.”<sup>25</sup>

Downtown’s health and recreation strengths make it an attractive place for Millennials to live and work. Fort Collins’ active transportation options can typically reduce the need for employers to provide auto parking for their employees, particularly compared to other cities. Employers looking to leverage Fort Collins’ young Millennial talent seek office and commercial spaces that cater to their workers, including demand for walkable and bikeable office locations that offer showering, secure bike storage facilities, and convenient access to downtown’s nearby open spaces and recreation amenities.

<sup>24</sup> Kiplinger; Ten Great College Towns to Retire To, September, 2014.

<sup>25</sup> Livability.com. “2015 Top 10 Healthiest Cities.” <http://livability.com/top-10/health/top-10-healthiest-cities/2015/colorado/fort-collins>

Downtown residents and those living in the primary market area, particularly Millennials, tend to be health and wellness consumers. Fort Collins' enthusiasm for healthy, local and organic foods is evident in the City's market demand for those types of foods and food retailers. Citywide demand for organic food is higher than the national average, as is demand for specialty food stores and health clubs,<sup>26</sup> indicating opportunity in downtown for retail and restaurant businesses that offer health and wellness products, healthy and locally sourced foods, and opportunities for recreation, exercise and fitness. With strong market demand for health and wellness products as well as high rates of active commuters, downtown is well positioned to support additional retail.

Downtown Fort Collins' healthy and active culture is also attracting new residents and is a key factor in creating downtown's strong residential market. Numerous recreation amenities make downtown an even more desirable place to live, with demand for residences that cater to the outdoor lifestyle. Housing that offers active lifestyle features such as secure bike storage, shared access to outdoor recreation gear, and amenities like bike and ski tuning stations or community gardening space would likely be very popular.

## SOCIAL EQUITY & SUSTAINABILITY

While there is broad understanding of the economic and environmental aspects of sustainability, the third pillar, social equity, has been given less attention. As global and national trends have benefited cities in recent years, there has been a migration of largely upper income professionals to downtowns. At the same time, income inequality in the United States is at its most extreme since 1928. Income inequality poses challenges for cities. Many urban areas are on the verge of becoming enclaves of the rich, unable to house or sustain service workers or middle income professionals such as teachers and nurses. Young, skilled Millennials, the raw material needed to grow a professional downtown workforce, are finding it increasingly difficult to afford urban lifestyles. Downtowns may need to be more proactive in promoting affordable housing, providing access to high quality jobs and schools, and offering better wages, or expect a rising tide of civic activism to demand them.

### Social Equity in Downtown Fort Collins

Social equity in downtown Fort Collins is about three things: a welcoming atmosphere that embraces a wide range of patrons, affordability for a range of resident income levels, and job mobility for a range of skill levels. Fort Collins' economically diverse population depends on downtown affordability, and less affluent groups may be pushed out of downtown if rents, housing prices and cost of living continue to increase. With 28% of downtown households earning less than \$15,000 per year and 23% earning between \$15,000 and \$34,999 per year,<sup>27</sup> ensuring rents remain reasonable will be critical. Current trends in residential real estate – with high demand and low vacancy – are beginning to threaten affordability and may lead to inequity and loss of income diversity if left unchecked. Stakeholders indicate that new units coming onto the downtown market are typically between 1,000-1,200 square feet and command monthly rents upward of \$2 per square foot.<sup>28</sup> Market demand is trending toward smaller sized units of around 700 to 900 square feet that come with lower rents. Downtown already offers smaller households than citywide averages, and should continue to supply more of this smaller and more affordable housing type in order to meet rising demand at attainable price points.

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<sup>26</sup> ESRI BAO; Retail Market Potential

<sup>27</sup> ESRI BAO; Community Profile

<sup>28</sup> P.U.M.A. stakeholder interviews



Downtown's vibrant culture and array of public amenities do help the community remain somewhat more affordable to the extent that they offer alternatives to privately owned assets. Downtown's public transportation and bike and pedestrian infrastructure may allow residents to forgo the expense of owning a vehicle, while access to parks, open space, bike trails and a free bike library offer access to no-cost health amenities. Finally, outdoor public spaces coupled with appealing coffee shops and other "third space" options are abundant, reducing the square footage needed in housing units. Additionally, these amenities attract employers and regional visitors and ultimately grow the local economy. Continuing to provide infrastructure and funding for amenities like public open space, bike lanes, and public transportation helps preserve social equity and continues to benefit both downtown residents and the downtown economy.

Retaining jobs across a range of skill levels will also be key to safeguarding equity and prosperity in the downtown. The current diversity of industries and jobs in downtown is an asset for social equity as well as for a robust local economy. There is some concern that some businesses, including locally owned businesses that return the most money to the local economy, could be squeezed out of downtown as commercial lease rates increase. However, the supply of lower cost industrial lands to the east of downtown may provide options for existing businesses or new local start-ups to find affordable locations.

For years, Fort Collins has offered an eclectic array of businesses and venues that can appeal to a wide range of visitors. In recent years, as rents have increased, some local businesses report that they can no longer afford rents in downtown. There is concern – and a smattering of evidence – that downtown may be moving toward a time when the businesses that can afford to be there will exclusively be upscale boutique or national chains. If this occurs, downtown will cease to feel welcoming to many segments of consumers and lose its place as a meeting ground for city residents.

## CHANGING CONSUMER BEHAVIORS

Although the Great Recession has ended, it made a lasting impact on consumer behaviors. Consumer spending, once impulsive, has grown more practical and deliberate with an emphasis on quality, convenience, environmental and social considerations. Today's consumers are seeking a wide variety of retail with a specific interest in local, independent businesses and places that provide experience shopping. Technology also continues to influence the retail space, with a growing number of online sales replacing some instances of in-store shopping. The growth of the "sharing economy," where social networks allow individuals to share, rent or resell their belongings, is flourishing in high density urban areas. Sharing applications now include cars, workplaces, and lodging among others, and are expected to grow over time.

### Changing Global Consumer Behaviors in Downtown Fort Collins

Changing consumer preferences for authentic, "experience-based" shopping align exceptionally well with downtown Fort Collins atmosphere and offerings. With its unique retail, restaurants, public spaces, and one-of-a-kind local flair, Fort Collins offers an authentic downtown experience. Downtown retail is largely local, high quality, and meets the demand for green and environmentally responsible shopping. However, according to downtown stakeholder interviews, lease rates are escalating significantly in downtown. Current retail lease rates are around \$15 to \$18 per square foot, and restaurants and bar lease rates are reported around \$20 per square foot.<sup>29</sup> Increasing lease rates and a lack of affordable retail and restaurant space could threaten retail diversity and

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<sup>29</sup> City of Fort Collins. "Downtown Retail Analysis." February 11, 2010.

downtown's unique local flavor. Without attention, there is potential for downtown to lose the authentic, local flavor that is currently its strength.

Downtown is successful in serving not only the immediate bikeable market area of residents and workers, but also attracting other city residents and regional visitors as customers. Downtown's restaurants, bars, breweries and events consistently draw visitors, creating demand for a range of retail business types. 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.

To remain responsive to consumer demands, downtown can offer retail that responds to market demand across the local, citywide and regional market segments, such as: restaurants, cafés and bars; specialty food stores, book and music shops, electronics retailers and service providers, specialty clothing and shoe stores, health and personal care shops, gift shops, florist, and office supply stores.

## DOWNTOWN PLAN BOUNDARY & MARKET AREAS

The City of Fort Collins has determined a downtown planning area boundary which is also considered the boundary of Downtown in this market assessment. Adjacent planning areas include the Old Town Neighborhoods, for which a separate plan is being prepared. The Downtown Plan study area is shown at right, and a general description follows.

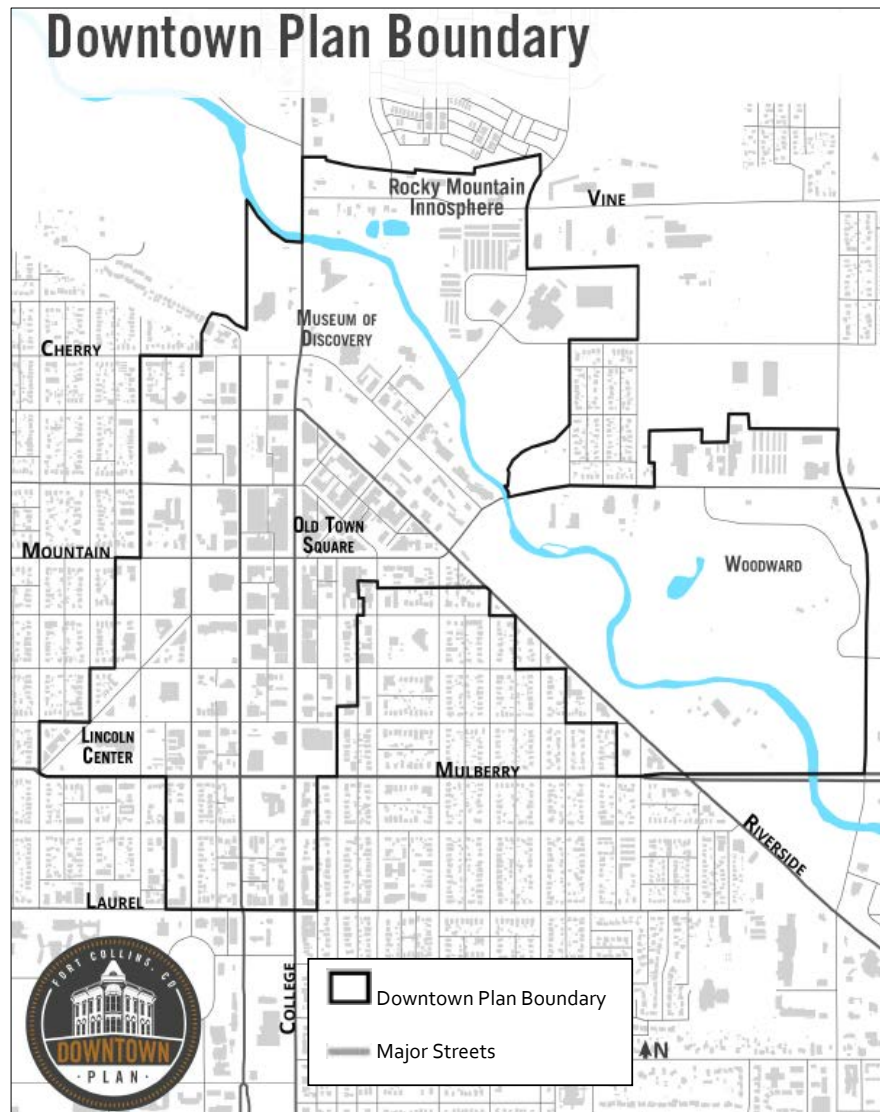
### DOWNTOWN PLAN STUDY AREA

Downtown Fort Collins has fully emerged from the Great Recession, and is flourishing as a local and regional hub for arts and local foodie culture. Downtown Fort Collins is a destination for entertainment, culture, festivals, night life, and the “downtown experience.” Due to its popularity and unique offerings, downtown Fort Collins boasts extremely low vacancy rates for both residential and commercial property.

As demand for commercial and residential property increases and supply decreases, downtown’s unique art and cultural establishments are at risk of being priced out of downtown.

### Study Area Characteristics

The majority of downtown residents are in their 20’s and 30’s, with a mix of college students and working young professionals. This demographic is almost constantly online and uses the internet for shopping and finding services, as well as planning out adventurous vacations and new experiences. Most downtown residents are renters who live alone or with roommates, and most are childless and carless. These Millennials don’t yet earn large incomes, and are often thrifty and demand affordability. Though they have small incomes, many college students





use credit cards and are willing to carry a large debt load in order to buy what they want immediately. Downtown's young professionals are well-educated and many work in professional careers. This group is more likely than the college crowd to value exercise, eating local and organic food, and purchasing local and environmentally friendly products.

## DOWNTOWN'S MARKET AREAS

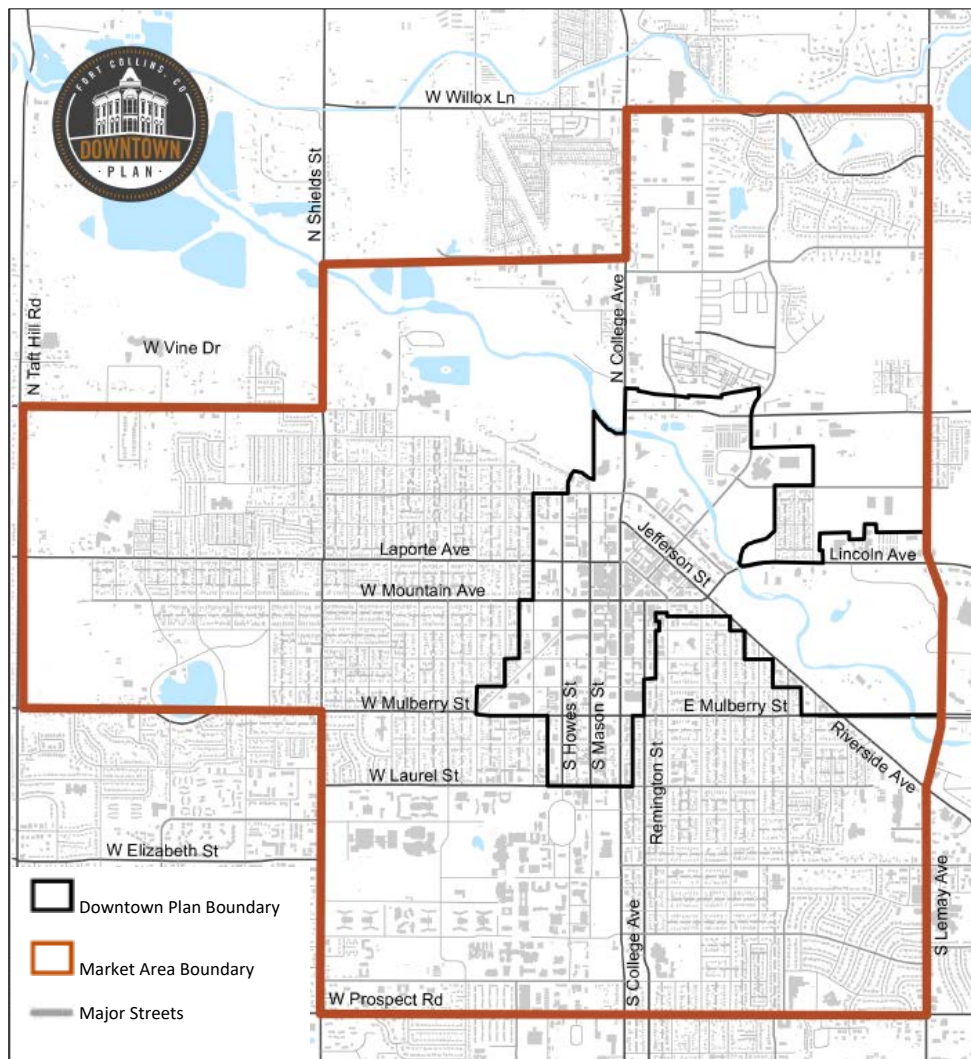
To better understand market opportunities in downtown Fort Collins, P.U.M.A. and the City of Fort Collins has defined three market areas that affect downtown: the primary bikeable market area, the City of Fort Collins, and the regional trade area. These market area boundaries were selected based on a number of factors, including bike and walk distances, political boundaries, infrastructure features, and visitor data.

### Primary Trade Area: Bikeable Neighborhoods

Downtown's primary trade area consists of a bikeable market area made up of residential neighborhoods located within a ten-minute bike ride of downtown.

#### Characteristics

The bikeable market area population of 24,000 is significantly larger than downtown's population of 1,400. With a median age of 25, this market is slightly younger than the downtown market and has a larger share of 18 to 34 year olds than both downtown and the City.<sup>30</sup> Due to the presence of Colorado State University, 45% of this market is made up of undergraduate and



<sup>30</sup> ESRI BAO; Community Profile

graduate students, with the non-student population largely comprised of older Millennials in their late 20's and 30's working in professional jobs.<sup>31</sup>

These consumers are well educated and are less likely to be married or have children than residents citywide. Like downtown, the \$37,000 household median income in this market is lower than the City and Regional Trade Area.<sup>32</sup> Despite reporting lower incomes, spending potential among residents in the bikeable market area is comparatively robust due to the presence of college students and single, childless, Millennial households that spend a larger percentage of their income on retail than other groups.

Consumers in the bikeable market area tend to value green products over convenience, including products that are environmentally friendly or support a charity. These consumers also tend to value quality over price point. This market is somewhat more likely to own homes than the downtown market, though the majority (60%) are renters.<sup>33</sup>

Residents					
	Population (rounded)	Millennial (18-34)	Boomer (55-74)	College or Advanced Degree	Per person Annual Retail Spending*
<b>Region</b>	645,000	30%	20%	46%	\$10,000
<b>City</b>	160,000	40%	16%	60%	\$11,000
<b>Bikeable Market</b>	24,000	60%	11%	63%	\$7,000
<b>Downtown</b>	1,400	55%	15%	60%	\$10,000

Source: ESRI Business Analyst Online

\* Retail Spending refers to goods only (including grocery), does not include dining and drinking establishments

Households					
	Average Size	Median Income	Renter	Childless	Carless
<b>Region</b>	2.5	\$55,000	36%	70%	5%
<b>City</b>	2.4	\$54,000	46%	70%	5%
<b>Bikeable Market</b>	2.0	\$37,000	60%	85%	8%
<b>Downtown</b>	1.6	\$33,000	72%	93%	18%

<sup>31</sup> ESRI BAO; ACS Population Summary

<sup>32</sup> ESRI BAO; Retail Market Potential

<sup>33</sup> ESRI BAO; Retail Market Potential

Source: ESRI Business Analyst Online

"Renter" Households refers to housing units that are renter-occupied, does not include vacant rental units.

"Childless" Households refers to households with no children under 18 living in the home.

"Carless" Households refers to occupied housing units reporting access to zero automobiles.

## Secondary Trade Area: City of Fort Collins

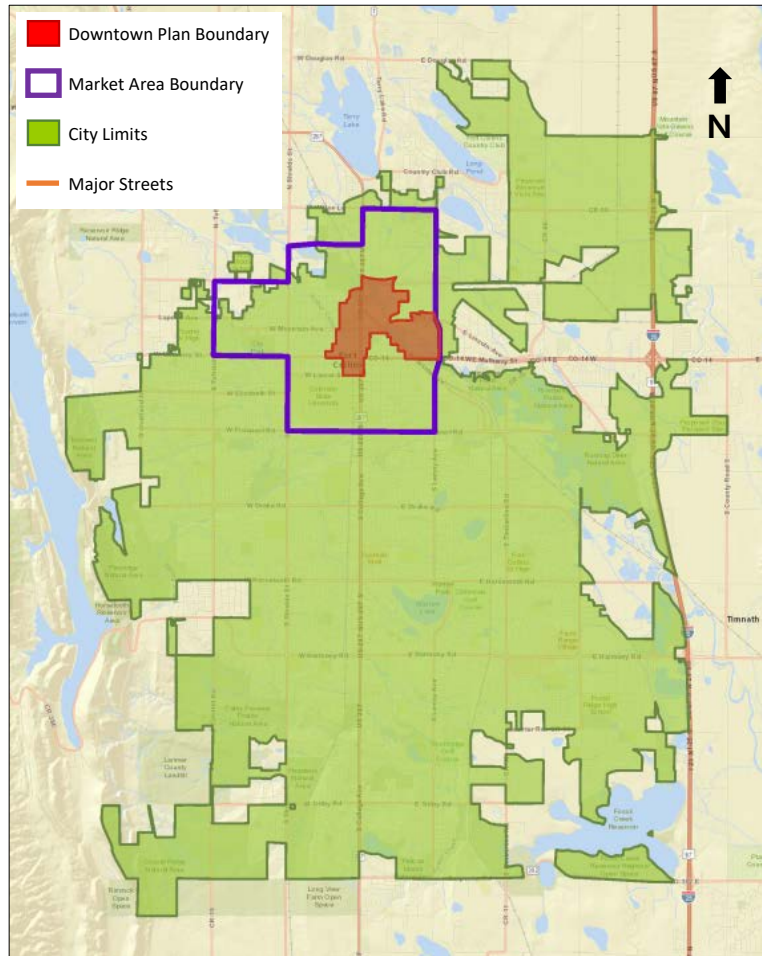
Downtown's secondary trade area is defined as the City of Fort Collins.

### Characteristics

The population in the secondary trade area has grown significantly over the past fifteen years, with a faster rate of growth than both downtown and the bikeable market area. The City population is about 158,000 people and is more affluent than both downtown and the bikeable market area. Residents in this market are more likely to own a car and use it to commute to work compared to residents downtown and in the bikeable market area, who are more likely to walk or bike to work.<sup>34</sup>

Median income is around \$54,000 for this market segment, which is higher than downtown and the bikeable market area.<sup>35</sup> These consumers in the secondary market area are made up of college students, young professionals, and older established professionals. While incomes vary among these three groups, most are well educated and willing to spend on dining out, entertainment and night life activities, electronics, and recreation and fitness hobbies.<sup>36</sup> All of these three demographic groups tend to value the convenience and ease of using smartphones and apps, and prefer a more sophisticated online experience.

Housing in the City of Fort Collins is more likely to be single family houses rather than apartments or condos. Homes in this market are generally newer than those downtown with 80% built after 1970, though median home values are about the same at around \$240,000<sup>37</sup>. There is also greater demand for homeownership in the secondary



<sup>34</sup> ESRI BAO; ACS Population Summary

<sup>35</sup> ESRI BAO; ACS Housing Summary

<sup>36</sup> ESRI BAO; Retail Market Potential



market area, with 50% of units being owner occupied compared to 33% in the bikeable market and 18% downtown.<sup>37</sup>

### Regional Trade Area: Fort Collins/Cheyenne Region

Downtown's regional trade area includes northern Colorado, the Cheyenne, WY area and southwest Nebraska. This general area has been identified as the regional visitor drive market by both the City of Fort Collins and Visit Fort Collins. Downtown consistently attracts visitors from this larger regional market due to its unique restaurant and retail offerings, cultural and arts amenities, nightlife, and its proximity to CSU and other local institutions.



Fort Collins Regional Trade Area Boundary

#### *Characteristics*

This regional market area population is growing, as evidenced by an increase of 27% between 2000 and 2015. The region's nearly 650,000 people are slightly less educated than those living in the City of Fort Collins, though nearly as many (61% compared to 67%) work in white collar jobs.<sup>38</sup> ESRI psychographic profiles indicate that this market segment is more likely to be married, have children, and live in suburban and semi-rural areas. Many live within larger metro areas or are ex-urbanites, suggesting demand for downtown experiences and amenities like dining

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<sup>37</sup> ESRI BAO; ACS Housing Summary

<sup>38</sup> ESRI BAO; Community Profile

and night life. Because this market is made up of young families and those nearing or in retirement, consumers tend to demand quality, durability, and family- oriented products and experiences.<sup>39</sup>

Median income for this market segment is around \$55,000<sup>35</sup>, though average visitor incomes are reported as higher, ranging from \$50,000 to \$95,000.<sup>40</sup> This market segment is likely to spend on bars and night clubs, dining out, and technology, including smartphones, laptops and cameras. Within the regional trade area, demand for domestic travel is higher than the national average, particularly demand for inexpensive trips with total costs of less than \$2,000. Visitors from this market travel to Fort Collins for vacation, visiting family and friends, and outdoor recreation, and generally come to downtown for shopping, dining, or visiting the local craft breweries. Those driving in for the weekend or longer tend to stay overnight in one of the City's hotels.<sup>41</sup>

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<sup>39</sup> ESRI BAO; Tapestry Segmentation Area Profile

<sup>40</sup> Loomis FCCVB 2010 Report

<sup>41</sup> ESRI BAO; Retail Market Potential

## MARKET PROFILE

P.U.M.A. analyzed key indicators related to maintaining and advancing downtown's market competitiveness. These include some very traditional measures, such as lease rates, demographics and visitor attendance as well as some less traditional measures that help tell the stories that need to be heard about the richness and diversity of offerings in downtown Fort Collins, such as recreation opportunities and the number of arts and cultural performances. This section breaks the market into five sector categories: residential, employment, retail, industrial, and visitor.

### RESIDENTIAL SECTOR

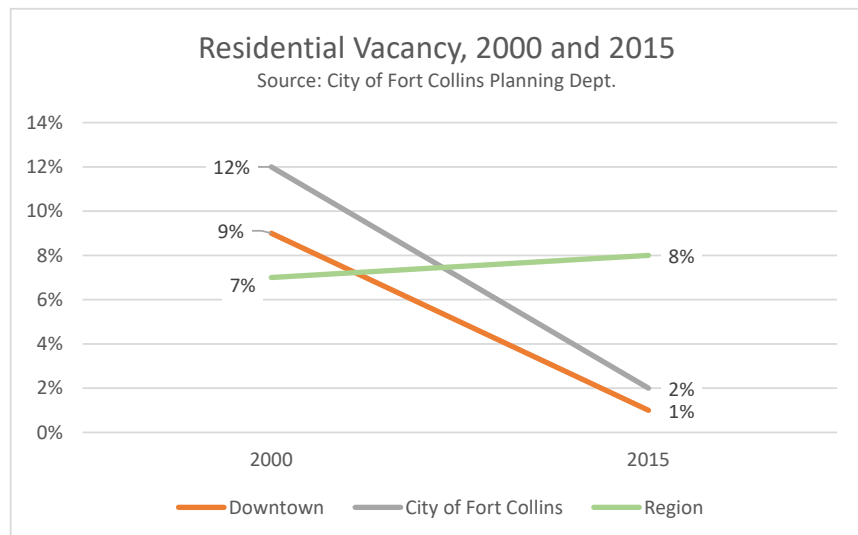
Residential Market Occupancy 2000 and 2014/15								
	Downtown		Bikeable Market		City		Region	
	2000	2015	2000	2015	2000	2014	2000	2015
Owner Occupied	22%	18%	39%	33%	56%	50%	61%	56%
Renter Occupied	71%	72%	57%	61%	40%	45%	32%	36%

Source: ESRI Business Analyst Online, ACS Housing Summary and City of Fort Collins

With a growing population and consumer preferences trending toward living, working and playing in the urban core, downtown Fort Collins is experiencing strong demand for residential units while also experiencing a limited supply. This imbalance between supply and demand is driving vacancy rates down to unhealthy levels while driving up rents. Much of the demand for downtown housing is being generated by young well-educated Millennials (18 to 28 year olds) in Fort Collins who value affordability, convenience, and downtown amenities. Adding additional housing to downtown will be key in meeting demand and better serving the market demand for small and affordable rentals.

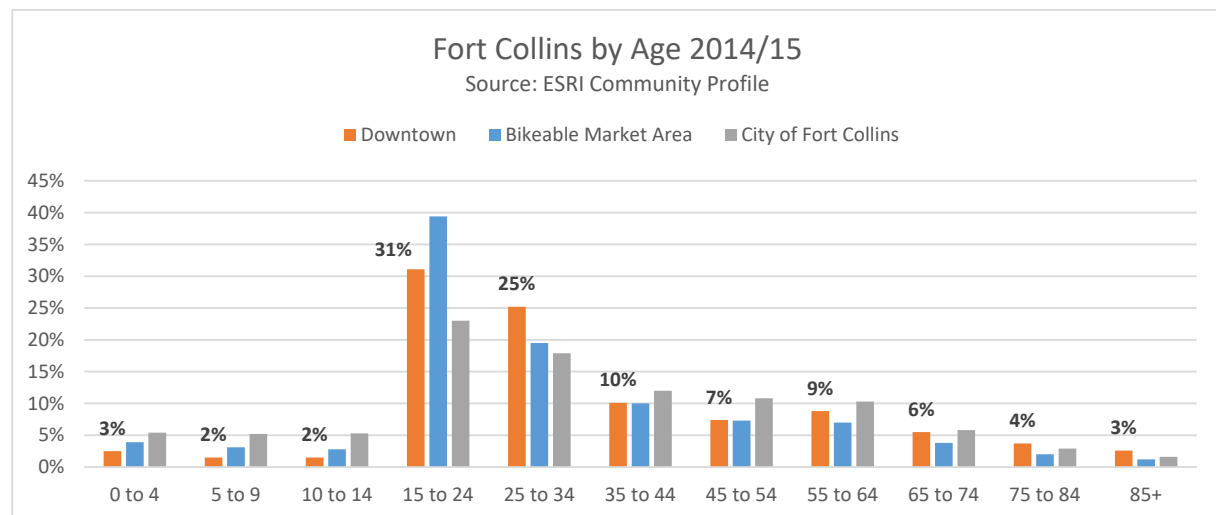
#### Downtown Residents

Downtown residents are largely young, single Millennials, most with no children and many with no car. Sixty percent of downtown residents are single and never married, compared to 40% of residents citywide. This group is largely renters, with 65% of downtown residents living in nonfamily households and 56% in one



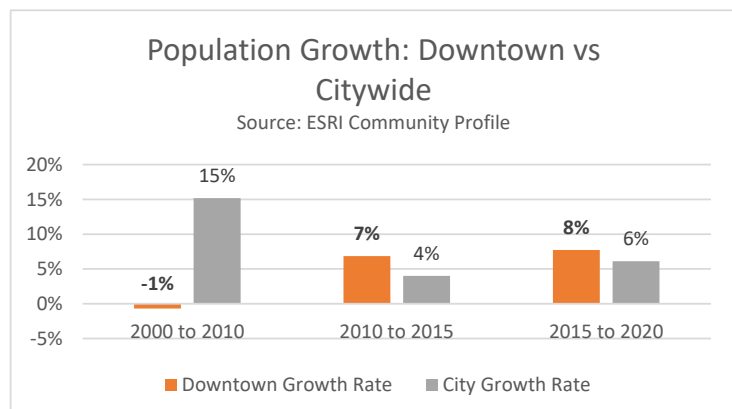


person households.<sup>42</sup> Just 7% of downtown households have children, indicating a market demand for housing types and sizes that cater to young, childless, often carless singles, couples and roommates. Downtown's renters are significantly less likely than homeowners to have a car, with 16% of renter households being carless, compared to 1% of owner occupied households.<sup>43</sup> Millennials, many of whom carry significant student debt burdens and who witnessed the financial fallout from the most recent housing bubble, are less likely to purchase homes. Ensuring affordability and producing housing types that cater to both downtown employees and Millennials living in the bikeable market area who wish to live downtown will be key in leveraging downtown's prime residential market opportunities.



### Downtown Population Trends

According to ESRI data, downtown living has shown a significant increase in popularity in the last five years compared to the prior decade. While strong citywide population growth occurred between 2000 and 2010, during that time downtown's population declined slightly. Since 2010, downtown has modestly outpaced the City's growth rate by three percent. ESRI predicts that City and downtown population growth will continue at similar rates into 2020, with the downtown's growth rate projected to outpace that of the City by 2% during that period. City planning staff suggest that ESRI estimates may be underestimating future population growth in downtown by not adequately accounting for infill and redevelopment potential in this area.



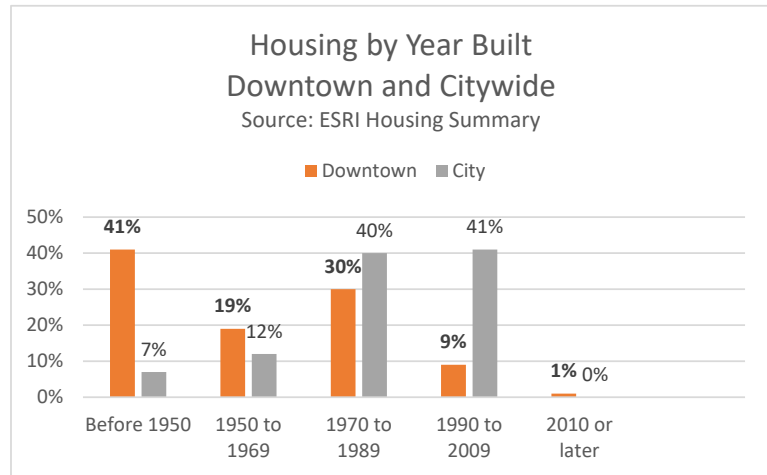
<sup>42</sup> ESRI BAO, Community Profile

<sup>43</sup> ESRI BAO, ACS Housing Summary

## Downtown Housing

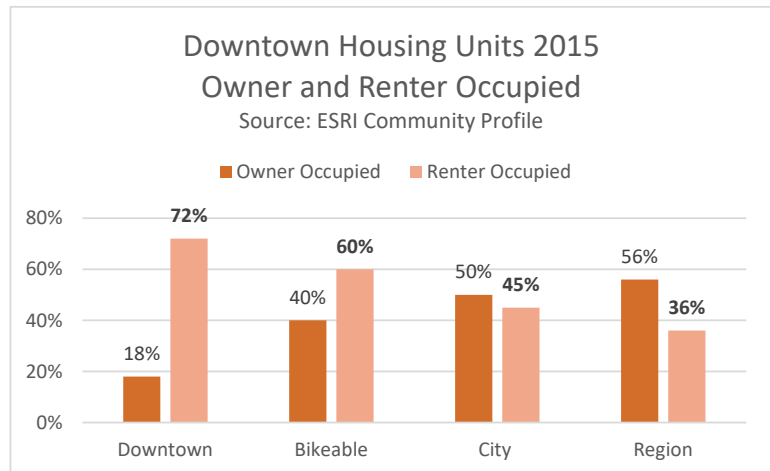
Downtown's population growth will be closely tied to the development of downtown housing. In stark contrast with the city as a whole, downtown's current supply of housing stock is aging, with 90% of units built before 1990, and just 1% built since 2010.<sup>44</sup> Construction trends are now moving away from single-family homes to more multifamily and mixed-use development which is better matched to the current demand in downtown.

Nearly three-quarters of downtown housing units are rentals compared to less than half of housing citywide. The older, smaller formats of existing homes in downtown and the bikeable market area and proximity of Colorado State University likely contributes to the substantially higher percentage of housing that is renter occupied.



## Residential Real Estate Trends

Demand for residential units has increased in recent years as the country and community fully emerge from the Great Recession and urban living increases in popularity. Within the last five years the City has issued 15 residential building permits adding nearly 350,000 square feet and 313 units to downtown, an investment of \$42,000,000.<sup>45</sup> Between 2000 and 2015, the number of downtown housing units grew by 18%.<sup>46</sup> In 2007, the City's Mason Corridor Economic Analysis estimated that 3,300 housing units



could be added by 2030 in the Mason Corridor if the Bus Rapid Transit system were developed. Some portion of this would presumably be within the portion of the Corridor that traverses Downtown. Downtown is poised to gain as many as 1,300 additional units in coming years, if all current development proposals in City review are approved and built.<sup>47</sup>

<sup>44</sup> ESRI BAO; Housing Profile

<sup>45</sup> P.U.M.A. Stakeholder Interviews

<sup>46</sup> ESRI BAO; Community Profile

<sup>47</sup> City of Fort Collins Planning Department

The rental market has experienced a tightening since the early 2000's, as vacancy rates have sharply declined to extremely low levels, around 1% to 2%.<sup>48</sup> Citywide and downtown rental vacancy rates below 5% are generally sufficient to stimulate both increases in rental rates and the construction of new units, as they indicate the need for additional housing supply. Due to Colorado's current construction defects legislation which hinders developers' abilities to finance for-sale condos, nearly all of downtown's new units are rental units. However, many of downtown's new rentals are being built to standards that will allow them be converted to ownership units at some point in the future.

According to stakeholder interviews typical residential rents in downtown are currently between \$700 and \$1,000 per bedroom, or around \$1.80 per square foot. Upscale condo projects are selling for closer to \$240 per square foot and are often larger units. This compares to average rents citywide of up to \$1,200 per month in Q3 2015.<sup>49</sup>

### Residential Market Demand

With ample demand for downtown living, downtown's residential market is attractive for additional development. Employees working downtown are a likely market for downtown housing if suitable units were available. Based on employee and quarterly wage data provided by the City of Fort Collins, Downtown workers typically have wages that can readily support monthly rents closer to \$1,600 for a one-bedroom unit and around \$3,200 for a two-bedroom unit.

Top 10 Downtown Industries by Annual Wage, 2014	
1. Management of Companies and Enterprises	\$186,930
2. Manufacturing: wood, paper, petroleum, chemical, plastic, rubber, clay, glass, and cement/concrete manufacturing	\$80,944
3. Transportation and Warehousing: air, rail, water, truck, passenger, transit, and pipeline transportation	\$64,833
4. Transportation and Warehousing: postal and package delivery, warehousing, storage.	\$63,774
5. Finance and Insurance	\$62,192
6. Professional, Scientific, and Technical Services	\$61,926
7. Manufacturing: metal, machinery, computer & electronics, appliances, transportation equipment, furniture.	\$61,438
8. Manufacturing: food, drink, tobacco, textile	\$54,085
9. Mining, Quarrying, and Oil and Gas Extraction	\$51,555
10. Construction	\$51,400

However, maintaining a healthy mix of housing affordability may increasingly be a concern. Median household income for the bikeable market is about \$37,000, putting affordable rents around \$1,000 per month per household. With 28% of existing downtown households earning less than \$15,000 per year,<sup>50</sup> housing affordability will be

<sup>48</sup> P.U.M.A. Stakeholder Interviews

<sup>49</sup> Coloradoan.com. "Fort Collins rents up 16 percent from last September."  
<http://www.coloradoan.com/story/money/2015/11/06/fort-collins-rents-surge/75304802/>

<sup>50</sup> ESRI BAO; Community Profile



important to ensure that existing residents and the CSU student population can continue to afford to live in downtown.

2015 Residential Market Data		
	Downtown	City
Square Footage	353,790 sq. ft.	5,754,138 sq. ft.
Vacancy	1%	2%
Avg. Lease Rate	\$700 - \$1,000 per bedroom	~\$1,000

Downtown and its bikeable market area are predominantly nonfamily households made up of roommates, with an average downtown household size around 1.6 people. Renter occupied units make up 72% of all downtown housing, with almost half of all households having moved into their current rental between 2000 and 2009.<sup>51</sup> These trends indicate a strong demand for long-term rental housing and a robust market for one and two- bedroom units, particularly those under 1,000 square feet that offer greater

affordability. Some stakeholders suggest that new units, which are typically 1,000-1,200 square feet, are oversized compared to demand, which is for smaller more affordable units of 700 to 900 square feet. Unless smaller, more affordable apartments are offered, downtown's existing housing stock of small single-family houses, which are typically between 900 and 1,000 square feet, may be increasingly converted from owner to renter occupancy.

## EMPLOYMENT SECTOR

Top 10 Downtown Industries by Number of Businesses		
Downtown Industry	Number of Business	% of all Downtown Businesses
Professional, Scientific, and Technical Services	195	28%
Accommodation and Food Services	105	15%
Other Services (except Public Administration)	55	8%
Retail Trade: auto, furniture, electronics, homegoods, food stores, apparel	55	8%
Retail Trade: sports and hobbies, books, music, general merchandise	47	7%
Finance and Insurance	45	6%
Health Care and Social Assistance	37	5%
Real Estate and Rental and Leasing	33	5%
Construction	22	3%
Administrative and Support and Waste Management and Remediation Services	21	3%

Source: City of Fort Collins Planning Department

Business attraction today is highly sensitive to the degree and depth of skill in the labor pool. Many great things are happening that continue to make Fort Collins a competitive choice for start-ups, technology, and other highly-skilled companies. Ranked 2nd on NerdWallet's "2013 Best Places for Job Seekers in Colorado" and 7th on Forbes' "Best Places for Business and Careers," Fort Collins offers an attractive market for both job seekers and employers. With its existing supply of affordable 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 Fort Collins is well positioned to capitalize on the desirability of the overall community – which both attracts and retains young skilled talent – because it is the kind of compact, walkable setting in which businesses increasingly wish to locate.

### Downtown Businesses and Jobs

There are a number of government, tech, and start-up businesses located in downtown Fort Collins as well as breweries, innovation industries, and traditional

<sup>51</sup> ESRI BAO; ACS Housing Summary

light industrial businesses on the expanding eastern side of downtown. Downtown employers account for about 7% of Fort Collins' nearly 16,000 employers, offering about 17% of the total jobs citywide.<sup>52</sup>

Downtown offers approximately 14,000 jobs and houses about 825 employed people, resulting in a jobs to workers ratio of about 17 to 1.<sup>53</sup> The employed population in downtown is just 1% of the nearly 78,000 total employed population of the City of Fort Collins. Downtown employment sectors offering the most jobs include: accommodations and food services, public administration, professional scientific and technical services, and manufacturing and retail trade.<sup>54</sup> Top industries by number of businesses and by percentage of jobs are shown in tables on this page and above.

## Workforce and Education

There is a strong, well-educated workforce available in downtown Fort Collins and its bikeable market. The 12,500 employed residents living in the bikeable market area make up 16% of Fort Collins' total employed population. Sixty percent of all Fort Collins residents and nearly 63% of residents living within the bikeable market area have a college or advanced degree, making the Fort Collins workforce particularly well educated.<sup>55</sup>

## Commuting Patterns

Active Commuting by Market Area			
	Downtown	Bikeable	City
Walk	27%	12%	4%
Bike	18%	15%	7%

Source: ESRI Population Summary

As shown by ESRI estimates in the table above and on next page, employed residents living downtown and in the bikeable market area are significantly more likely to walk and bike to work and less likely to drive alone compared to employed residents citywide. While driving alone is still the most popular mode for commuting overall, biking and walking account for 45% of downtown Fort Collins' commuting.<sup>56</sup> ESRI commuter mode estimates do not account for the new MAX Bus Rapid Transit line ridership. Use of transit has increased month-by-month since it opened, with the City reporting 2,800+ daily weekday boardings in early 2015.<sup>57</sup>

Top 10 Downtown Industries by Percentage of Downtown Jobs, 2014	
Industry	% of All Downtown Jobs
Accommodations and Food Services	29%
Public Administration	20%
Professional, Scientific and Technical Services	11%
Manufacturing: food, drink, tobacco, textile	6%
Retail Trade: auto, furniture, electronics, home goods, food stores, apparel	5%
Other Services (except public administration)	4%
Retail Trade: sports and hobbies, books, music, general merchandise	3%
Construction	3%
Finance and Insurance	3%
Administrative and Support and Waste Management and Remediation	3%

Source: City of Fort Collins Planning Dept.

<sup>52</sup> ESRI BAO; Business Summary

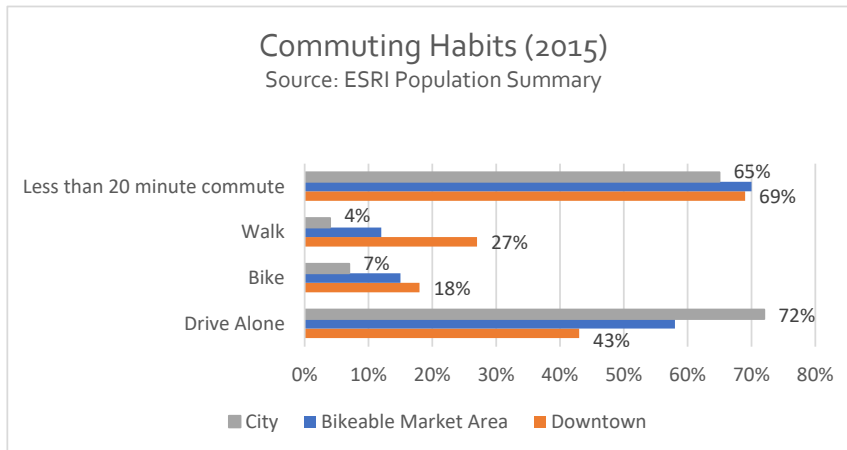
<sup>53</sup> ESRI BAO and P.U.M.A.

<sup>54</sup> ESRI BAO; Business Summary

<sup>55</sup> ESRI BAO; Community Profile

<sup>56</sup> ESRI BAO; Population Summary

<sup>57</sup> TransFort 2014 Year in Review



As housing prices have increased in Fort Collins, in-commuting from more affordable regional communities has increased. According to a 2014 Housing Affordability Policy Study commissioned by the City of Fort Collins,<sup>58</sup> in-commuting from communities within the region increased significantly between 2003 and 2011, while out-commuting remained flat. Nearly 87% of new in-

commuters were driving to Fort Collins from Greeley, Loveland, Wellington, and Windsor. Data on in-commuting was not available at the downtown level, however it appears that if downtown housing becomes less affordable, in-commuting could increase and drive up demand for employee parking.

With ample transportation options and a local culture that has more than half of commuters using alternative (bike, walk, or transit) modes, employers in Fort Collins are more likely to accept office space without high parking ratios and be able to attract workers even without offering designated car parking.

### Office Real Estate Trends

Q1 Downtown Office Vacancy Rates 2011 to 2015		
Year	Vacancy	Rentable Building Area
Q1 2011	6.90%	1,865,340 sq. ft.
Q1 2012	3.40%	1,884,627 sq. ft.
Q1 2013	2.50%	1,884,627 sq. ft.
Q1 2014	1.90%	1,884,627 sq. ft.
Q1 2015	2.90%	1,930,075 sq. ft.

Source: City of Ft. Collins Planning Dept.

Downtown Fort Collins office lease rates and occupancy rates are key market indicators of demand. Trends for the past five years show that downtown office vacancy has been below the optimal 5-6% levels since 2012. Over the last five years, supply has increased. The City has issued 37 commercial permits in downtown since 2010, adding 405,276 square feet of new commercial space valued at \$92,338,349. However, increased supply that has been added is as yet inadequate to satiate demand. As of Q2 2015, vacancy rates for downtown office space are very low at 2.4%, compared to citywide vacancy at 4.1%, indicating a robust market in both areas and demand for additional supply in downtown.<sup>59</sup> Proposed commercial projects as of May 2015 include:

- Traditional Mixed Use: retail, office, residential: ~500,000 sq. ft. proposed
- Industrial Mixed Use: office, manufacturing/assembly space, retail: ~100,000 sq. ft.
- Brewery/Distillery-serving mixed use: ~100,000 sq. ft.
- Office Alone: 110,000 sq. ft.

<sup>58</sup> Economic and Planning Systems, Inc. "Fort Collins Housing Affordability Policy Study." September 5, 2014.

<sup>59</sup> City of Fort Collins Planning Department.



Q2 2015 Office Market		
	Downtown	City
# Buildings	159	598
Vacancy	2.4%	4.1%
Avg. Lease Rate	\$22.58/sq. ft.	\$18.87/sq. ft.
High Lease	\$43.45/sq. ft.	\$43.45/sq. ft.
Rentable Area	1,930,075 sq. ft.	7,242,356 sq. ft.

Source: City of Ft. Collins Planning Dept.

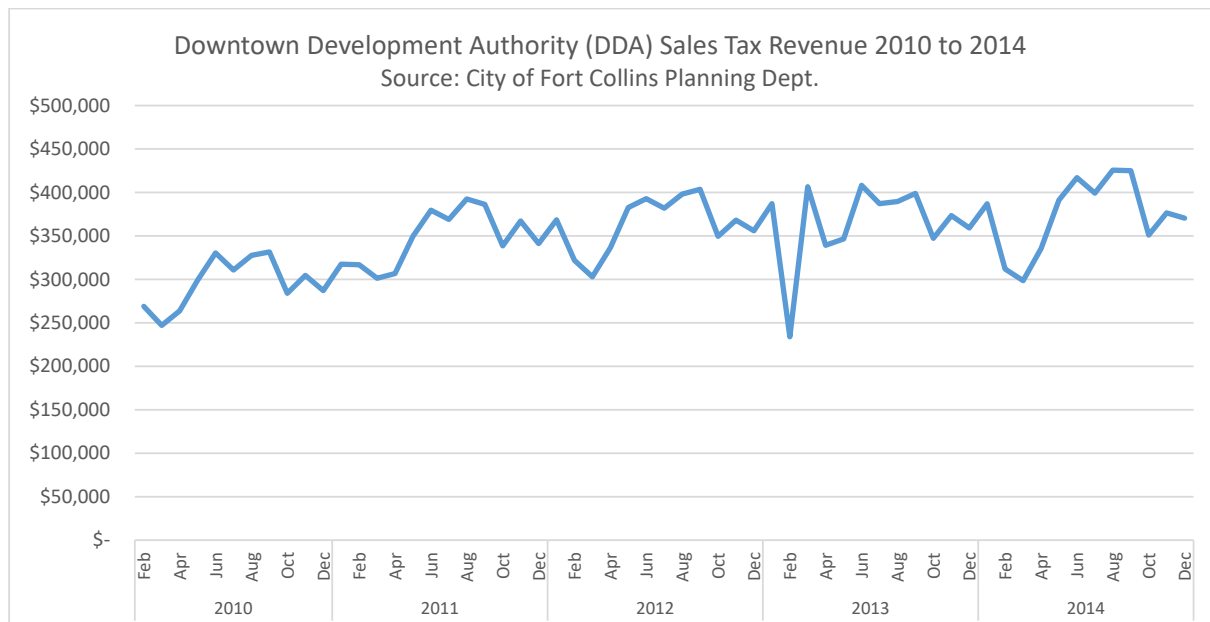
According to stakeholder interviews, typical lease rates for downtown office space are around \$23 to \$28 per square foot while executive suites which include shared office amenities lease closer to \$30 per square foot.<sup>60</sup> Downtown office rents have recently increased to levels similar to comparable offices on Harmony Road. Low vacancy and increasing rents indicate that downtown Fort Collins is becoming more desirable to a range of employers, in keeping with Global Trends. Local property owners note that clients are primarily drawn to historic and traditional brick office structures, but those seeking spaces larger than 10,000 square feet are generally unable to find space. A potential challenge for downtown in adding capacity to meet demand is that while zoning in some downtown areas allows for significant intensified

development density, stakeholders interviewed for this report indicate that office demand is much stronger for low-to-mid rise, rather than office tower formats.

## RETAIL SECTOR OVERVIEW

### Sales Tax Revenue

Downtown's annual sales tax revenues of over \$16 million, up from \$4 million in 1989, reflects the strength and vitality of the downtown Fort Collins economy over the past 25 years. In 2014, businesses within the Downtown Development Authority (DDA) – which is a portion of the downtown core - generated about \$1 million in sales tax revenue per month.<sup>61</sup>



<sup>60</sup> P.U.M.A. Stakeholder Interviews

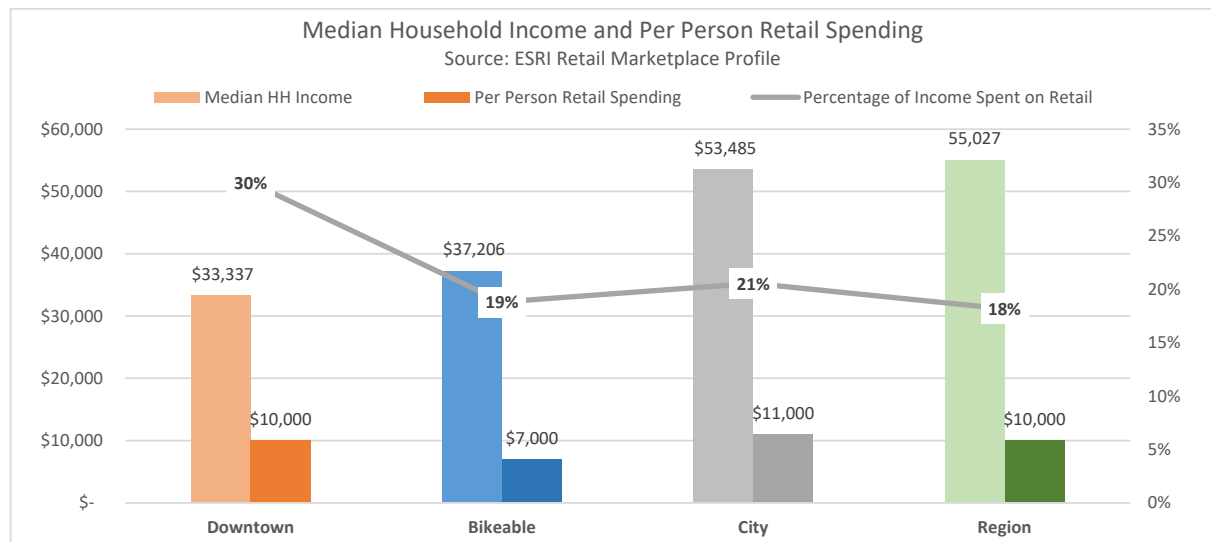
<sup>61</sup> City of Fort Collins Planning Department

While there is a perception among some that bars and restaurants are significantly more abundant in downtown than retail shops, data does not yet bear this out. 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. Retail shopping sales density is greatest around Old Town Square, particularly along College Avenue and Linden Street. Retail sales from eating and drinking are similarly most dense around Old Town Square, particularly at the southwest corner of College and Mountain Avenues. Though eating and drinking establishments account for less space than retail shopping, these businesses not only generate more sales but also generate foot traffic, create destinations in downtown, and provide amenities for downtown employees and residents.<sup>62</sup>

## Income and Spending Potential

Though the downtown population of roughly 1,400 residents is a small immediate market for goods and services, downtown retail is also located to regularly serve the 24,000 residents living within downtown’s bikeable market area as a primary retail destination.<sup>63</sup> Downtown also draws customers from among the 160,000 residents living within the Citywide market area,<sup>64</sup> and visitors from across the regional market area. In addition, downtown retail is supported by downtown employees; average wages of workers in the top ten downtown industries exceeds \$58,000.<sup>65</sup>

Of downtown’s three market areas, the City and regional market areas have the highest median household incomes. Though downtown and the bikeable market area have lower median incomes, these areas have higher percentages of Millennials and college students whose lower incomes don’t necessarily reflect their spending potential. Often single, childless, and non-homeowners, Millennials and college students are more likely than older residents to spend a larger portion of their income on retail, restaurant, and entertainment. As the graph below depicts, per person spending potential varies much less across the geographies than either income or percentage of income spent on retail.



<sup>62</sup> City of Fort Collins. "Downtown Retail Analysis." February 11, 2010.

<sup>63</sup> ESRI BAO; Community Profile

<sup>64</sup> P.U.M.A. Stakeholder interview ESRI s

<sup>65</sup> Bureau of Labor and Employment industry wage data for Fort Collins MSA.

Based on ESRI retail spending profiles for downtown and the three market areas, consumers in all four geographies tend to value quality over price, and are more likely than the average shopper to buy green, environmentally friendly, and organic products.<sup>66</sup> Areas of high spending potential across all four market areas include: dining at restaurants, cafes and coffee shops; nightlife activities at bars, night clubs, and live theater; electronics like smartphones, laptops, cameras and tablets; health and exercise products and services; shoes, jewelry and apparel; beer and organic food; pets; and books and music.<sup>67</sup> With high consumer demand for an authentic downtown shopping experience, retail shops that offer local, unique, and independent products will likely be most successful.

## Retail Gaps

Downtown serves multiple market areas. Retail gaps within the bikeable market area, shown in the leakage table at right, present opportunities that downtown could potentially fill. To the extent that such retail gaps also exist in the City and Regional Market Areas, downtown may also be able to serve these markets.

Comparing retail leakage with ESRI Business Analyst's MPI (market potential index) and psychographic spending profiles across the four market areas, and considering retail types compatible with downtown formats, a number of potential areas for retail expansion in downtown are identified as follows:

Selected Retail Leakage Data			
Industry Group	Bikeable Area	City	Region
Electronics & Appliance Stores	\$1.6 million	x	\$30.4 million
Health & Personal Care Stores	\$8.5 million	\$9.4 million	x
Clothing Stores	\$1.8 million	\$23.7 million	x
Shoe Stores	\$650,000	x	x
General Merchandise Stores	\$24.9 million	x	x
Used Merchandise Stores	\$275,000	x	x
Other Miscellaneous Store Retailers	\$750,000	x	\$4.3 million
Special Food Services	\$339,015	\$5.3 million	\$11.8 million
Home Furnishings Stores	\$850,000	x	x

- Restaurants, cafes, and bars
- Electronics, particularly digital cameras and camera accessories, smartphones, and home computers, laptops, e-readers and tablets, MP3 players, and TVs
- Specialty food stores, particularly those selling organic food
- Beer, wine and liquor store
- Fitness and recreation products and services
- Book and music stores
- Gift, hobby, and jewelry shops<sup>68</sup>

<sup>66</sup> ESRI BAO; Tapestry Segmentation Area Profile

<sup>67</sup> ESRI BAO; Retail Market Potential

<sup>68</sup> ESRI BAO; Retail Market Potential



## Retail Real Estate Trends

According to stakeholder interviews, typical lease rates for downtown retail space are currently \$15 to \$18 per square foot, and around \$20 per square foot for downtown bars and restaurants. Average retail rents have been increasing steadily since 2011, and vacancy rates have steadily decreased. Citywide retail lease rates have similarly increased and vacancy rates have steadily decreased since 2010, though not to the same extremes as in downtown.<sup>69</sup>

Q2 2015 Retail Market Data		
	Downtown	City
Buildings	292	854
Vacancy	3.70%	5.50%
Avg. Lease Rate	\$19.05 / sq. ft.	\$14.09 / sq. ft.
High Lease Rate	\$32.00 / sq. ft.	\$32.00 / sq. ft.
Rentable Building Area	2,048,305 sq. ft.	11,049,181 sq. ft.

source: City of Fort Collins Planning Dept.

Both the demand for housing and proposed projects that will add more housing units support increasing demand for resident-serving retail. This could result in a shift in retail demand in downtown, expanding the focus from leisure and visitor retail to add retail general merchandise, additional grocery, hardware, or similar. However, increasing rents and a lack of large-scale retail spaces may hinder the addition of such retail to the downtown mix. The continuing attractiveness of downtown for visitors and the addition of more residents and workers can continue to support restaurants at a range of price points. The observed trend of less retail and more restaurants remains in a healthy balance, but market forces may continue to tip toward restaurant and away from shopping.

## INDUSTRIAL SECTOR

### Industrial Businesses and Jobs

Downtown's 23 existing manufacturing businesses employ an average of 34 people. Types of manufacturing businesses in downtown are summarized in the table below. Manufacturing ranks among the ten best paying industries in downtown. Based on quarterly wage reports, manufacturing industries that are present in downtown offer employees a competitive average wage of around \$65,500 per year.<sup>70</sup>

**Downtown Manufacturing Industry, 2014**

NAICS Code	Manufacturing Type	Number of Businesses	Number of Jobs	Average Wage
32	Wood, paper, petroleum, chemical, plastic, rubber, clay, glass, cement/concrete	5	25	\$80,944
33	metal, machinery, computer & electronics, appliances, transportation equipment, furniture	6	132	\$61,438
31	Food, drink, tobacco, textile	12	623	\$54,085
	All Manufacturing	23	778	\$65,489

Source: City of Fort Collins Planning Dept. and P.U.M.A.

<sup>69</sup> City of Fort Collins Planning Department

<sup>70</sup> City of Fort Collins Planning Department

## Industrial Lease Rates and Vacancy

Industrial lease rates and vacancy rates are key indicators for decisions related to location choice and new business feasibility. Fort Collins successfully fosters innovative business types and supports new businesses. In particular, affordable industrial rates create opportunities for local entrepreneurs as well as traditional manufacturing to locate in and near downtown. With industrial lease rates around \$6 per square foot,<sup>69</sup> downtown Fort Collins offers generally lower industrial rents than other Front Range cities; according to LoopNet.com, industrial rents near downtowns along Colorado's Front Range tend to be around \$10+ per square foot. However, downtown industrial vacancy rates are also extremely low at 0.9%, compared to 6.2% citywide. In part, this very low vacancy rate can be attributed to the inclusion of redeveloped industrial land within the Downtown Plan boundary; nearby vacant and underutilized parcels remain outside the boundary for now. Still, there appears to be positive demand for industrial space near downtown for a range of uses including breweries and other manufacturing. As available parcels decrease, price pressures can be expected to follow.

Although the total area in downtown that is zoned industrial is limited, the industrial sector is an important facet of the economy of downtown and the bikeable market area. The supply of industrial space has been particularly important in supporting and growing local breweries, and can continue to provide an opportunity for startups and other innovation industries that need manufacturing space. Much of downtown's energy and development appears to be migrating east and north into formerly industrial areas, with the downtown planning area nudging outward to incorporate these properties as they redevelop. The City has invested in streetscape infrastructure that enhances the connections to this emerging area and has increased market demand to develop a range of uses on the east side of downtown. These areas have a character and appeal that is associated with downtown Fort Collins and could potentially be part of continuing to provide more affordable spaces and rents in downtown. However, doing so could pull some energy and market potential from other areas of downtown that have been identified for redevelopment and intensification.

## LODGING SECTOR

The lodging real estate sector is driven by factors including visitor demand, hotel occupancy. Downtown attractions, in the form of arts and culture amenities and events, play an important role in the Fort Collins economy. These attractions catalyze tourist and resident spending that supports small businesses, creates jobs, and generates essential sales and lodging tax revenues. Downtown attractions create market demand for hotel, retail, and commercial spaces in the downtown, as well as demand for recreation facilities and public space.

In 2014, the City of Fort Collins applied for designation of a portion of Downtown as a Colorado Creative District, and was awarded Candidate District status. The application for designation prepared by the City indicates that the district contains 14 cultural facilities and more than 25 non-profit arts organizations. In the preceding decade, the community has invested \$45 million and \$27 million dollars respectively in the University Arts Center and the Lincoln Center, expanding and upgrading these facilities. In addition, the Fort Collins Discovery Museum was built at the north end of Downtown.<sup>71</sup>

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<sup>71</sup> Creative District Application, City of Fort Collins, 2014

## Economic Impact of Arts and Culture

Despite economic recession, Fort Collins' creative economy has outpaced those of many other U.S. cities, and is an economic driver. Citywide, the arts industry employed 6,585 people and generated \$74 million in sales and revenues in 2012, according to a 2012 Arts and Economic Prosperity Study commissioned by Beet Street.<sup>72</sup>

Attendance data collected by the City of Fort Collins from the top 5 downtown events of 2014 (New West Fest, Streetmosphere, Tour de Fat, Colorado Brewers Festival, and the Sustainable Living Fair) show that these events cumulatively attract about 255,000 visitors annually. Downtown's top 5 ongoing 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.

A 2013 report commissioned by the City of Fort Collins found that more than 100 million people visited Fort Collins in 2011 and spent \$120 million, resulting in the creation of 1,600 jobs, \$58 million in household income, and \$11.3 million in city tax revenue.<sup>73</sup>

### Downtown Visitor Profile

Downtown Fort Collins attracts visitors from throughout the City, county, and region, with many regional visitors coming to Fort Collins for sports and play-off games, CSU events, and other events. A 2010 visitor survey commissioned by the City of Fort Collins<sup>74</sup> reports that visitors' top three reasons for choosing Fort Collins were: being on vacation, visiting family and friends, and outdoor recreation. Over 50% of visitors indicated that they would be shopping and/or dining in Fort Collins as a secondary activity during their trip.

Within the regional trade area, demand for domestic travel is higher than the national average, particularly demand for inexpensive trips with total costs of less than \$2,000.<sup>75</sup> According to the 2010 visitor survey, average visitor incomes ranged from \$50,800 to \$95,094, which is well above the state average. The regional market segment is likely to plan their trip online and use mobile apps to navigate and make decisions about where to eat, drink, and play. This market segment is also more likely than the national average to go to bars and night

Downtown Event & Attraction Attendance	
Event	Annual Attendance
Lincoln Center	161,896
New West Fest (total for 3 day festival)	120,000
Fort Collins Museum of Discovery	92,251
Streetmosphere	80,500
Tour de Fat	25,000
Colorado Brewers' Festival (weather dependent)	15,000 to 20,000
Fort Collins Museum of Art	14,000
Sustainable Living Fair	10,000
St. Patrick's Day Parade & Old Town Irish Festival	6,000 to 8,000
FORToberfest	6,000 to 8,000
Old Town Car Show	5,000 to 8,000
First Night Fort Collins	5,000 to 6,000
CSU Graduation	5,000
Global Village Museum	5,000
French Nest Market	4,000
Noontime Notes Concert Series in Oak Street	3,600
Downtown Summer Sessions Concert Series	2,500
Tiny Tot Halloween	1,500 to 3,000
NCIPA Powwow at Aztlan Community Center	2,000
Downtown Holiday Lighting Ceremony	750 to 1,000
World Peace Mandala Tour	700
<b>Estimated Total</b>	<b>520,000</b>

<sup>72</sup> Beet Street. September 21, 2012. <http://beetstreet.org/about/cvi---arts--economic-prosperity-study>

<sup>73</sup> Blake, Cutler and Shields. "Estimating the Economic Impacts of Tourism in the Fort Collins Economy." April 24, 2013.

<sup>74</sup> Loomis and McTernan. "Results of a Survey of Summer Non-Resident Visitors to Selected Fort Collins Area Attraction." September 23, 2010.

<sup>75</sup> ESRI BAO; Retail Market Potential



clubs and dine out. Downtown businesses that can cater to these visitors by making themselves available online through apps and websites that allow users to make reservations, browse shop inventory, and arrange for activities online will likely be more successful.

According to stakeholders, the Fort Collins drive market is characterized by those who visit Fort Collins via automobile from within the region and stay overnight in one of the City's hotels. This visitor tends to spend time in the downtown to eat in restaurants and cafes, experience the bar scene and nightlife, and shop in the local stores. Perhaps correlated to the interest among visitors to engage in outdoor recreation, many visitors report a lack of activities and options for when the weather is bad.<sup>76</sup> Downtown has one of the best and newest indoor visitor options in the Fort Collins Museum of Discovery, a youth-focused museum offering a range of science, culture and history exhibits. Although downtown attracts visitors for leisure shopping, the mall may be preferred in poor conditions, pulling visitors out of downtown. There is an opportunity to bring more visitors downtown by offering more options during inclement weather and colder seasons.

A niche visitor market to downtown Fort Collins that is becoming increasingly important is the craft brewery market. This visitor group comes specifically to downtown to tour and enjoy the City's many craft breweries and brewpubs.<sup>77</sup> Downtown could benefit from the addition of more craft beverage venues (such as craft distilleries) to strengthen this visitor draw.

### Downtown Hotel Space

Fort Collins offers a range of hotel rooms, but only a limited number are in downtown. Downtown's Armstrong Hotel, which offers 45 rooms and 52 beds, makes up downtown's current supply of hotel capacity. An additional 162 rooms and 220 beds are currently proposed for construction in the heart of downtown near Mountain Avenue and Walnut Street.<sup>78</sup>

### Lodging Indicators

Hotel occupancy and revenue per available room (RevPAR) are critical numbers for developers to watch as they indicate how quickly the market will support bringing new hotel supply online. Annual data for 2014 from the Rocky Mountain Lodging Report, shown below, closely resembles the most recent January 2015 data, which shows Fort Collins' hotel occupancy rate at 51.2% and RevPAR at \$50.27. Such low numbers do not suggest adequate year-round demand to support more hotels in most locations in and around the City. However, in downtown, the numerous visitor draws and close proximity of the college may offer a localized opportunity if developed in conjunction with other facilities that will host events that draw visitors. The proposed downtown hotel would be well-located to serve demand for lodging more conveniently than many of the other hotels in the market area.

2014 Lodging Indicators	
Occupancy	50%
Avg. Daily Rate	\$91.22
RevPAR	\$45.58

Source: Rocky Mountain Lodging Report January 2015

<sup>76</sup> P.U.M.A. Stakeholder Interviews

<sup>77</sup> P.U.M.A. Stakeholder Interviews

<sup>78</sup> City of Fort Collins Planning Department

## SUMMARY OF KEY MARKET OPPORTUNITIES

This section of the document describes key opportunities in each market sector as well as opportunities to influence, extend, or enhance them. The purpose is to help inform decisions in the Downtown Plan about which actions to prioritize. Placing the local market conditions within the Global Trends context, specific opportunities emerge for downtown Fort Collins. This section summarizes the opportunities within five sectors: Residential, Commercial and Office, Retail, Industrial, and Visitor.

### RESIDENTIAL MARKET

Like many cities nationwide, Fort Collins is experiencing increased demand for downtown living, particularly among Millennials. Downtown Fort Collins' residential market demand is very strong, but the existing supply of housing stock is not keeping up with that demand, especially for affordable rental units for young professionals. Downtown market demand is strong for smaller one and two bedroom units that are affordable, particularly those that offer storage and sharing options for bikes, skis and other outdoor gear. Downtown's robust supply of "third places" supports the market for smaller housing units. Currently, state construction defects legislation only supports the development of rental housing projects, however units can be built to standards that allow them to be converted to ownership in the future.

Downtown is attracting new residents, though not as quickly as the citywide market, and there is significant potential for attracting an additional share of both the downtown workforce and the residents currently living in the bikeable market area who would prefer to live downtown. Of about 14,000 workers in downtown,<sup>79</sup> only 825 currently live in the downtown core while the rest commute in from other parts of the city and the wider region.<sup>80</sup> The data expressed in this report suggests that the majority of downtown workers could afford to rent a studio, 1-bedroom or 2-bedroom apartment at current rental rates. Those living in the bikeable market earn lower median incomes than downtown workers, and certainly not all who can will choose downtown living.

The majority of housing demand downtown is for studio, one and two-bedroom rental units. These units are a good fit for the young professionals who are driving market demand. Like most cities, downtown Fort Collins does not appear to be experiencing significant demand for upscale multifamily housing in the core. With the addition of Woodward slated to

### KEY OPPORTUNITIES

- The residential market is very strong and currently there is significant undersupply, especially for affordable rental units for young professionals.
- Increasing office lease rates in Downtown indicate its relative strength has increased compared to other parts of the city. There is a lack of supply of larger spaces, greater than 10,000 square feet.
- Demand for retail and restaurants both continue to be strong. Increasing the overall supply of appealing street-level commercial space within Downtown as a whole (not just College Ave) may be able to keep rents affordable.
- The planned hotel will likely satisfy demand in the hospitality sector Downtown.
- Industrial areas close to the downtown core can continue to accommodate light and artisan manufacture, keeping the existing, desired "authentic" character.

<sup>79</sup> ESRI Business Summary

<sup>80</sup> ESRI BAO; Community Profile

add 1,400 to 2,200 additional jobs<sup>81</sup> and many workers commuting into downtown daily, it appears there is demand for additional workforce housing in and near downtown, which could bring more spending potential and workforce into a bikeable or walkable distance of downtown.

Within the past five years, over 300 residential units have been added to downtown, and approximately 1,100 additional units are currently proposed for development.<sup>82</sup> To ensure that these new units meet the currently strong market demand, new housing should be small affordable rentals, around 1,000 square feet or less, and offer amenities and features that appeal to young professionals living alone or with roommates. Features like ski storage, covered bike parking, and shared access to outdoor gear will likely serve this market.

## OFFICE/COMMERCIAL MARKET

Many of today's young skilled workers want to live and work in compact, exciting urban environments. A primary reason that companies move into downtown locations is to attract and keep their workers. Downtown Fort Collins offers a compact, walkable environment with appealing restaurants, entertainment, and retail and growing options for residential housing. Because talent-driven businesses are trending toward locating in center cities rather than suburban campuses, downtown's office market is stronger than ever. In downtown Fort Collins today the office market is drawing creative firms, start-up enterprises, and other new businesses that require skilled talent and affordable office lease rates. With 2.45% office vacancy<sup>83</sup> and 1% retail lease vacancy rate,<sup>84</sup> market demand for additional real estate will continue to drive up rents and keep vacancy at an unhealthy low rate. Most local developers have access to essential market data such as vacancy, absorption, and rents, and realize the currently high demand for downtown commercial, office, and retail space.

Many larger companies and businesses are currently locating outside of downtown due to the availability of larger office buildings. Much of downtown's existing office space is suitable for smaller boutique and creative firms as well as start-ups. Siting additional office space will be key in providing the necessary supply to encourage new and existing businesses and employers to locate downtown and to support the City's existing tech hub assets. Some of the pressure currently driving up commercial rents will be relieved by the addition of proposed new development in the downtown core, including 80,000 square feet of traditional office space and office space that is part of mixed use projects. However, current demand is far outpacing supply, particularly for larger 10,000+ square foot office spaces. It appears that there is demand for multiple additional commercial buildings in the core of downtown which would create the necessary supply to approach a healthier vacancy rate of 5 to 6%.

## RETAIL MARKET

Downtown Fort Collins delivers an authentic retail experience that many consumers are seeking, 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 authenticity of

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<sup>81</sup> City of Fort Collins Planning Department

<sup>82</sup> City of Fort Collins Planning Department

<sup>83</sup> City of Fort Collins Planning Department

<sup>84</sup> P.U.M.A. stakeholder interviews



downtown Fort Collins is a unique asset in the region and demand for downtown retail and restaurants continues to be strong.

Downtown niche areas that serve the dominant downtown demographic segments include green and organic products that are environmentally friendly, products and services for pets, and technology and fitness products. Leakage analysis demonstrates significant potential within the bikeable market area that downtown serves for stores that offer general merchandise and health and personal care, as well as potential in electronics and appliances, clothing, shoes, and home furnishings stores.<sup>85</sup>

As downtown continues to attract additional residents and new businesses, demand for retail and restaurant amenities will likely continue to steadily increase. Additional demand would exacerbate downtown's increasingly high lease rates and vacancy rates that are already at unhealthy low levels. Increasing the overall supply of appealing street-level commercial space may be able to keep rents affordable in the face of strong demand.

## INDUSTRIAL MARKET

The market for industrial real estate development in Fort Collins is undergoing a well-paced shift from more traditional uses like granaries to specialty and artisan industries such as craft brewing. This is an exciting strength and opportunity as it differentiates Fort Collins from many other cities where older industrial uses are simply disappearing, leaving underutilized land or converting to other land use types. New industrial and manufacturing uses offer good wages and job mobility, and can be important to retaining a desirable authentic character which has contributed to downtown's market appeal.

Downtown's competitive supply of industrial property with low rents, desirable infrastructure, and access to amenities creates a prime opportunity for light industrial businesses to locate in and near downtown. Nearby amenities like bike and pedestrian trails, easy access to open space and the Poudre River, and proximity to the downtown core are key in attracting talent-driven and innovation-based companies and start-ups. Convenient access for tractor-trailer deliveries and easy commuting to and from the downtown core offer businesses flexible manufacturing and retail options and attract talented employees.

City investments in streetscape linking the downtown core to this industrial area appears to be increasing demand by a variety of uses to expand downtown eastward. It will be important to ensure that to the extent any industrial land is converted to other uses, redevelopment occurs in an orderly pattern and does not degrade the industrial asset. Reducing supply of industrial land would change the landscape and character of the downtown fringe and could push out manufacturing, warehousing, craft brew, and other employers and the accompanying well-paying jobs.

## VISITOR MARKET

Downtown Fort Collins' attractions and events draw tourists from across the country and around the world to downtown. To continue to leverage its robust tourism industry, downtown will need to supply tourists and visitors with adequate hotel space, attractions, and amenities. Based on stakeholder interviews and national trends, it is likely that visitors coming to Fort Collins would enjoy staying in downtown rather than other areas of the City.

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<sup>85</sup> ESRI BAO; Retail Market Potential, Retail Marketplace Profile, Tapestry Segmentation Area Profile

However, with many existing hotels located in other parts of the City, the occupancy and revenue per available room data available for the Fort Collins visitor market area are modest. It is therefore somewhat difficult to discern the specific market potential for a downtown hotel, but it appears likely that market demand will to be met by the recently proposed Fort Collins Hotel, which will be located at the corner of Linden and Walnut Streets. The five-story hotel proposal, reportedly includes about 3,500 square feet of meeting space in addition to the 162 rooms.<sup>86</sup>

Downtown can support its visitor market – and indirectly, it's lodging market – by maintaining an array of offerings that draw and engage visitors, such as arts and music shows, live theater, museums, recreation amenities, festivals, and other live entertainment.

## CONCLUSION

Overall, market conditions in downtown Fort Collins are thriving across many sectors. Investments in Downtown over the years have made downtown a walkable, pleasant urban setting that global trends now favor. This has positioned downtown Fort Collins to capitalize on the current market trends that favor increased urban living and business location preferences for downtowns, while continuing to delight visitors.

A challenge in downtown will be to continue to provide options for residents and businesses at a diversity of price points, including more affordable options. The College Avenue spine is largely built out, but zoning allows for significant redevelopment on Mason Avenue and into industrial areas to the east that can accommodate growing demand. Streetscape, mobility, and other improvements that strengthen the ease and comfort of moving throughout the downtown can help stimulate and direct redevelopment, and better integrate the collection of parts of downtown into an ever more functional whole.



The Downtown Plan can be found at:  
[www.fcgov.com/downtown](http://www.fcgov.com/downtown)