FORT COLLINS Downtown STRATEGIC PLAN

February 17, 2004
Amended December 5, 2006

DOWNTOWN BUSINESS ASSOCIATION

dda DOWNTOWN DEVELOPMENT AUTHORITY

City of Fort Collins

Downtown Strategic Plan

February 17, 2004

Pages 40-43, 47 amended by City Council on December 5, 2006.

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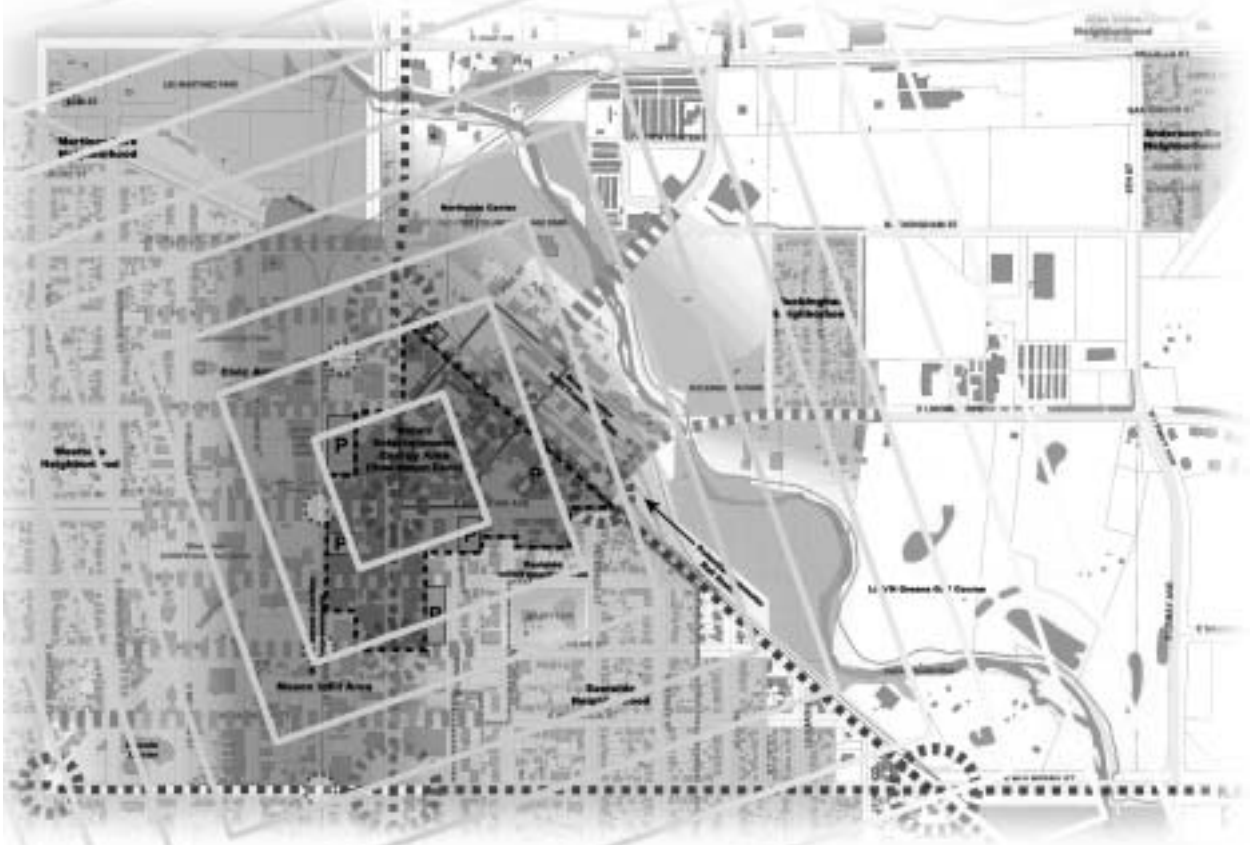
FORT COLLINS
Downtown
STRATEGIC PLAN

I. Project Summary



DOWNTOWN BUSINESS ASSOCIATION

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City of Fort Collins

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PURPOSE

In a collaborative effort in 2002-2003, the City of Fort Collins, Downtown Business Association (DBA), and Downtown Development Authority (DDA) commissioned the *Downtown Strategic Plan*. The first objective for the *Downtown Strategic Plan* was to study current conditions and trends. The second was to recommend steps the City and business leaders should take together to protect and enhance the viability and success of Downtown, with emphasis on the next five years. This plan accomplishes these objectives.

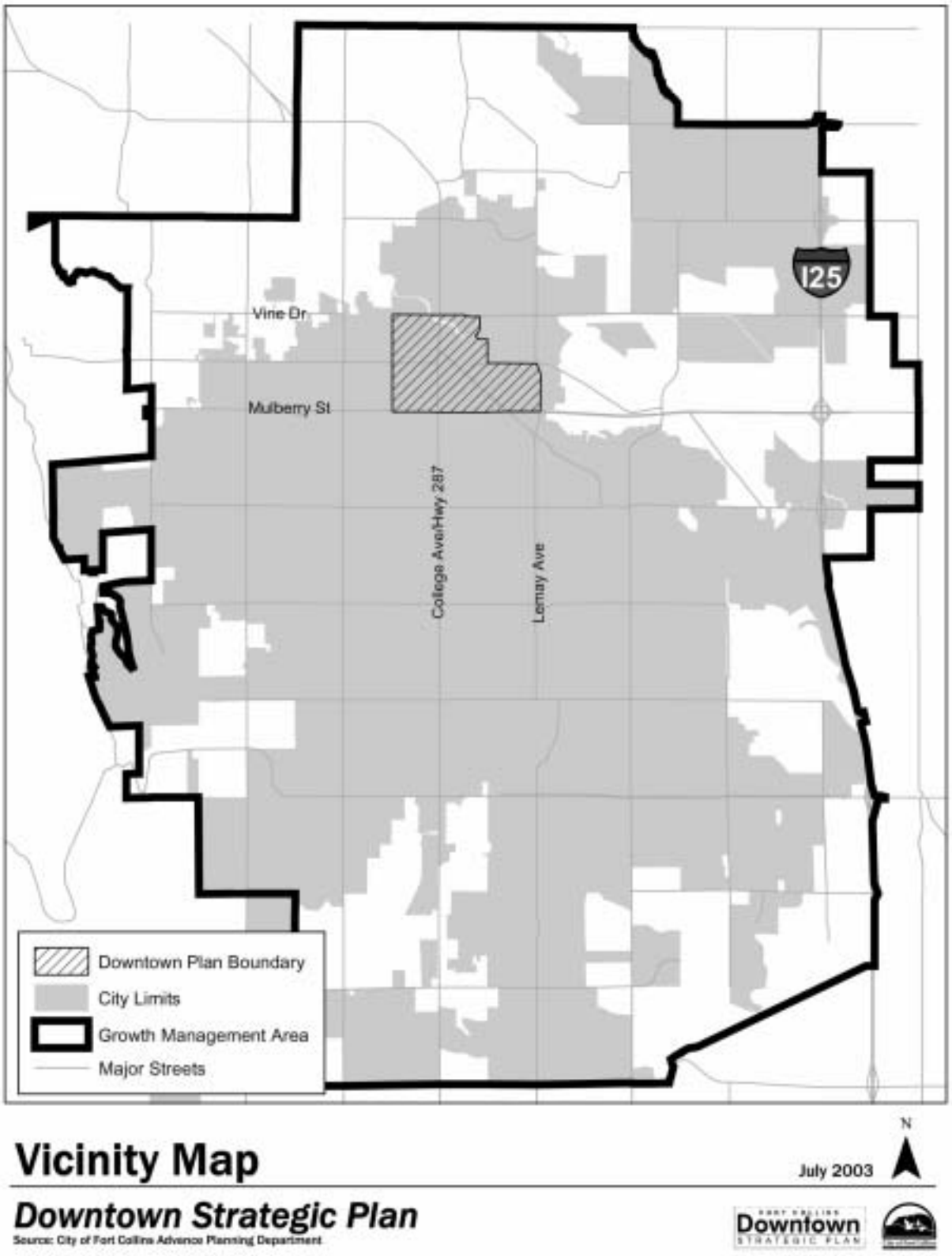
Public meeting.

This plan is intended to be used as the foundation for an update of the 1989 *Downtown Plan*. Recommendations from the Framework Plan in Section II are to be used to update and replace relevant policies and actions in the *Downtown Plan*, while the Market Analysis in Section III and Transportation Analysis in Section IV will provide background information. These *Downtown Plan* updates will take place shortly after *Downtown Strategic Plan* is finalized, and will in turn supercede and replace both this plan and the *Downtown Civic Center Master Plan*.

Downtown Fort Collins is the vibrant heart and soul of this community, with a history and neighborhood fabric warranting preservation and enhancement. Downtown is anchored by a historic retail and entertainment district (or "energy zone"), an area of unique and vital businesses located along selected blocks of College Avenue, Old Town Square and the immediate vicinity. While this central energy zone is a significant destination attraction, the future of Downtown is vulnerable due to a lack of other significant economic activities and attractions needed to support this district (see Figure 1.1). These vulnerabilities include:

- Lack of major private sector employment
- Lack of destination attractions such as cultural facilities
- Minimal private sector development activity since 1995
- High susceptibility; the loss of four or five key retail/restaurant businesses could quickly erode vitality
- Disruptive behavior, maintenance challenges and other problems associated with several drinking establishments

Figure 1.1 Vicinity Map



ABOUT THIS DOCUMENT

This document is somewhat different than a typical land use plan. Because of the very different nature of the topics (i.e. transportation, marketing), the amount of text accompanying each one, and the fact that the *Downtown Plan* update will incorporate Framework Plan recommendations, each section is "stand alone" from other sections. This will enable discussion of a particular section without providing the whole plan, saving resources and time. To accomplish this, there is some duplication of text and maps between sections.

The document is organized into the following sections:

I. Project Summary
II. Framework Plan Recommendations
III. Market Analysis
IV. Transportation Analysis

THE PUBLIC PROCESS

An open public involvement process was important for the success of this plan, given the many individuals and groups benefiting from the vibrancy of Downtown. Some of the stakeholders involved included Downtown business and property owners, residents, employees, shoppers, consumers, public officials, City staff, recreational users, and related boards and groups.

A Citizens Advisory Group (CAG) was established, comprised of Downtown stakeholders and area-wide community leaders, who provided input from a variety of perspectives. A second decision-making group was a Technical Advisory Committee (TAC), comprised of staff from the City, DBA and DDA. In addition, TAC held numerous individual and group interviews, presented information to many public and private groups, held 4 public open houses, held work sessions with the Planning and Zoning Board, Landmark Preservation Commission, Transportation Board, and other City boards and commissions, and lastly presented findings to City Council during study sessions.

The public involvement plan involved the following individuals and groups (over 350 people) in order to gather as much input as possible:

- City Council
- DDA and DBA: via individuals, special work teams, and joint board meetings
- Planning and Zoning Board
- Landmark Preservation Commission
- Natural Resources Advisory Board
- Transportation Board
- Citizen Advisory Group (business leaders, owners, residents, community-wide representatives, etc.)
- Technical Advisory Committee
- Community members
- Residents from the Downtown, West Side and East Side Neighborhoods
- Downtown merchants

See Figure 1.6 for the meeting and event log.

MARKET SUMMARY

What Is a Market-Based Plan?

Philosophy

Successful Downtowns determine their competitive advantages and niches within the context of local and regional markets. A market-based plan is consumer and user focused and builds upon the inherent strengths of Downtown, as opposed to developing grand schemes or themes that aim to reinvent Downtown. An understanding of Downtown's markets and its unique niches in the marketplace guides the crafting and implementation of strategies, incentives and capital improvements.

Approach

The market-based planning approach first aims to develop an understanding of:

- Economic profile and trends
- Consumer attitudes
- Stakeholder perceptions
- Retail environment
- Competition
- Regulatory environment

Analysis of this information results in recommendations for:

- Downtown's competitive advantages and niche strategies
- Development districts and opportunity sites
- Creating an environment to attract investment with tactics that include business and retail development, regulatory policies and incentives, environmental improvements including urban design, parking, marketing, management and financing.

Downtown Fort Collins and its Market: Summary of 2002-03 Market Information

Section III's Market Analysis includes the following components:

- An audit of existing retail
- Intercept and telephone surveys of consumer attitudes and patterns
- A comprehensive economic profile
- Recommended niche strategy

Retail Audit

The retail audit consists of a space and use inventory, and a critical review of Downtown's commercial businesses, done by Urban Marketing Collaborative (UMC) during the summer of 2002. The audit revealed the following characteristics about Downtown retail:

- There are 364 ground floor commercial businesses in Downtown Fort Collins occupying nearly 750,000 square feet of space.
- Retail vacancy rates are low, estimated at 6% (note: according to Realtec, retail vacancies dropped to approximately 4% in 2003, near the end of this planning process).
- Home and leisure products occupy more than 25% of the retail square footage.
- Eating and drinking establishments occupy 23% of the retail square footage, significantly higher than the less-than-20% found in most Downtown markets.
- The quality of operations at a majority of the Downtown stores is extremely good. Most are clean, professional, competitive, well stocked and well managed – unique characteristics for a Downtown market of this size.

- There are no strong clusters of particular types of stores and retail operations within Downtown.

Consumer Intercept and Telephone Surveys

UMC conducted 100 consumer intercept and 200 Fort Collins resident telephone surveys during June and July of 2002. Key consumer attitudes revealed by the surveys included:

- Downtown is characterized as "outstanding" in its level of local customer penetration and frequency of repeat visits. Downtown attracts nearly everyone from every corner of the city, with 89% of respondents indicating that they have used Downtown within the last six months. 61% of respondents come Downtown once a week or more.
- Restaurants and bars are the key drivers for Downtown visitation – 43% of respondents indicated that this is their most important reason for visiting.
- Key Downtown activities include restaurants/bars (73%), shopping (55%) and entertainment (32%). Shopping is strongest for gifts (51%), personal services (48%), arts/crafts (42%) and books/music (41%).
- Downtown's ambiance (48%) and physical environment (34%) are cited as key strengths.
- Downtown exceeds expectations of residents on selection of restaurants, appearance, unique businesses, being open on Sundays and activities.

Economic Profile

A comprehensive economic profile was completed by Progressive Urban Management Associates (PUMA). The profile, which was completed in January 2003, includes market data on demographics, sales tax, attractions, workforce, real estate indicators, traffic and crime statistics. Key findings from the economic profile included:

- Census data suggests that residents south of Prospect Road are more likely to have higher incomes; however, demographic similarities exist between north and south if student demographics are taken out of the equation.
- Downtown's primary attractions include the main library (450,000 annual visits), Lincoln Center events (330,000 annual visits) and Downtown Business Association events (500,000 annual visits).
- Downtown's employment is anchored by institutions -- government, education and health. Compared to other cities of similar size, Fort Collins lacks a strong private sector employment presence Downtown.
- Colorado State University students and employees are two significant market segments with considerable disposable income predisposed to patronize the Downtown.
- With the exception of Wal-Mart, which is on the fringe of Downtown, most new Downtown development over the past ten years has been dominated by public sector projects and investment.
- While Downtown sales tax receipts have continued to climb in recent years, Downtown's overall market share in Fort Collins has decreased. Eating and drinking establishments have consistently generated about 20% of total Downtown sales tax since 1995.

Recommended Niche Strategy

Based upon the findings of the UMC retail audit, consumer surveys, economic profile and stakeholder interviews, the following niche strategy is recommended for Downtown Fort Collins:

"Downtown is a historically authentic commercial destination with a focus on culture, entertainment and unique one-of-a-kind shopping."

Figure 1.2 DDA Market Share* of City Net Taxable Sales Trends: 1995-2001

Source: Tax Office, Colorado Department of Revenue
**Excludes Wal-Mart*

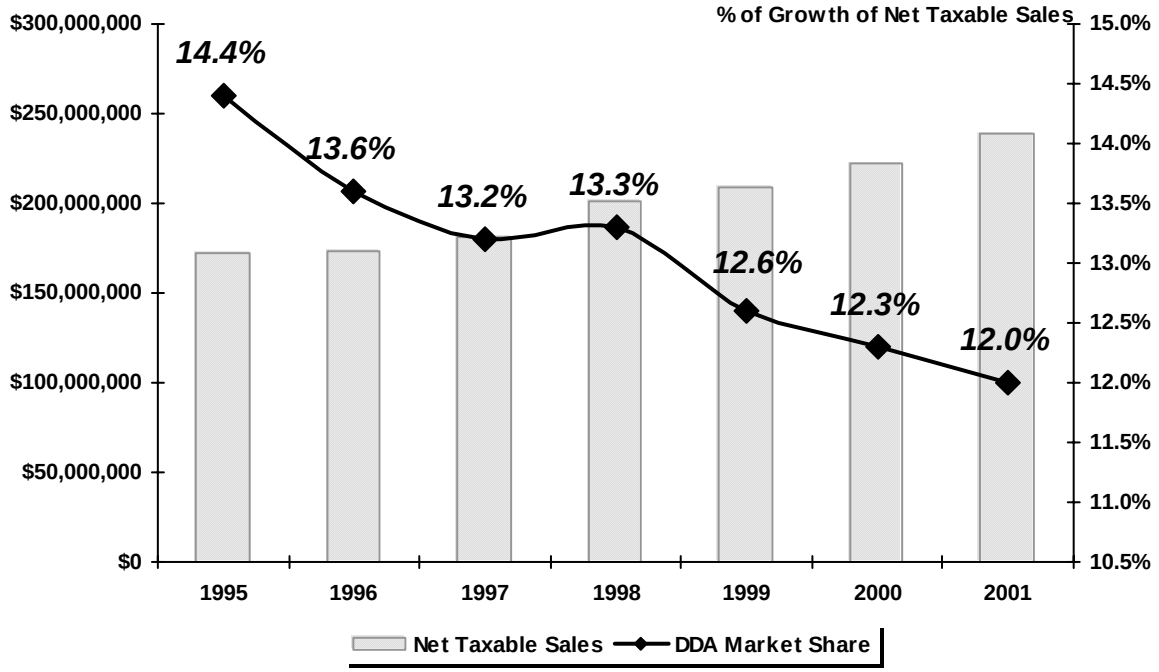
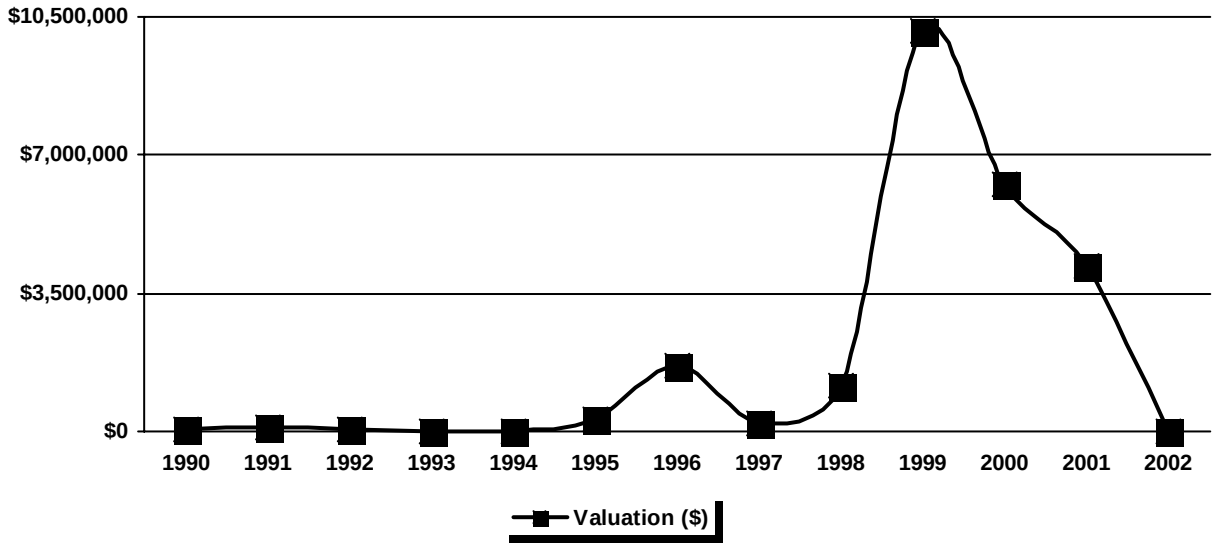


Figure 1.3 Downtown Fort Collins Commercial Construction Activity: 1990-2002*

Source: City of Fort Collins – Building Permits & Inspections
**encompasses permits for new construction, additions and remodels*



URBAN DESIGN SUMMARY

The following urban design strengths and weaknesses were identified by the consulting team:

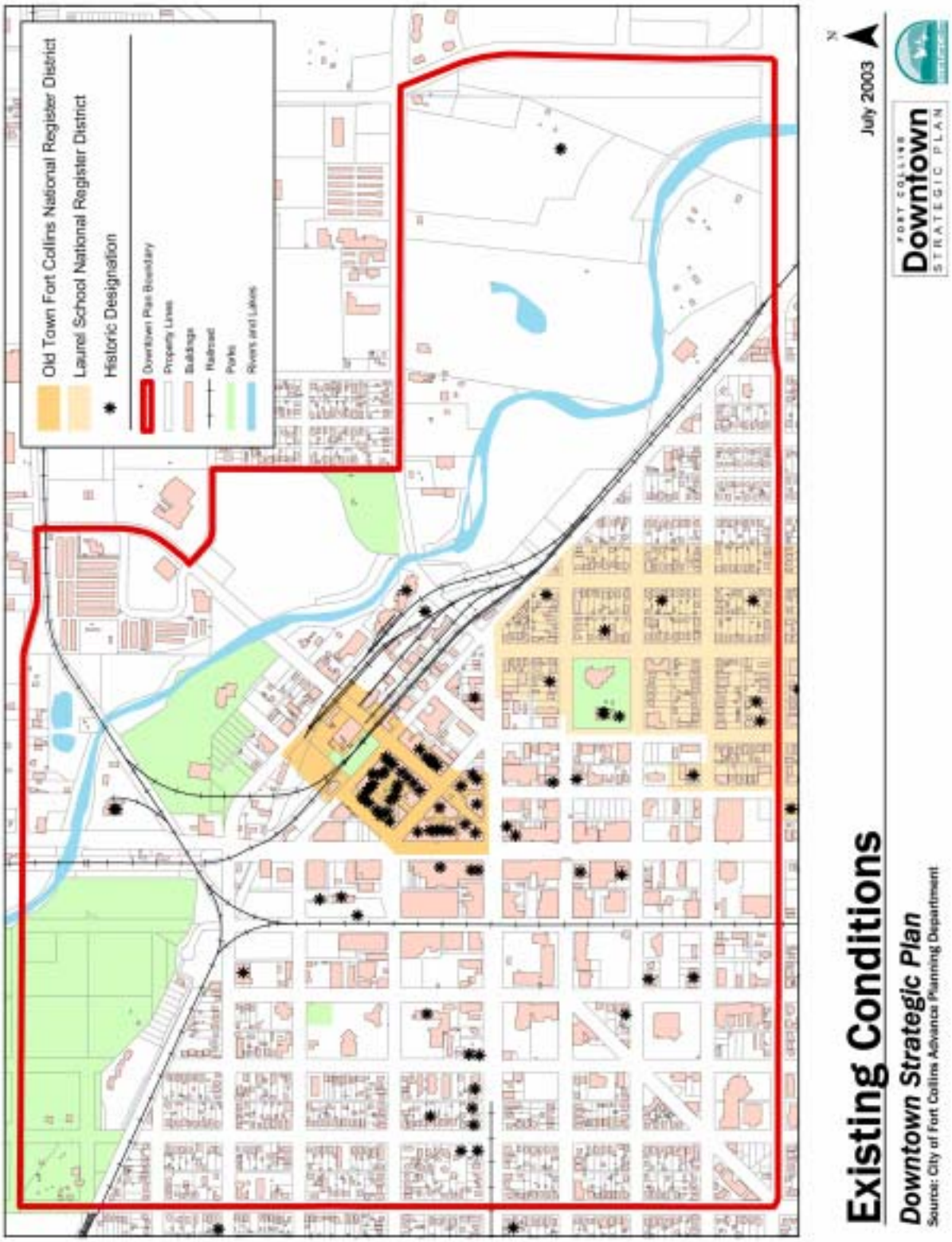
Strengths

- High quality stock of historic buildings
- Existing streetscape adequate in condition for most of Downtown
- Walkable street grid and block size for most of Downtown
- High occupancy of on-street parking
- Healthy surrounding neighborhoods within walking distance, enhanced by large mature trees
- Old Town Square, an effective focal point and gathering space for pedestrians
- A clear sense of place
- Warm, human-scaled buildings, streetscape materials, and details
- Variety of spaces and paths – a place to explore
- Very few 'holes' in the street frontages (in the core area)
- Low retail vacancy rate compared to Downtowns in other communities
- Amenity of the river in close proximity to Downtown

Weaknesses

- Many pedestrian crossings at street intersections, linking surrounding neighborhoods and the Poudre River corridor, are in disrepair
- Jefferson Street forms a barrier between Downtown and the Poudre River
- Wayfinding to and within Downtown is lacking
- Little sense of arrival into Downtown because of the absence of gateways
- Difficult pedestrian and bicycle connections to the Poudre River
- A lack of housing in and adjacent to the Downtown core and the kind of service-oriented businesses (such as a neighborhood market near the West Side Neighborhood, video rental, shoe repair, etc.) they bring with them
- Land uses along Jefferson Street, which is an important face to Downtown, are negatively affected by truck traffic
- No clear transition between the higher intensity commercial core and adjoining low density neighborhoods to the south and west
- Beyond the government center, a lack of large private sector office uses

Figure 1.4 Existing Conditions



TRANSPORTATION SUMMARY

A competitive, successful Downtown relies upon adequate transportation infrastructure and related services to allow people efficient, convenient access and mobility. The roadways, parking facilities, bikeways and sidewalks are the "backbone" of an economically successful Downtown.

Approach

Section IV – the Transportation Analysis - provides a facility inventory, an assessment of near-term and long-term development potential and system constraints, and strategies to handle future traffic, parking, transit, bicycle, and pedestrian movement Downtown. The elements of the transportation plan include the following:

- Above-Grade and Below-Grade Infrastructure
- Parking Facilities and Services
- Traffic Circulation
- Transit Services
- Bikeway and Pedestrian Facilities
- Freight Mobility

The existing conditions assessment included an inventory of above-grade and below-grade infrastructure, traffic volumes and intersection operations, existing transit services and bicycle and pedestrian facilities and routings into and around Downtown. Parking analyses were conducted of on- and off-street supply and turnover for weekdays and weekends. In addition a land use inventory and database were created as a base for parking supply and demand analysis. Plus surveys of parking users and business owners were conducted to gain feedback on on-street parking options.

A freight survey was also conducted to assess the efficiency of Downtown deliveries, use of existing loading zones, and potential for improved delivery regulations. A traffic analysis was performed to evaluate total traffic volumes, directional travel patterns, and roadway capacity constraints within the study area.

The existing conditions inventory revealed several important strengths and weaknesses about the Downtown transportation system:

Strengths

- Most below-grade utilities are sized to accommodate future growth and do not present a barrier to Downtown development.
- Sidewalk conditions are generally in good to excellent condition, offer sufficient capacity and are a unique asset to Downtown.
- Downtown possesses a parking supply of over 9,000 spaces within the study area, many of which are underutilized throughout the day.

Weaknesses

- From the standpoint of traffic mobility, the majority of traffic travels north-south on College Avenue, with limited use of the Howes/Mason couplet.
- Parking structures are underutilized at certain times while demand for on-street parking is high and turnover throughout the day is very low.
- Jefferson Street acts as a barrier to Downtown with an unfriendly pedestrian environment due to the noise, truck traffic, distance and condition of pedestrian crossings.

- Sidewalks are missing along Linden Street and Lincoln Avenue, between Downtown and the Poudre River Trail.
- Discontinuous bicycle facilities within Downtown limit the effectiveness of the Downtown bicycle circulation system.
- Due to inadequate compliance, the Bicycle Dismount Zone through the core Downtown may not improve pedestrian safety.
- Current transit service in Downtown suffers from circuitous and duplicative routing, limited connections to CSU and limited service to varied attractions Downtown.
- Freight mobility and delivery Downtown is not subject to regulations on timing or location of delivery and often results in traffic congestion, ineffective use of loading zones and excessive noise and diesel fumes on Downtown streets.

OVERALL CONCLUSIONS

The Current Situation (2003)

Downtown is anchored by an existing retail and entertainment district in the historic core. This is seen as the "energy zone" -- the source and focus of Downtown's energy – with unique and vital businesses located along several blocks of College Avenue, Old Town Square and the immediate vicinity. While this central "energy zone" is a significant destination attraction, Downtown is vulnerable due to a lack of other significant economic activities and attractions to support the core. Specific vulnerabilities include:

- Lack of major private sector employment.
- Lack of destination attractions such as cultural facilities.
- Minimal private sector development activity since 1995.
- Loss of four or five key retail/restaurant businesses could quickly erode vitality.
- Disruptive behavior, maintenance challenges and other problems associated with several drinking establishments.

The Overall Strategy of This Plan

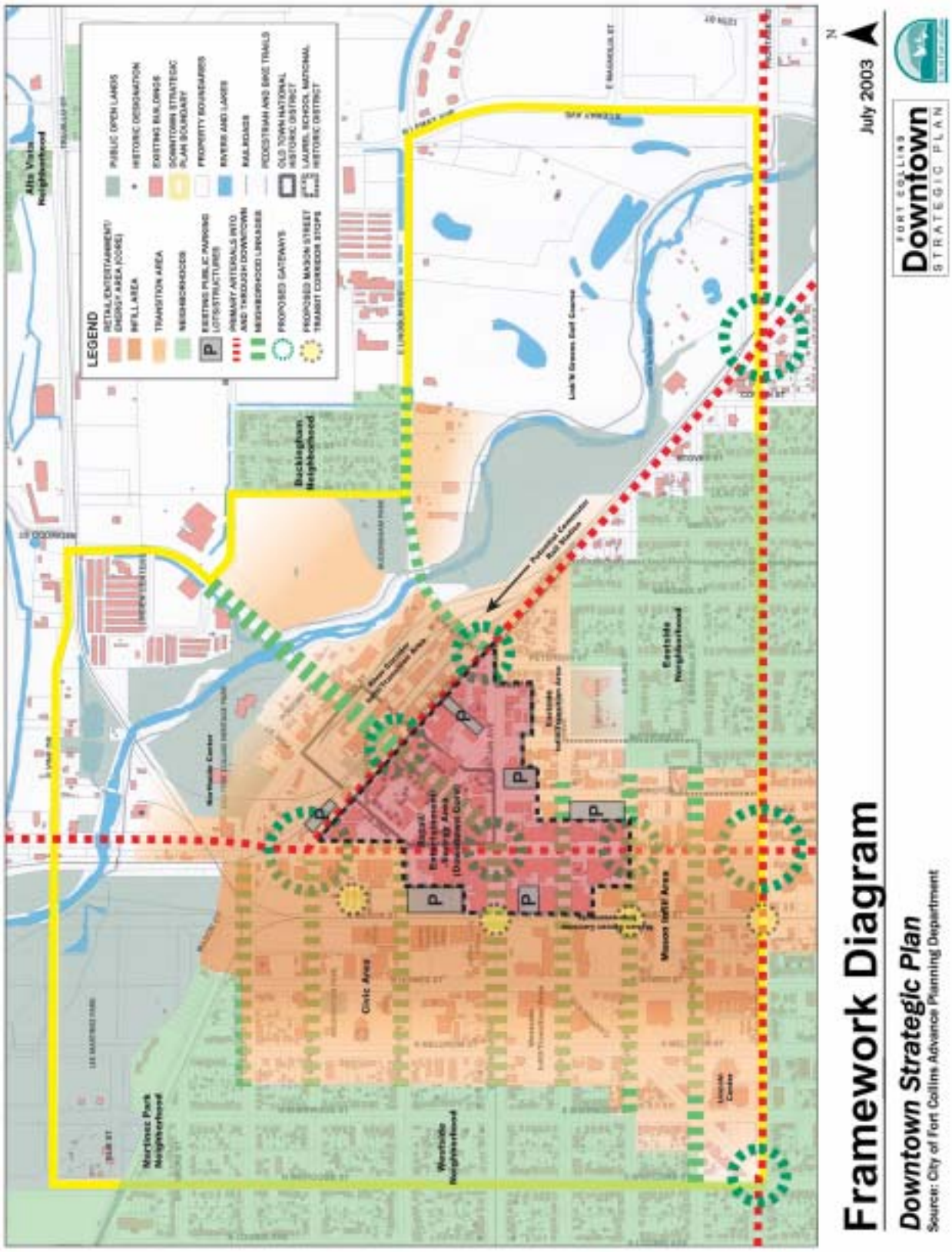
The overall strategy is to protect, manage, leverage and blend the economic and cultural vitality created by the core retail and entertainment district. The strategy is defined by the 3 principles that correspond to 3 areas: the core, the infill/transition area, and the neighborhood edge. The Framework Diagram (see Figure 1.5) illustrates these 3 areas. The 3 areas are also briefly described below:

Downtown Core - The core is the area to **protect and manage**. See Principle 1 and its recommendations on page 14.

Infill Area - This area should **leverage the core's energy** to attract new development that will **increase the market strength of the core** in turn. See Principle 2 and its recommendations on page 15.

Neighborhood Edge Area - The mix of land uses and buildings in the core and infill/transition areas should **blend with the adjacent residential neighborhoods**. The point is to protect the neighborhoods. See Principle 3 and its recommendations on page 16.

Figure 1.5 Framework Diagram



TOP RECOMMENDATIONS

While all of this plan's recommendations are important, the following summary lists the highest-priority, shortest-term recommendations. These recommendations will be implemented or further explored over the next three years. The agencies most responsible for implementation, along with a planning-level cost estimate, are shown. Complete recommendations constitute Section II.

Principle 1: Protect and manage the Downtown retail/entertainment district

Priority Recommendations for the Retail/Entertainment Core

Market/Economic Development

RECOMMENDATION		RESPONSIBILITY	COST	Years: Under-way	1	5	5-10	On-going
1.1.1	Increase the availability of existing parking for commerce by promoting higher vehicle turnover of on-street parking to enhance and sustain commercial vitality.	City/DDA Private	See 1.3.1 below	X				X
1.1.2	Encourage long-term parkers, customers, and employees to better utilize existing Downtown parking structures.	City/DDA DBA/Private	$50,000 - $100,000	X				X
1.1.3	Encourage active ground level uses, including fine dining, entertainment, and cultural activities, which provide a unique destination for employees, students and visitors.	City/DDA DBA/Private	$0	X				X
1.1.4	Create a unified voice and elevate the influence of Downtown property and business owners through a formal, strengthened DDA/DBA Alliance.	DDA/DBA	$5,000		X			X
1.1.5	Introduce a business recruitment and retention strategy.	DBA/DDA	Annual costs: $100,000- $150,000			Indefinite		
1.1.6	Create a business improvement district (BID) to finance enhanced maintenance, security, marketing and business development. a. Costs to Create BID b. BID Annual Budget	DBA/DDA City/Private	a = $50,000 b = TBD			X		X
1.1.7	Support the creation of an appropriately staffed Downtown police precinct.	City/DDA/DBA	TBD			X		X
Land Use / Urban Design								
1.2.3	Develop a wayfinding plan to and within Downtown.	City/DDA Private	$150,000 - $250,000		X	X		
Parking/Transportation								
1.3.1	Create a comprehensive parking management plan for the Downtown core.	City/DDA	$150,000 - $300,000	X				X

TBD = To Be Determined

Principle 2: Utilize the energy from the core to leverage and attract new development

Priority Recommendations for Mason/Howes/College Infill Area

Market/Economic Development

	RECOMMENDATION	RESPONSIBILITY	COST	Years: Under-way	1	5	5-10	On-going
2.1.1	The west side infill/transition area presents the best opportunity to support the core with redevelopment in the short term, and should be the primary focus of attention and effort to support redevelopment.	DDA/City/ Private	TBD	X				X
2.1.2	Relative to the west side, the river corridor area presents a different, additional set of opportunities for supportive redevelopment, which the City and DDA should remain equally prepared to pursue or support if an initiative arises.	City/DDA	TBD	X				X
2.1.3	Implement an active economic development program to foster redevelopment that supports the commercial health of the retail/entertainment core by bringing more people and investment to the Downtown market. Primary prospects for beneficial redevelopment include culture, hospitality, employment, and housing.	City/DDA	TBD	X				X
2.1.4	The Mason Street area should be the location of significant new development to take advantage of long-term transit opportunities.	City/DDA	TBD	X				X
2.1.5	Support the development of a new performing arts/community center in the Mason Street area.	City/DDA	TBD	X	X	X		
2.1.9	Improve the environment for attracting investment.	City	$0	X	X	X		
Land Use/Urban Design								
2.2.1	Continue to allow taller buildings (more than 3 stories), to support the market recommendations for redevelopment in the Infill/Transition area, and to reinforce Downtown as the primary focal point of the city from a community appearance and design standpoint.	City/ Private	$0	X	X			
2.2.2	Acknowledge taller buildings affect various interests differently, with both positive and negative effects; and set standards for scale and careful design so negative effects are considered and mitigated (e.g., changes to historic character, quality of life in nearby neighborhoods, sunshine patterns in adjacent spaces, views, and large existing trees).	City	$0	X	X			
2.2.3	Continue to allow for modifications to standards within the framework of development review, if justified by creative, responsive design that meets the general parameters in a different way.	City	$0	X	X			
2.2.4	Emphasize and orient redevelopment to east-west streets between the core and the West Side Neighborhood.	City	$0	X				X

Parking/Transportation

RECOMMENDATION		RESPONSIBILITY	COST	Years: Under-way	1	5	5-10	On-going
2.3.1	Develop, manage and operate parking as essential civic infrastructure, and over time create a "Park Once" environment to sustain low overall parking ratios.	City/DDA	Over $250,000		X	X	X	
2.3.2	Enhance the responsiveness of the City's parking department to effectively deal with the rapidly changing parking environment Downtown.	City	TBD	X	X			
2.3.5	Manage future traffic circulation and minimize traffic delays Downtown.	City	TBD			X		X
2.3.6	Support the location and development of a future commuter rail station in Downtown Fort Collins.	City/DDA/DBA	(cost of study) $50,000 - $150,000	Indefinite				
2.3.7	Make bicycle circulation an integral element of the Downtown transportation network.	City	TBD			X		
2.3.8	Enhance the pedestrian environment Downtown.	City/DDA Private	$150,000 - $250,000	X				X
2.3.9	Increase transit connections between the Downtown Transit Center and the Colorado State University Transit Center.	City/CSU	TBD			X	X	

TBD = To Be Determined

Principle 3: Blend the Downtown retail/entertainment district with adjacent neighborhoods

Priority Recommendations for the Infill-Transition Area

Market/Economic Development

RECOMMENDATION		RESPONSIBILITY	COST	Years: Under-way	1	5	5-10	On-going
3.1.3	Establish ongoing communications links to inform residents and commercial business interests of issues and activities of mutual concern and to create shared vision for Downtown development.	DDA/DBA City/CSU	$0 - $50,000	X				X
Land Use/Urban Design								
3.2.3	Locate and shape larger and taller buildings in the west side infill/transition area by generally stepping down in height and scale adjacent to existing residential neighborhoods and the historic core.	City	$0 - $50,000	X	X			

Figure 1.6 Meeting and Event Log

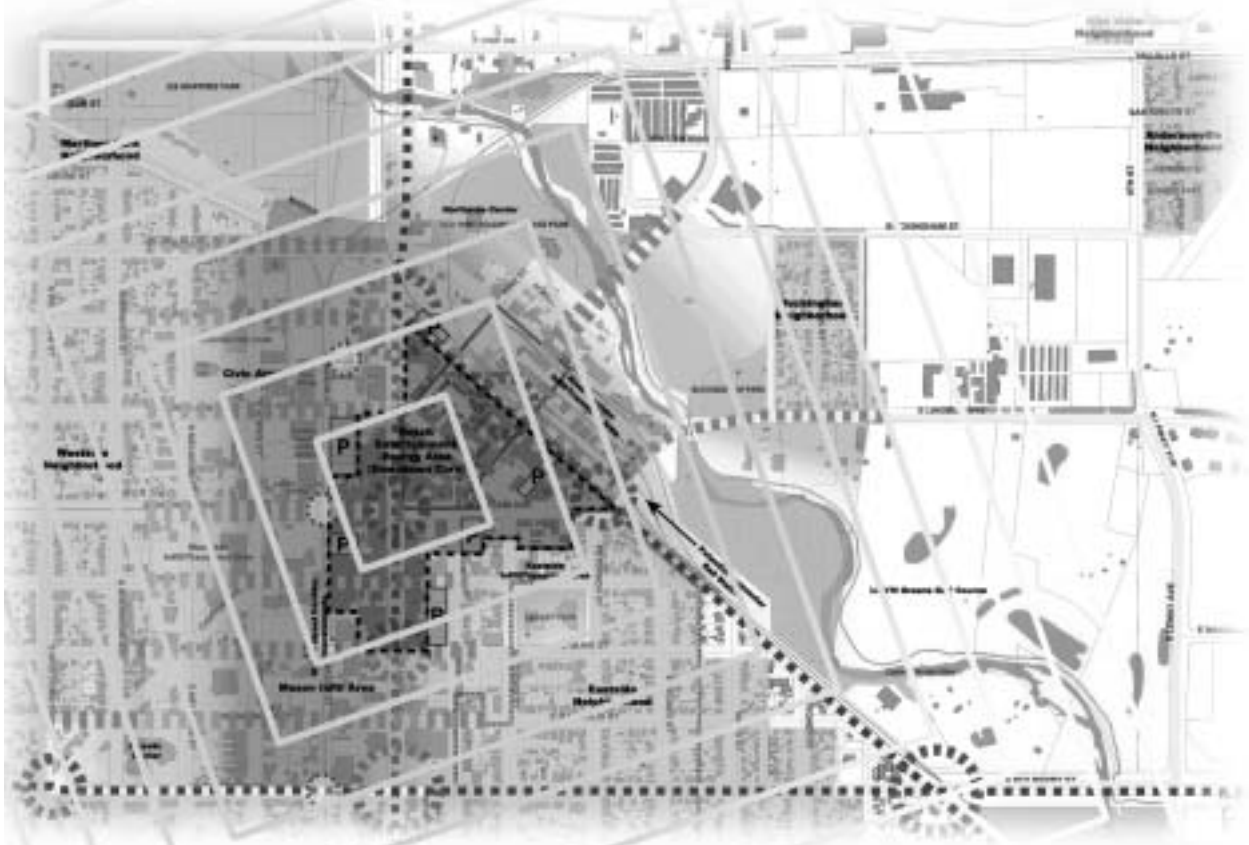
Date	Event	Location	Primary Topic(s)
8/01	Council Growth Management Committee	281 N. College	Project Initiation
9/01	Downtown Development Authority	Home State Bank	Project Initiation
9/01	Downtown Business Association	Home State Bank	Project Initiation
2/02	Council Growth Management Committee	281 N. College	Project Initiation
3 – 6/02	Selection of Citizen Advisory Group	N/A	N/A
3/02	Gibbs Planning Group Presentation and Assessment #1	Various	Issue Definition Retail Assessment
5/02	Consultant Team Selected	N/A	N/A
5/02	Gibbs Planning Group Presentation and Assessment #2	Various	Issue Definition Retail Assessment
5/15/02	Project Kick-off Meeting	215 N. Mason	Kick-Off
6/02	Consultant Retail Assessment	Various	Retail Stakeholder Interviews and Commercial Audit
6/26/02	Citizens Advisory Group	281 N. College	Project Start-Up
7/17/02	Citizens Advisory Group	281 N. College	Market Issues
7/02	Downtown Development Authority	Home State Bank	Project Update
7/02	Downtown Business Association	Home State Bank	Project Update
9/02	Citizen Planners	Home State Bank	Project Update
9/18/02	Citizens Advisory Group	215 N. Mason	Parking Issues
9/18/02	Public Meeting	Lincoln Center	Issues Identification and Definition
10/16/02	Technical Advisory Committee	215 N. Mason	Issues Identification and Definition
10/02	Citizens Advisory Group	215 N. Mason	Mapping Exercise
11/20/02	Citizens Advisory Group	215 N. Mason	Transportation Issues Design Frameworks
11/02	Natural Resource Advisory Board	281 N. College	Project Update
11/02	Downtown Development Authority/Downtown Business Association	215 N. Mason	Project Update
11/02	Transportation Board	215 N. Mason	Project Update
11/02	Council Member Bertschy District Public Meeting	Lesher JH School	Neighborhood Input
12/18/02	Technical Advisory Committee	215 N. Mason	Framework Plan
12/02	Planning and Zoning Board Worksession	281 N. College	Project Update
12/02	Ft. Collins Chamber of Commerce LLAC	The Group	Project Update
1/8/03	Landmark Preservation Comm.	281 N. College	Project Update
1/15/03	Neighborhood Workshop	Lincoln Center	Framework Plan and Neighborhood Issues
1/16/03	KCOL Talk Show	Silver Grill	Project Information/Q&A
1/22/03	Citizens Advisory Group	215 N. Mason	Framework Working Paper
1/22/03	Community Workshop	Lincoln Center	Framework Working Paper
1/22/03	DDA/DBA Subcommittee	215 N. Mason	Organization Issues
1/31/03	Planning and Zoning Board	281 N. College	Framework Diagram
2/4/03	Growth Management Lead Team	281 N. College Ave	Process Issues
2/12/03	DBA Board Meeting	Home State Bank	On-Street Pay Parking
2/14/03	Planning and Zoning Board	281 N. College	

Date	Event	Location	Primary Topic(s)
2/19/03	Transportation Board	215 N. Mason	Transportation Policies
2/19/03	Natural Resources Advisory Board	281 N. College	General update
2/24/03	City Manager Meeting	City Hall	On-Street Pay Parking
2/25/03	DDA/DBA Joint Boards Meeting	City Hall	Framework Working Paper; Organization issues
2/25/03	Merchants Meeting	Cache Bank	Framework Working Paper
2/25/03	City Council Study Session	City Hall	Update; Framework Working Paper
2/28/03	Planning and Zoning Board	281 N. College	Transportation and Parking
5/1/03	DDA Board Meeting	Home State Bank	Parking
5/5/03	Staff/consultant Charrette	Civitas, Denver	Recommendations
5/16/03	Chamber LLAC	Chamber of Commerce	Framework Plan
5/21/03	Citizens Advisory Group	215 N. Mason	Recommendations
5/21/03	Transportation Board	215 N. Mason	Parking
5/27/03	City Council Study Session	City Hall	Parking
6/5/03	DDA Board Meeting	Home State Bank	Parking
6/11/03	DBA Board Meeting	Home State Bank	Recommendations
6/11/03	Landmark Pres. Commission	281 N. College	Recommendations
6/13/03	Planning and Zoning Board (wk)	281 N. College	Recommendations
6/18/03	LPC/P&Z Worksession #1	281 N. College	Taller Buildings
6/18/03	Transportation Board	215 N. Mason	Recommendations
6/18/03	Air Quality Advisory Board	215 N. Mason	Parking
6/24/03	LPC/P&Z Worksession #2	281 N. College	Taller Buildings
6/26/03	Citizens Advisory Group	Opera Galleria	Recommendations
6/26/03	Public Open House (Includes merchant/neighborhoods specific presentations)	Opera Galleria	Recommendations
6/26/03	DDA/DBA Joint Boards	Opera Galleria	Recommendations
6/27/03	Planning and Zoning Board (wk)	281 N. College Ave.	Recommendations
7/9/03	LPC/P&Z Worksession #3	281 N. College	Taller Buildings
7/11/03	Planning and Zoning Board (wk)	281 N. College	Final plan review
7/18/03	Chamber LLAC	Chamber of Commerce	Taller Buildings
7/28/03	Owner/Developer Meeting	215 N. Mason	Taller Buildings
7/28/03	Architects Meeting	215 N. Mason	Taller Buildings
7/28/03	Neighborhood Meeting	215 N. Mason	Taller Buildings
8/1/03	Planning and Zoning Board (wk)	281 N. College	Taller Buildings
8/7/03	DDA Board Meeting	Home State Bank	Taller Buildings
8/13/03	Landmark Preservation Commission	281 N. College	Taller Buildings
8/15/03	Planning and Zoning Board (wk)	281 N. College	Final plan review
8/25/03	Joint Board Meeting	281 N. College	Taller Buildings
9/10/03	Landmark Preservation Commission	281 N. College	Taller Buildings
9/17/03	Natural Resources Advisory Board	281 N. College	Final plan review
9/26/03	Planning and Zoning Board (wk)	281 N. College	Final plan review
10/10/03	Planning and Zoning Board (wk)	281 N. College	Final plan review
10/16/03	Planning and Zoning Board (hrg)	City Hall	Final plan review
11/6/03	DDA Board Meeting	Home State Bank	Final plan review
11/12/03	DBA Board Meeting	Home State Bank	Final plan review
12/17/03	Transportation Board	215 N. Mason	Final plan review
1/08/04	DDA Board Meeting	281 N. College	Final plan review
2/17/04	City Council Hearing	City Hall	Final plan review

wk = Work Session. hrg = Hearing

FORT COLLINS
Downtown
STRATEGIC PLAN

II. Framework Plan



DOWNTOWN BUSINESS ASSOCIATION

dda DOWNTOWN DEVELOPMENT AUTHORITY

City of Fort Collins

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Section II – Framework Plan: Recommendations

INTRODUCTION

Downtown is the heart and soul of Fort Collins. With the *Downtown Plan, Downtown Civic Center Master Plan, City Plan,* and many other studies and plans, this area has been scrutinized numerous times. In 2002-2003, in a collaborative effort to clarify and resolve topical downtown issues, the City of Fort Collins, the Downtown Business Association (DBA), and Downtown Development Authority (DDA) decided its purpose was to accomplish the following tasks: evaluate current conditions and trends, identify and analyze current issues facing the downtown area, establish the direction the downtown area should take to prepare for the future, and recommend specific actions to implement this direction.

Downtown Core.

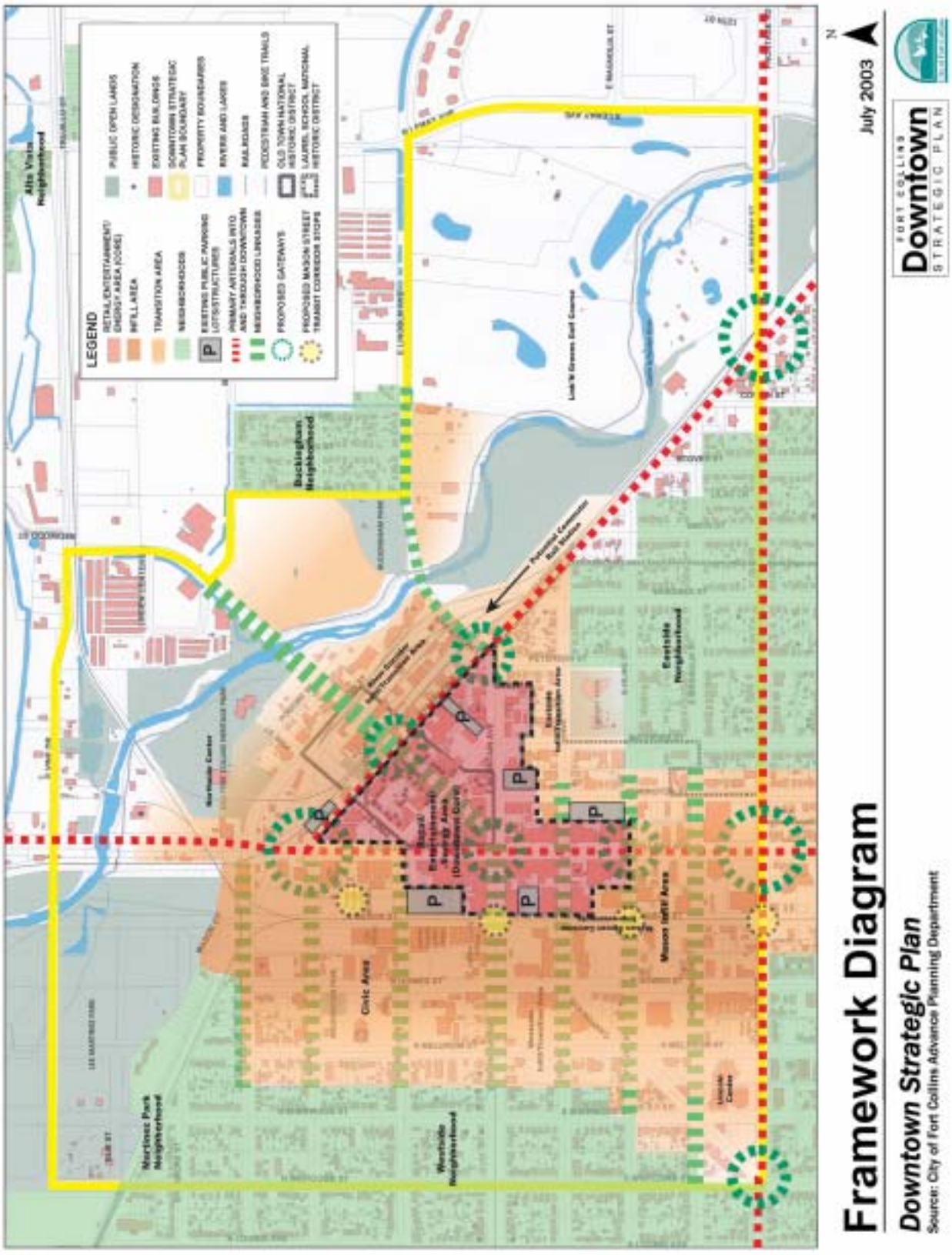
Three general categories were used to define issues and identify recommendations: market, land use/urban design and transportation. Because downtown's market aspects drive its success, this planning effort has had first and foremost a market-based focus, one in which the economic health of downtown is paramount. In this context, land use/urban design and transportation have played supportive roles to the market emphasis.

The objectives for the *Downtown Strategic Plan* were to review current conditions and trends and make recommendations for steps the City and business leaders should take together to protect and enhance the viability and success of downtown, with emphasis on the next five years. This plan accomplishes those objectives.

The overriding consensus throughout this public process was downtown Fort Collins is the vibrant heart and soul of the community with a history and neighborhood fabric warranting preservation and enhancement. Downtown Fort Collins has key issues that create a vulnerability to that vibrancy:

- Lack of major private sector employment
- Lack of destination attractions such as cultural facilities
- Minimal private sector development activity since 1995
- High susceptibility: the loss of four or five key retail/restaurant businesses could quickly erode vitality
- Disruptive behavior, maintenance challenges and other problems associated with several drinking establishments

Figure 2. 1 Framework Diagram



PRINCIPLE 1: PROTECT AND MANAGE THE DOWNTOWN RETAIL/ENTERTAINMENT DISTRICT.

1.1 Market

1.1.1 Increase the availability of existing parking for commerce by promoting higher vehicle turnover of on-street parking to enhance and sustain commercial vitality. Implement an on-street parking program that meets six primary objectives: 1) manages length of stay to increase vehicle turnover in front of retail businesses; 2) is customer-friendly, particularly for downtown visitors; 3) is convenient and easy-to-use; 4) is relatively inexpensive; 5) offers long term parking options for employees; and 6) creates revenues that can be reinvested in expanding future downtown parking capacity.

For more details, see 1.3.1.

Options include:

a. An on-street pay parking program.
b. Enhanced parking enforcement program to achieve greater compliance with parking regulations.
c. New on-street parking technologies and features designed to promote improved turnover and support enforcement efforts.
d. A parking validation program and residential parking permit program.
e. Parking "congestion" pricing designed to promote a switch from driving to alternative modes.

On-street parking.

Enhanced parking enforcement.

1.1.2. Encourage long-term parkers, customers, and employees to better utilize existing downtown parking structures.

Options include:

a. Having the price of parking in downtown parking structures less than the cost of on-street parking in high use areas.
b. Implementing payment plans for lots and structures that encourage employees to park off-street instead of on-street in high use areas.

New parking technologies.

Civic Center Parking Structure.

1.1.3 Encourage active ground level uses, including fine dining, entertainment, and cultural activities, which provide a unique destination for residents, employees, students and visitors.

a. Downtown is a historically authentic commercial destination with a focus on culture, entertainment and unique, one-of-a-kind shopping. Figure 2.2 should guide downtown positioning and marketing efforts.
b. Pursue a commercial development strategy that will preserve and grow the existing cluster of strong retailers, and leverage that strength to create improved, complementary retail uses. The commercial development strategy is based upon the downtown niche strategy (See Figure 2.3 for examples of new downtown retail uses). To realize this commercial development strategy, the DDA should create a business support program (1.1.5) financed by a new business improvement district (1.1.6). This strategy would strengthen existing retailers, provide opportunities for retail growth with increased demand, and lessen cannibalization of existing sales to new retailers.
c. Add or strengthen new retail uses identified in Figure 2.3, including convenience goods and services, specialty apparel and accessories, eating and drinking, home decor and leisure.
d. Create a stronger physical and marketing link among public and private arts organizations and galleries. Building upon Fort Collins' emerging reputation, strengthen live independent theater. CSU students add an excellent target market for the arts. Support and enhance the existing Old Town First Friday Gallery Walks promoted by the downtown (i.e., DBA, DDA, BID).
e. There are business opportunities to develop more arts and culture oriented venues: galleries, one-of-a-kind art pieces, public art in restaurants, clay painting, live theater, and entertainment associated with retail (i.e., book readings, acoustic music in cafes, etc.).

Active ground level uses.

More active ground level uses.

Encourage more art galleries.

Figure 2. 2 Downtown Market Niche Strategy

Downtown will be:	Downtown will NOT be:
Unique.	An imitation of neighboring developments.
Historically authentic.	A regional shopping center.
Known for its specialty market niche. A lifestyle-oriented commercial destination center with a focus on entertaining.	A generalist (all things to all people).
The cultural center for the region. The location of choice for frequent festivals, conventions, activities, events, and programs.	Solely commercial uses. A secondary location choice for commercial events, festivals, etc.
A place to socialize and congregate. A place for all people reflecting the diversity of the region (students, older residents, tourists, office workers).	A place for only a few people.
Easy to find and easy to move about with well managed parking in a pedestrian friendly environment.	A hassle to use.
Busy night and day, weekday and weekend, 12 months of the year.	Only a daytime place. Active only in warm weather.
A place where the business community and residential neighborhoods proactively work together for mutual benefit and are involved.	A place of isolated businesses going in different directions.
Clean and safe.	An area that suffers from negative images.
A compact retail environment that is linked physically, organizationally, and from a marketing perspective.	Dispersed.

Figure 2. 3 Examples of Downtown Retail Uses to Add or Strengthen

Convenience Goods and Services
- Quality convenience store
- Drug store (emphasis on health and well-being)
- Specialty food/wines (butcher, cheese, bakery/café
- Natural/health food/green grocer
- Specialty travel adventure (e.g., hunting expeditions, wilderness adventures)

Eating and Drinking
- Quality restaurants (white table cloth, ethnic)
- Contemporary cafes (quick lunches, salad, sandwich, coffee, using fresh ingredients, eat-in or take-out)
- Contemporary and jazz clubs
- Book store-cafes

Leisure
- Arts and culture related stores (Western living)
- Sporting goods (camping, cycling, climbing, skate boarding, youth oriented stores)
- Sports clothing
- Hobby, arts and crafts (e.g. clay painting, specialized art supplies)
- Pet store

Specialty Apparel and Accessories
- Urban apparel
- Bridal/formal wear or lingerie
- Western wear
- Work wear
- Cosmetics
- Contemporary jewelry

Home Decorating
- Kitchen and gift
- Furniture
- Lighting
- Bedding and linen
- Bathroom fixtures
- Garden and landscaping
- Coverings (floor, rugs, tile, fabric, wall)
- Home improvement & interior designers
- Home furnishings
- Imports

Other
- Office supplies
- Cooking school
- Caterers

1.1.4 Create a unified voice and elevate the influence of downtown property and business owners through a formal, strengthened DDA/DBA Alliance.

a. A new downtown "Alliance" should be created. The Alliance is envisioned to allow DDA and DBA officers to meet in a more formal way to determine overall vision and policies for downtown, thereby elevating the organizations' clout and influence.
b. The Alliance is envisioned to accommodate the addition of a Business Improvement District (BID) into a unified organizational structure. (See 1.1.5)
c. The Alliance would become the identity for all the downtown development entities – DDA, DBA, and BID. (See Figure 2.4)
d. The DBA and DDA will retain their respective functions and funding sources within the Alliance.

Example of a street banner.

Figure 2. 4 Proposed Downtown Unified Management Structure

1.1.5 Introduce a business recruitment and retention strategy.

a. Downtown needs to be more aggressive in undertaking economic development initiatives that retain, recruit and incubate businesses. An emphasis should be placed on unique, one-of-a-kind retail, limited complementary national chain retail, entertainment, and cultural uses in the core and in office housing and hotels in the infill area.
b. This economic development marketing effort to reinforce downtown as a niche destination will require "hand-holding" by the DDA to direct businesses to space, market information and financing.
c. The DDA, as part of the Alliance, should act as a "market information and business support portal," providing tailored market information, leasing and finance referrals, liaison services in code and development review processes, and other extensive business support functions.
d. Position the DDA as a retail development and leasing advocate that works with the City, property owners and brokers to recruit and nurture businesses in the downtown. Overall, the DDA must be more proactive to ensure that leads that come to the City are being referred to them and that they can do their best to sell downtown Fort Collins to both the prospective retailers and leasing agents.
e. The DDA's ability to use tax increment financing expires in 2011. Since tax increment financing is a primary financial source for downtown projects, the City needs to insure funding resources are available and in place for any commitments extending beyond that date.

1.1.6 Create a Business Improvement District (BID) to finance enhanced maintenance, security, marketing and business development.

a. With sensitivity to existing downtown assessment districts (i.e., the DDA and a General Improvement District "GID"), create a BID to provide ongoing financial resources to help improve the management and marketing of the downtown experience.
b. The BID boundaries should be similar to the area identified in this plan as the Retail/Entertainment Core plus the Mason Street area.
c. The annual BID budget needs to support spot maintenance (i.e., peak use times and special uses such as sidewalk cleaning), special equipment and/or resources for city police, a stronger destination marketing program and the business recruitment and retention strategy; identified in 1.1.5.
d. The BID could be financed either through a mill levy or more likely a special assessment that could allow for varied services and assessments by area, based on measurements such as frontage, lot and/or building square footage.
e. The DBA and DDA should jointly advance the BID concept in partnership with the City. The BID should contract with existing downtown organizations for services as opposed to creating a new entity. In addition, the DDA, DBA and City should clarify the City's base level of downtown services.
f. Study the viability of a BID in 2004, and if feasible, create it in 2005 or at the earliest possible date.

1.1.7 Support the creation of an appropriately staffed downtown police precinct.

a. Downtown has special characteristics and needs that make it a different policing challenge from the rest of the community. Unique challenges include a strong pedestrian orientation, the high concentration of liquor licenses, special events crowds, and parking and traffic issues.

b. Create a new police precinct bringing focus and neighborhood policing methods to downtown. This is particularly critical if the City decides to relocate the main police headquarters outside of downtown. The existing Precinct 1 covers a larger area than downtown. This policy statement supports the notion of a precinct more narrowly focused on downtown proper.

1.1.8 Curb disruptive behavior associated with several bars.

a. The regulatory and policing efforts that have been marshaled in the last 12 months to combat disruptive behavior associated with several downtown bars should continue.
b. Additional efforts to target bars who repeatedly allow patrons to become too intoxicated and disruptive should be pursued by downtown organizations. These include a) creation and enforcement of a "good neighbor" dispute resolution process between all downtown businesses; b) stronger accountability for bar employees; c) severe penalties (i.e., revoke liquor license) for establishments with a pattern of non-compliance and d) creation of the downtown police precinct (see 1.1.7). (See Figure 2.8, the *Lower Downtown Denver Good Neighbor Handbook* at the end of this section.)

1.1.9 Evaluate creating a high-speed public access wireless network.

a. Evaluate providing a flexible, remote, high speed network and internet access targeted to businesses, residents, and visitors in downtown. A wireless network may provide incentives for attracting high-tech business into the downtown area. This internet access "umbrella" could also make downtown attractive for doing business and leisure activities on laptops, notebooks, cellular phones, PDAs, and other electronic devices. The DDA and DBA should investigate and facilitate the creation of the network.

1.2 Urban Design

1.2.1. Create gateways using redevelopment and urban design at both ends of College Avenue (Mulberry and Maple Streets and other key entry points to downtown.)

a. Gateway elements can enhance the identity of downtown and strengthen the sense of place.
b. Gateways may be created by larger landmark buildings, striking landscaping; monuments, public art, or special streetlights. In general, gateways should be visually creative and include an element of sufficient height and mass so as to be visible by motorists, lighted so as to be visible at night, and constructed of high quality materials such as brick, stone, concrete, stainless or painted steel, copper, brass, or glass.
c. Additional gateway treatments should be located at the intersections of Mulberry and College, Mulberry and Riverside, Mulberry and Canyon, Jefferson and Lincoln, Jefferson and Linden, Cherry and College, and Mulberry and Meldrum.

Gateway lighting.

1.2.2 Encourage public art, landscaping, furniture, lighting, and other street features that will create interest and delight within streets and public spaces.

a. Develop a comprehensive public art program for downtown to reinforce it as the cultural heart of the city. Such an art program can also be incorporated into street elements such as manhole covers, paving design, custom bases for light fixtures, bus shelters, and bike racks among streetscape furnishings.

1.2.3 Develop a wayfinding plan to and within downtown.

a. A wayfinding plan offers a complete system of identity, directional, and informational signs, possibly with other thematic elements as well, for both motorists and pedestrians.
b. Signs should be added on Interstate 25, near the State Highway 14 exit, to direct motorists to downtown.
c. Important destinations such as parking facilities, Old Town, City and County government centers, Poudre River, and library/museum complex should be clearly identified. Future civic uses should be incorporated as built. See 1.3.2 for more discussion of parking signage.
d. This should include a public information system that can be a basis for self-guided walking tours to enrich the visitor's experience downtown.

Example of a public sculpture.

Golden CO's informative public sign system.

Existing wayfinding in Old Town.

1.2.4 Reinforce and infill the College Avenue and Old Town edges.

a. Fill gaps between buildings with new development that includes pedestrian-active uses on the ground floor.
b. Extend downtown streetscape enhancements to Mulberry along South College Avenue.
c. Locate new development and significant redevelopment at the entry points to downtown: Mulberry to the south and Cherry to the north

Fill gaps with new development.

1.2.5 Maintain and reinforce the visual distinctiveness of downtown.

a. Downtown's historic character and sense-of-place core should be carefully understood and preserved in all public and private actions.

Existing signature building, the Linden Hotel.

1.3 Transportation

Jefferson & Linden crossing.

1.3.1 Create a comprehensive parking management plan for the downtown core.

Short-term Strategies –

a. Pursue an enhanced enforcement program to promote turnover of short-term on-street parking spaces in the "energy zone."

   Upgrade parking enforcement handheld citation devises and software to provide enforcement officers with on-line, real-time violation history data in the field.

   Explore, acquire and implement new information management technologies, such as license plate recognition systems and centralized data input and retrieval that allow for real time parking violation management.

   Strengthen parking regulations to support enforcement efforts to promote on-street parking turnover.

   Develop affordable parking alternatives in parking lots and structures for downtown employees (roof-top or remote parking at reduced rates, etc.) to reduce employee parking in short-term spaces.

b. Develop a comprehensive parking database of all spaces in the downtown area (both public and private).

Long-term Strategies –

a. Pursue on-street pay parking as the primary strategy to promote parking turnover in the downtown core.
   1. Evaluate both single and multi-space meter technologies
   2. Evaluate on-street space management technologies to promote enhanced on-street management, track violations, discourage meter feeding and restrict parking to defined time limits.

b. Consider modifying centerline parking to a parallel parking layout, achieving a safer pedestrian environment, streetscape enhancements and limited loss of centerline parking.

c. Correct current "upside down" parking pricing policy.

d. Examine alternative parking funding strategies for providing future parking infrastructure.

1.3.2 As part of the wayfinding plan recommended in 1.2.3, develop and implement a comprehensive parking signage system that enhances drivers' ability to locate available downtown parking.

a. Ease traffic congestion and frustration from drivers circling and searching for parking spaces throughout downtown by directing drivers directly to off-street parking facilities.

b. Signage system should be recognizable and easily understandable. Directional signs should be visible to drivers upon entering downtown (see 1.2.3).

1.3.3 As part of the wayfinding plan, recommended in 1.2.3, incorporate transit stops, routes and schedules.

1.3.4 Within downtown and especially the core, the wayfinding plan (recommended in 1.2.3) should emphasize priority on pedestrian travel as the primary mode, direct pedestrians to their destinations, and offer additional information.

1.3.5 Use enhanced mid-block crossings, alleys and other shortcut opportunities to enhance pedestrian porosity at locations other than intersections, where feasible and justified by the level of pedestrian activity. Improve lighting along these pedestrian and alley-ways to increase security throughout the downtown.

1.3.6 Work with downtown merchants, delivery companies and citizens to manage freight deliveries in the downtown area.

a. As problems occur with freight delivery and loading, work with downtown merchants to manage freight mobility issues, problems and procedures.
b. Implement a loading zone signage standard that is consistent, understandable and easy to read. Work with downtown merchants, delivery companies and citizens to manage freight deliveries in the downtown area.

PRINCIPLE 2: UTILIZE THE ENERGY FROM THE CORE TO LEVERAGE AND ATTRACT NEW DEVELOPMENT IN THE INFILL/TRANSITION AREA.

2.1 Market

2.1.1 The west side Infill/Transition Area presents the best opportunity to support the core with redevelopment in the short term, and should be the primary focus of attention and effort to support redevelopment.

a. Infrastructure is in place, and these blocks are directly adjacent to the core with a network of streets and sidewalks leading in. Parcels exist that have apparent potential for redevelopment.
b. The recommended use mix for the area includes relatively more commercial activity to the east (closer to the retail/entertainment core), with relatively more residential to the west (closer to existing neighborhoods.)
c. This recommendation is not intended to hinder any redevelopment efforts in the river corridor area or East Side Infill/Transition Area if an initiative arises.

2.1.2 Relative to the west side, the river corridor area presents a different, additional set of opportunities for supportive redevelopment, which the City and DDA should remain equally prepared to pursue or support if an initiative arises.

a. The consultant team observed that this area presents greater challenges of infrastructure and parcel assembly than the west side of downtown, and is not as integrally linked with the core. For these reasons, this plan reflects a shift in emphasis toward the west side as the main priority for strategic actions in the short term.

Reuse of existing historic structure in river corridor.

b. Nevertheless, redevelopment projects in the river area could strengthen the commercial health of downtown as well, and if a core-supportive development project or public works stimulus project emerges, it should be supported.
    1. Core-supportive redevelopment projects and strategic public actions will be implemented in accordance with the *Downtown River Corridor Implementation Program Summary Report*.
    2. Particular core-supportive uses include housing, employment, mixed live/work buildings, special attractions and architecture unique to the river environment and historic setting (e.g. cultural/arts venues, a restaurant with windows and outdoor spaces oriented to the river landscape, educational institutes) and small neighborhood-serving commercial uses. The intent is to bring patrons downtown with development that reinforces the unique historic and environmental character.

2.1.3 Implement an active economic development program to foster redevelopment that supports the commercial health of the retail/entertainment core by bringing more people and investment to the downtown market. Primary prospects for beneficial redevelopment include culture, hospitality, employment, and housing.

a. Create a new "downtown market information and business support portal" through the DDA to attract and direct investment. (See 1.1.5) Support appropriate redevelopment through tailored financial incentives from the City and/or DDA. Incentives should be based upon "leveling the playing field" for development between downtown and suburban areas. Critical development factors include parking, financing, and process. Different incentives fit different types of downtown uses, including:
   1. Office: The key differential disadvantage for downtown is parking costs, which must be accommodated in costly structures as opposed to open land. Public parking structures, which could be built in phases as office development occurs, could be financed by the City or DDA as an incentive for office development. (See 2.3.1 for more detail)
   2. Residential: Support for residential may be best directed to financing, particularly short-term subordinate construction financing offered by the DDA to address higher land cost and to mitigate the risk of leasing and/or sales. Creatively utilize DDA and City financing to help advance downtown housing projects.
   3. Hotel: Two areas of incentives for a downtown hotel include: 1) parking, which could be accommodated through an existing or future public parking structure and 2) financing, particularly for meeting room space which is often considered an additional expense by hotel developers. Meeting space requirements could also be met in a joint development with a proposed downtown performing arts/community center (see 2.1.5 and 2.1.6).

Example of a downtown office.

Example of a downtown residential building.

Example of a downtown hotel.

2.1.4 The Mason Street area should be the location of significant new development to take advantage of long-term transit opportunities.

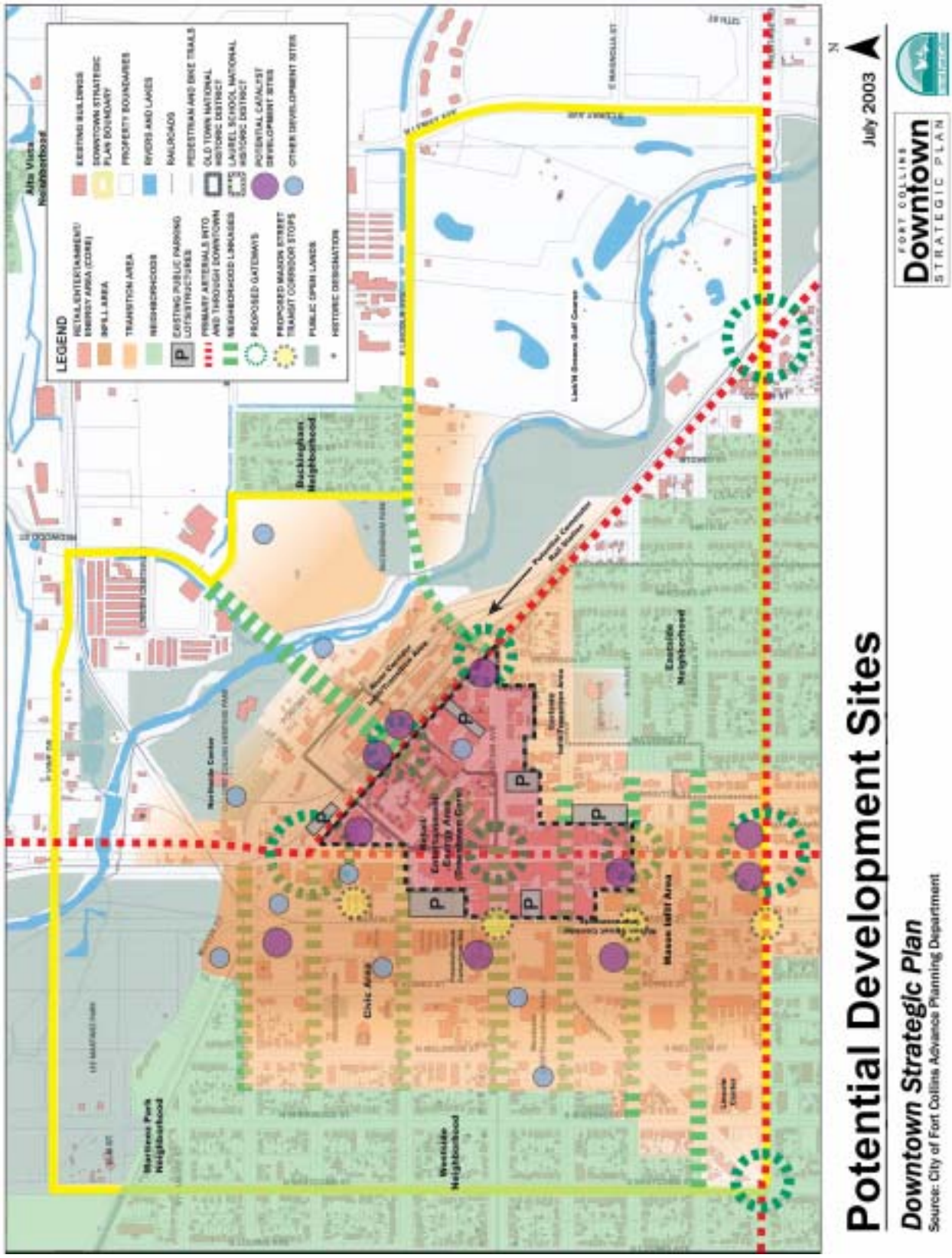
a. Enhance the transit system along Mason Street to leverage new development adjacent to the downtown core.

   The majority of new development along the corridor is envisioned to include employment (office), housing and destinations, including a new performing arts/community center facility and library.

b. The recommended use mix for the area concentrates more commercial activity to the east (closer to the retail/entertainment core) and residential to the west (closer to existing neighborhoods).

c. Support the conversion of Mason and Howes Streets to two-way travel.

Figure 2. 5 Potential Development Sites



2.1.5 Support the development of a new performing arts/community center in the Mason Street area.

a. The proposed performing arts/community center facility should be elevated as the top civic project priority for strengthening downtown. It should be constructed within the next 5 years.
b. The Mountain and Mason site for the performing arts/community center facility is one of the top locations, given its proximity to the retail/entertainment core, the future Mason Transportation Corridor, and existing parking. If this site is determined to not be feasible, locate the facility in close proximity to the core.

Example of a downtown hotel.

2.1.6 Encourage a hotel, with space to support conventions/conferences and tourism if possible.

a. Currently, downtown has only 18 hotel rooms, (38 more were approved for the historic Armstrong Hotel building late in this planning process). There is clearly a market opportunity to develop new downtown hotel rooms.
b. Efforts should be made to attract any new hotel property to downtown – either a boutique specialty hotel (50 to 80 rooms) or a conference destination facility (150 to 200 rooms), or both. The hotel would also become a major downtown employer.
c. Conduct a formal feasibility study to assess the need for a downtown hotel and conference facility.

Example of a hotel street entryway.

2.1.7 Treat Jefferson Street as a connection between the retail/entertainment district and the river corridor, and diminish it as a barrier.

a. Jefferson Street's status as a State Highway with significant truck traffic tends to foster a perception that it is a barrier.
b. Work with the Colorado Department of Transportation to consider amending the *US 287/SH 14 Access Management Report* to 1) incorporate implementation of safe parking on Jefferson Street.

On-street parking on Jefferson street.

c. Explore lower speed limits and ways to limit speeding on Jefferson Street.
d. Textured crossing materials and other options should be implemented to encourage pedestrian access across Jefferson at Linden and Lincoln.

2.1.8 Continue the centralization of the downtown government center with an official policy to consider downtown first and foremost for all appropriate future government facilities such as a main library, central offices, performing arts center, urban parks or plazas, and outdoor entertainment.

a. The proposed policy would require the City to give special consideration to downtown for future civic facilities. This would not only benefit downtown by providing a long term civic commitment, but should also make fiscal sense by consolidating government functions in one location and maximizing operating efficiencies.
b. The City should also request Larimer County to adopt or otherwise follow this policy for appropriate county-wide serving facilities.

2.1.9 Improve the environment for attracting investment.

a. Support current planning efforts to amend the development review process to be more consistent, reliable and efficient.
    1. Three code and development review issues have been identified that impede downtown development: 1) the approximately 90% engineering threshold for plan submittal; 2) the perception that it is more difficult to meet city-wide standards and to complete development review processes in downtown than in the fringe; 3) the need for a permit liaison to help downtown projects navigate the process.
b. Provide more certainty regarding improvements to address transportation and utility deficiencies caused by new development, and determine an equitable funding mechanism to pay for utility upgrades.
    1. Transportation: For the most part, downtown streets and intersections are constrained and cannot be widened to accommodate additional traffic. Where new development causes intersections to fall below the adopted Level of Service "E", the development should be able to choose from a menu of mitigation measures implementing alternatives to motor vehicle travel (e.g., rideshare programs, bus passes, etc). The City's *Multimodal Transportation Level of Service Manual* should be amended to identify this menu of mitigation measures.
    2. Utilities (i.e., water, sewer, stormwater, gas, electric, fiber optic):
        - Water and Sewer: The City should determine an equitable way to finance the upgrade of smaller, deteriorated lines in order to support redevelopment as well as sustain existing development.
        - Gas: The City should be prepared to participate financially in the reinforcement of gas lines if warranted by increased loads in the area bounded by Cherry Street, Howes Street, Laporte Avenue and College Avenue.
        - Stormwater: Raise the priority of the Oak Street Outfall Extension and Magnolia Street Outfall projects so that these projects can be completed within the next three years.
        - Fiber optic/wireless: The DDA/DBA should monitor trends in the business community to determine if additional facilities and services are needed to attract new companies to locate downtown.
c. Continue to seek mutual understanding among business, neighborhood, historic, and city-wide planning interests regarding the approach to downtown development recommended in this plan. The point is to bring divergent interests together in timely forums to seek common ground and compromise on civic policy and investment issues. See also 3.1.3.

d. The City and the DDA should emphasize the value of downtown development as "smart growth", i.e. efficient use of existing infrastructure and key to economic sustainability.
   1. Encouraging new downtown development is consistent with the City's environmental and quality of life values – it allows for new investment that utilizes existing infrastructure and discourages costly sprawl.

2.1.10 Create stronger communications and market linkages with Colorado State University to ensure cooperation on downtown/university issues and to attract students, faculty, staff, and visitors to shop and dine downtown.

- CSU offers a significant market that is predisposed to patronize the unique downtown experience. Direct marketing should be advanced to fully capitalize on this opportunity.

Stronger alliances through organizations (i.e., DDA/DBA Alliance, ASCSU, Faculty Council) should be pursued.

e. Pursue and coordinate implementation of 2.3.9 (Downtown Transit Center – CSU Transit Linkages) from a marketing and communications standpoint.

2.2 Urban Design

2.2.1. Continue to allow taller buildings (more than 3 stories), to support the market recommendations for redevelopment in the Infill/Transition Area, and to reinforce downtown as the primary focal point of Fort Collins from a community appearance and design standpoint.

a. Redevelopment will likely require new buildings that are larger than the majority of existing buildings in the area. Redevelopment is more financially feasible with relatively larger buildings, particularly if parking is to be provided in structures rather than on surface parking lots. In addition, the various transportation and market benefits of more jobs and housing close to the core are more significant with relatively larger buildings.

b. As stated in previous plans and affirmed in this planning process, this area is THE primary place to allow a dynamic, mixed urban environment with buildings of widely varied sizes and functions. Architecture, streets, and other spaces can be more dramatic with relatively larger buildings as suggested by market recommendations for redevelopment.

Emphasize east-west connection to and from the West Side Neighborhood.

Opportunity for infill development on east-west streets such as Mountain Avenue.

2.2.2. Acknowledge that taller buildings affect various interests differently, with both positive and negative effects; and set standards for scale and careful design so that negative effects are considered and mitigated (e.g., changes to historic character, quality of life in nearby neighborhoods, sunshine patterns in adjacent spaces, views, and large existing trees).

a. Architectural creativity and individual expression should include responsiveness to a framework of thoughtful standards for height, mass, and design. The purpose being to blend recommendations for future redevelopment with the area's defining characteristics that will remain as part of the evolving character over time. See 3.2.2 for more detail.

Residential entries fronting street.

2.2.3. Continue to allow for modifications to standards within the framework of development review, if justified by creative, responsive designs that meet the general parameters in a different way.

a. Continue to acknowledge the possibility of creative, negotiated design solutions that fulfill the purpose of a standard in a given development project, yet do not meet the letter of the standards.

A transitional area mixed-use development with ground floor and upper floor residences.

b. Matters to consider for modification requests for taller buildings include the provision of:
   - exceptional architecture exceeding the standards contained in the Land Use Code;
   - office space described as "Class A" by the Urban Land Institute for a major primary employer;
   - significant public parking; and
   - exceptional building performance demonstrated by Silver, Gold or higher LE.E.D. Certification.

2.2.4. Emphasize and orient redevelopment to east-west streets between the Core and the West Side Neighborhood.

a. There is substantial opportunity for infill development between the West Side Neighborhood and downtown. New infill projects should orient their fronts and main pedestrian entrances directly to the east west streets, or to intersections. Ground level frontage should feature generous window surfaces and detailed attention to fenestration. Vehicular access should be mainly on the north-south streets. The point is to consciously form appealing street fronts leading into downtown, enticing people to walk in.
b. Every effort should be made to shorten the length of pedestrian crossings at each east/west street, and to establish these crossings as clearly belonging to a pedestrian rather than vehicular realm through paving and signalization.
c. Despite the main east-west focus, continue to provide a special streetscape on Mason Street to be as pedestrian friendly as possible, and to act as a catalyst for new development. This street, with its proposed future intensive transit functions, will be a crucial pedestrian environment due to the need to access the transit.

Intersection of Jefferson and Linden Streets.

Intersection treatment using colored pavement.

d. Provide pedestrian streetscape improvements south to Laurel Street to provide a better direct connection to CSU.

2.2.5. Encourage apartments, loft units, and/or offices on upper floors of buildings.

a. Any additional housing and jobs will help support the core by adding to a critical mass of people living, working, and investing in downtown.

2.2.6 Provide or enhance pedestrian linkages across Jefferson Street at Lincoln Avenue and Linden Street, and along Willow Street, Linden Street, Lincoln Avenue and Pine Street

a. These linkages are crucial to the redevelopment potential of the Downtown River Corridor (see 2.1.7). The City, owners, and developers should work together to provide inviting crosswalk treatments at the above listed intersections as development occurs or strategic public works initiatives are funded. Crosswalks should be constructed of concrete, brick, stone, or stamped asphalt. Special paving may be used in intersection designs to highlight the importance of the pedestrian connection. Consistent streetscape design reflecting the eclectic character of the corridor should be implemented.

b. A significant new building at the corner of Linden and Jefferson, such as housing above active ground floor uses, would help to overcome the psychological barrier of Jefferson Street, and provide reasons for people to cross it.

2.3 Transportation

2.3.1 Develop, manage and operate parking as essential civic infrastructure, and over time create a "park once" environment to sustain low overall parking ratios.

a. The City Parking Services should work in partnership with any other parties in interest to ensure parking resources are created and managed under a consistent set of policies.
b. The "park-once" strategy means future long-term parking structures should be located on the periphery of the Core, with access to and from the structure clearly marked for both drivers and pedestrians as part of the overall wayfinding system (see 1.2.3).
c. The City should offer incentives to willing owners to make surplus privately-owned parking resources available to the public. Explore using the General Improvement District (GID) property tax to fund the incentives, such as maintenance and upgrades to paving, signage, lighting, etc. The intent is to use all parking resources for the betterment of downtown as effectively as possible.
d. Prohibit commercial hourly rate parking lots in downtown. The intent is for public parking to be coordinated as a unified system of civic infrastructure. Such lots tend to harm the effectiveness of coordinated infrastructure and clutter the visual environment.
e. Downtown parking should have a clear, user-friendly identity achieved through a consistent, well-designed and maintained graphic system.

Parking signage.

2.3.2 Enhance the responsiveness of City Parking Services to effectively deal with the rapidly changing parking environment Downtown.

a. Increase the authority of City Parking Services to better manage parking resources, by setting permit and hourly price structures, parking time limits, locations of special use zones, and other similar management tools.


Current alley delivery practice.

2.3.3 Increase transit ridership into and around downtown.

a. Increase the frequency and direct routing of service into and out of the downtown.
b. Develop and implement a demand management strategy for downtown that includes the following:
   1. Fund and operate improved bus service along Mason Street and capitalize on the travel patterns of commuters into the downtown.

Current center lane delivery practice.

2. Implement a transit pass program that makes it more cost-effective and convenient for employees to travel downtown via transit.
3. Encourage the development of employee carpools and vanpools through parking incentive programs.
4. Utilize parking policies and price packages as incentives to encourage multi-occupancy vehicle trips into downtown.

Need for pedestrian and bicycle connection on North College Avenue.

2.3.4 Continue to develop the vision for the Mason Transportation Corridor that is supported by the community.

2.3.5 Manage future traffic circulation and minimize traffic delays downtown.

a. It is unlikely that streets can be widened. Thus, they will have to shoulder the effects of growing traffic volumes over time, due to further development and overall traffic growth. As one way to minimize these effects, convert Mason and Howes streets to two-way facilities.
b. Mitigate future reduced levels of service and intersection delays for vehicles throughout downtown by fostering increased reliance on pedestrian, bicycle and transit access into downtown.
c. Manage projected traffic congestion on College Avenue by increasing utilization of Mason, Howes, Remington, Olive and Magnolia. Increase travel on these streets through signage and easily accessible parking facilities.

Intersection paving.

2.3.6 Support the location and development of a future commuter rail station in downtown Fort Collins.

a. Work with regional and statewide commuter rail development efforts.
b. Look for opportunities to successfully design transit feeder services from adjacent neighborhoods and the Downtown Core to connect with future commuter rail operations.

2.3.7 Make bicycle circulation an integral element of the downtown transportation network.

a. While acknowledging the critical function of on-street parking, enhance bicycle commuting into and around downtown by creating strong neighborhood bicycle connections.
    1. Dedicate Magnolia Street as the primary east-west bike route, and Mason Street as the primary north-south bike route downtown.
    2. Improve bicycle signage to direct commuters along dedicated facilities into downtown.

Streetscape serving the needs of pedestrians, bicyclists and transit users.

3. Provide bicycle lockers and other related facilities in conjunction with future office development.

b. Expand recreational bicycling opportunities by improving north-south connections between downtown and the Poudre River Trail at Jefferson and Linden, and North College and Cherry.

2.3.8 Enhance the pedestrian environment downtown.

a. Improve pedestrian crossings of Mason and Howes Streets at Mountain Avenue, Oak Street, Olive Street, and Magnolia Streets with special paving and other treatments.

2.3.9 Increase transit connections between the Downtown Transit Center and the Colorado State University Transit Center.

a. CSU's population represents a significant transit market with a high demand for downtown products and services. Transit service into downtown should be geared towards students, faculty and staff by being highly visible on campus with frequent service at convenient times.
b. Service should be routed to provide a direct connection between the transit centers.
c. Service frequency and hours of operation should be extended with emphasis directed toward mid-day peak periods. Weekend and late evening service should be enhanced to make transit a more viable student travel alternative into downtown.

2.3.10 Create pedestrian linkages across Jefferson Street at North College and Lincoln Avenues and Linden Street.

a. Recognized pedestrian connections at these locations will help to minimize Jefferson Street as a transportation barrier to the downtown retail area. Although Jefferson serves a critical transportation function as a state highway, the improvement of dedicated crossings can work within this function and still encourage pedestrian and bicycle connections to the Poudre River Trail and pedestrian links to Old Town retail. Specific treatment of these crossings is detailed in 2.2.6.
b. Phasing and implementation should coordinate with provisions of the *US 287/SH 14 Access Management Report.*

PRINCIPLE 3: BLEND THE DOWNTOWN RETAIL/ENTERTAINMENT DISTRICT WITH ADJACENT NEIGHBORHOODS

3.1 Market

3.1.1. Protect the character of existing residential neighborhoods from insensitive redevelopment by requiring careful attention to neighborhood scale, housing types, and historic integrity.

Example of a home converted into a business in a transition area.

3.1.2 Encourage neighborhood-serving businesses to locate in downtown, particularly in areas adjacent to residential neighborhoods.

a. Typical neighborhood serving uses include neighborhood restaurants, dry cleaners, small grocery markets, personal services, small offices, bed and breakfasts, various home occupation uses, studios and live/work units, and similar uses.
b. The proposed downtown "market information and business support portal" (see 1.1.5c) could be instrumental in assisting in the creation of new service businesses in the Infill/Transition Area.

3.1.3 Establish ongoing communications links to inform residents and business interests of issues and activities of mutual concern, and to foster discussion.

a. Explore reciprocal agreements between the proposed Downtown Alliance and neighborhood organizations to provide meaningful involvement on committees and boards.

Existing transitional area office.

3.2 Urban Design

3.2.1 The Infill/Transition Areas – West Side, East Side, and Downtown River Corridor - will have their own distinctive character and identity.

a. While it is important to have some continuity with the downtown study area, these 'subareas' should retain their unique neighborhood characteristics, including the use of distinct district names.

Enhance pedestrian crossings.

3.2.2 Carefully locate and shape taller buildings (4-12 stories) in the westside Infill/Transition Area to respond to defining characteristics of the surrounding context. (The surrounding context includes both existing and emerging characteristics that are consistent with adopted plans.)

a. Revise relevant *Land Use Code* sections with clearer standards for height and mass. Standards should be flexible enough to allow for architectural creativity, yet rigid enough to provide meaningful limits and parameters.
b. Standards should describe mass reduction techniques to carefully distribute building mass to fit the local context; and to mitigate negative effects of taller buildings. Topics for standards include:
    1. Base. A taller building should have a clearly defined base portion, typically 1 or 2 stories. A cornice or roof, fenestration, materials, and colors should define the base. The ground floor of every building should be differentiated to emphasize its relationship to pedestrians.
    2. Step back. Portions of the building above the base portion should be stepped back, with the amount of floor area reduction generally greater with greater height above the base portion. The reduction should be a significant aspect of the building design, related to useable indoor rooms or outdoor terraces or balconies.
    3. Balconies. Balconies or terraces should be required on upper-floor residential units.
    4. Maximum height. Zoning limits for height should be adjusted to vary with the context of each block. See Figure 2.6, Maximum Building Heights Map, representing a compromise among various interests.
c. Various interests generally agree that buildings up to about 6 ½ stories (about 80') can be acceptable throughout the area. Greater concern and opposition exists to allowing buildings taller than that. Standards should allow the former, throughout the area, with fairly straightforward review based on the general agreement on key parameters. Standards should allow the possibility of the latter, where shown on the map, subject to more detailed consideration, public discussion, and negotiation of design solutions to decrease negative effects. Issues to consider include additional bulk reduction to avoid long, high building walls; shadow analysis; use of height to mitigate mass; and use of design to mitigate height.
    1. Landscape setback. A landscaped setback should be standard on all blocks west of Mason Street. The intent is to continue the typical soft green edge that characterizes the area, and that contributes to the transition from the core area. Exceptions should be allowed at entrances, and where a building features display windows along the street sidewalk.

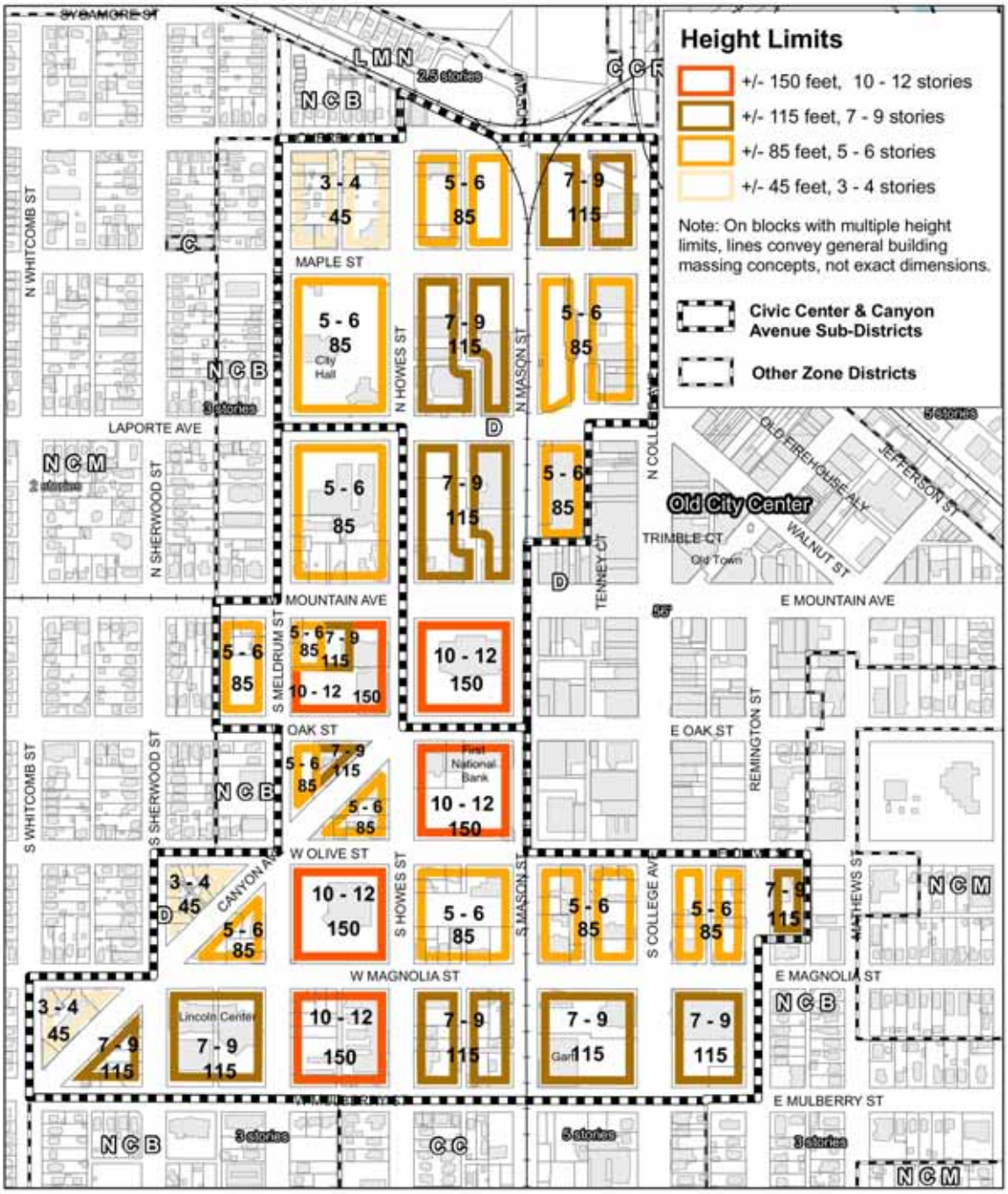
3.3 Transportation

3.3.1 Create characteristics that visibly distinguish residential segments of streets from more heavily used commercial segments.

a. Equip key streets with decorative median and/or landscaped circular planters to uniquely signify entry to adjacent neighborhoods.
b. Develop a neighborhood signage program that identifies residential streets and unique neighborhood characteristics.
c. Increase neighborhood police presence and enforcement programs as needed.

3.3.2 Investigate the implementation of neighborhood residential parking permit programs to preserve on-street parking in neighborhoods for residents and their visitors, particularly in areas where parking pressure from activities in the downtown area impact adjacent neighborhoods.

Figure 2. 6 Maximum Building Heights



ISSUE DEFINITIONS

The critical elements gathered from the public process started with creating a list of issues developed under the three focal areas of the strategic plan: market, transportation, and urban design. These lists were reviewed, revised, supplemented by the public, and ranked according to priority to create key issues. While low-ranked issues are not covered, all key issues are addressed in this plan.

Figure 2. 7 Market, Transportation and Urban Design/Land Use Issues

MARKET ISSUES

1. Public/Private partnership is unbalanced: Private sector should be strengthened.
2. Need policies on bars. Evaluate in context of role of entertainment, then make recommendations.
3. Stronger linkage to CSU: Spending by students is big.
4. Regulatory system sometimes doesn't support development: City development process and historic regulations need to be reviewed.
5. North/South demographic split along Prospect – South side of town disconnected from downtown?
6. Need to find balance between encouraging development and protecting environmental quality.
7. Parking management is an issue – Difficult to park at/near destination.
8. Police/safety issues: Bar activity and split police districts are issues.
9. Downtown lacks significant economic underpinnings: no large private sector employers and no destination or regional attraction.
10. Provide useful goods and services for nearby residents.
11. Hotel conference center is a viable use downtown: full service, 250-300 rooms, 20,000-25,000 sf conference center.
12. Current vacancy rates are a concern: Vacant storefronts along College.
13. Retail Mix: Be strategic about bringing in national retail that doesn't compete with existing local businesses.
14. Reinforce and strengthen current successful ambiance and vibrant energy that exists downtown: encourage a variety of restaurants.
15. Strengthen civic center and public facilities area downtown; Emphasize arts and cultural uses.
16. Reinforce support for small merchants and downtown.
17. Reinforce downtown as a sense of home for downtown and adjacent neighborhood residents – compatibility and transition areas with neighborhoods are important.
18. Encourage more downtown housing – Look at how and where density is appropriate.
19. Create better employment opportunities downtown-jobs influence residential uses and vice-versa.
20. Clarify role of recreation downtown- paintball, skateboarding, kayaking, boating, fishing (this is separate from entertainment).

A. TRANSPORTATION ISSUES

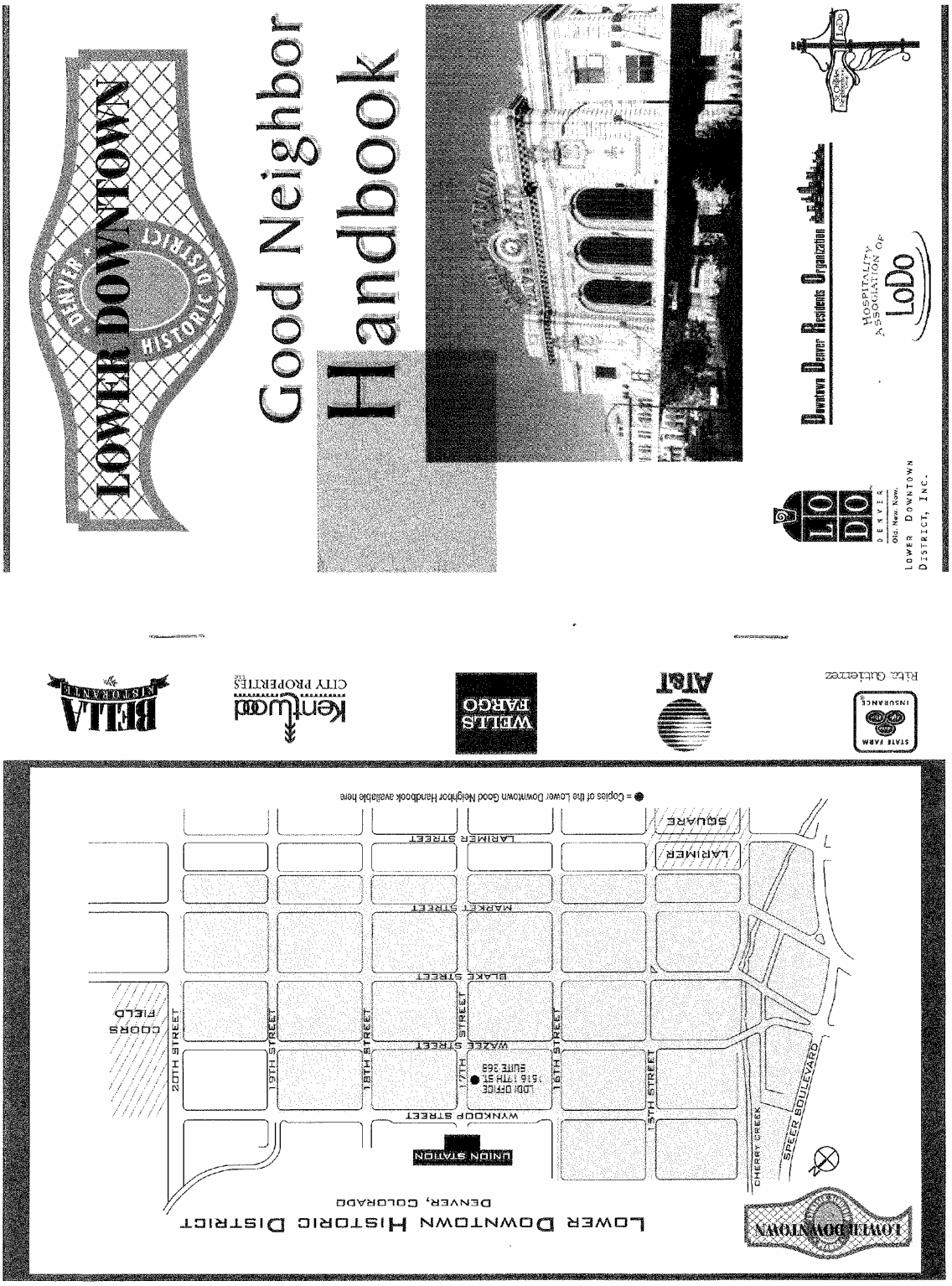
21. The redesign and construction of Mason Street will impact access to downtown.
22. The update to the *Transportation Master Plan* and *City Plan* will affect downtown transportation. The overall City issues must be addressed.
23. Parking has always been an issue and will continue to be. Pay versus non-pay parking is a critical issue.
24. Safe pedestrian access from parking to destination is important.
25. Increase bike access to downtown, especially east/west: this is important to bring employers downtown.
26. Freight/delivery systems affect downtown; downtown management should determine when freight and deliveries can be made.
27. Location, condition, and capacity of infrastructure and utilities will affect future level of development.
28. Increased downtown development will increase overall traffic.
29. Parking management needs to be strengthened and enforced.
30. Pedestrian/bike connections to CSU have many physical barriers. This should be addressed.
31. CDOT truck traffic and traffic flow issues along Riverside Avenue are in conflict with existing on-street parking. This is an important issue to resolve relative to downtown development.
32. Commuter rail is proposed along Riverside Avenue tracks and is the proposed end-of-the-line. The connection with Mason Street station is critical.
33. Public parking facilities are important to the parking analysis. These must be kept separate from private lots and garages.
34. Provide ample amount of parking. The current 11,000 spaces are a resource for downtown success.
35. The impact of the downtown floodplain on the utilities needs to be defined and clarified.
36. Wayfinding is an issue from the south to the north end of town as well as from I-25.

B. URBAN DESIGN/LAND USE ISSUES

37. Connection from downtown to area across Jefferson Street, railroad tracks, and river is important. Currently it is limited to three existing crossings.
38. Determining the best use of area east of the railroad tracks, including golf course, is critical. This area should complement, not compete with downtown.
39. Location and type of retail uses that serve downtown and neighborhood residents are important.
40. Protect and emphasize great historic architecture. The 3-4 story height of these buildings provide good pedestrian scale. Historic architecture should not minimize modern architecture; they should be integrated.
41. Building heights in downtown relative to historic buildings and allowable building heights in certain zones could be in conflict. The relationships between these areas need to be planned.
42. River guidelines determine type of development and orientation of development to the river, and, therefore, the relationship to downtown.
43. The river is a natural amenity. The plan must address how to gain pedestrian access from downtown.

44. Plazas and public spaces are important for downtown: a better understanding of the purpose of each of these areas is important as well as to determine ways to unify their appearances.
45. Maintenance and cleanliness downtown are ongoing issues that need to be addressed.
46. Wayfinding into downtown from I-25 is not clear. The plan must address where the downtown gateway should be. Address wayfinding route from south and north Fort Collins as well.
47. Define how the 100-year Floodplain Area influences future downtown development, especially across railroad tracks, across river and at golf course. The floodplain has two different regulatory agencies.
48. Civic and public facilities are important to downtown. These must be included within the project analysis.
49. Connection with CSU is important: determine how to gain pedestrian access between campus and downtown.
50. Public restrooms downtown are highly needed.
51. Consistent street/streetscape design criteria does not exist; this would help unify downtown.
52. Homeless issues -- relative to where they congregate and shoppers' perceptions -- needs to be reviewed. This may be a downtown businesses management issue.
53. Update to *City Plan* is currently being completed. This plan must keep overall City issues in mind.

Figure 2. 8 Lower Downtown Good Neighbor Handbook



For More Information

Lower Downtown Neighborhood Groups

Downtown Denver Residents Organization (DDRO)

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St. Charles Neighborhood Group

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May 24, 2000

Dear LoDo Neighbor:

Whether you're a long-time resident, business or property-owner, or a newcomer to Lower Downtown, being a Good Neighbor makes it possible for all of us to live and prosper together. Being a Good Neighbor also helps to preserve the sense of community that we've achieved in Lower Downtown. Being a Good Neighbor means that we care for and respect each other.

This Good Neighbor Handbook is intended to provide an understanding of what Good Neighbors are, and the expectations for us to be Good Neighbors. It also provides information on resolution of conflicts that may occur when we do not act as Good Neighbors.

An important principle contained in the Lower Downtown Neighborhood Plan is, "To enhance livability among residential, business/office, commercial, and retail uses." The Plan also indicates that the means to achieve this principle is through a Good Neighbor Policy:

"Provide for voluntary, community-based resolution of nuisances. Create and administer a Good Neighbor Policy for issues pertaining to security, noise, management of patrons in public areas, and trash pick-up." (Policy U2.l)

The preparation of this Good Neighbor Handbook has been a joint effort of four groups representing various constituencies in Lower Downtown: Downtown Denver Residents Organization (DDRO), Hospitality Association of LoDo (HAL), Lower Downtown District, Inc. (LDDI), and St. Charles Neighborhood Group. It reflects the desire and intentions of the residents, business owners and operators, and property owners of Lower Downtown to be Good Neighbors to one another, to visitors, and to the City of Denver.

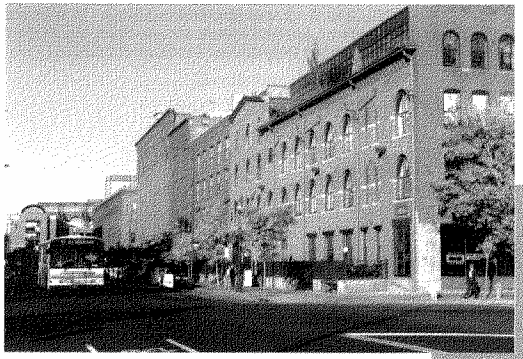
Sincerely,

President, DDRO Board of Directors

President, HAL Board of Directors

President, LDDI Board of Directors

President, St. Charles Neighborhood Group Board of Directors



THIS HANDBOOK IS . . .

This Good Neighbor Handbook seeks to provide an understanding of what are Good Neighbors, and what expectations there are for each of us in order to live and work together successfully in Lower Downtown. The handbook should be used to determine whether our actions are in the realm of being a Good Neighbor. In addition, ways to prevent disagreements and conflicts amongst neighbors are identified. These encourage neighbors to work together for resolution (Look in Chapter 1).

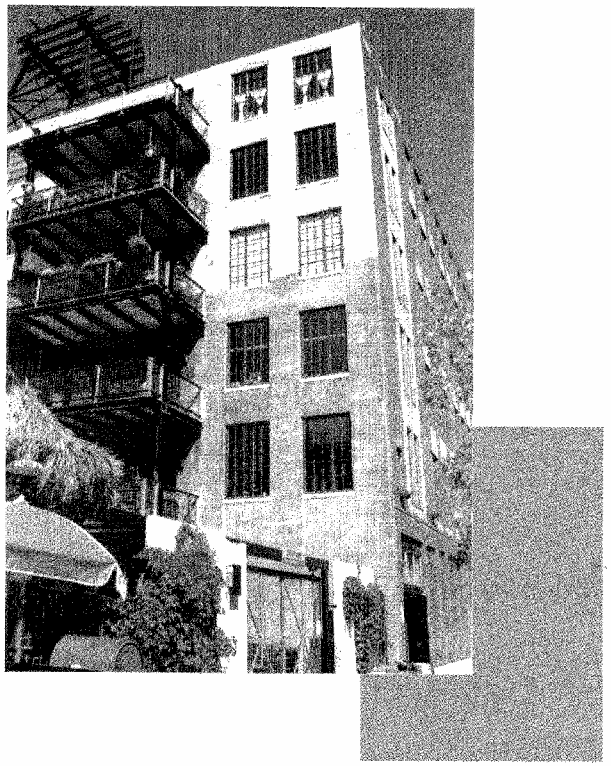
The Good Neighbor Handbook also identifies specific resources that are available for the resolution of issues that cannot be resolved amongst neighbors. The handbook should be used as a guide to obtaining outside assistance, and particularly indicates "how to get started" on a process for resolution (Look in Chapter 2).

The Good Neighbor Handbook outlines some specific recommendations for developing and operating a restaurant in Lower Downtown, specifically actions that may be taken before opening, and then after opening (Look in Chapter 3).

Area of Influence of the Good Neighbor Handbook

The area of influence of this Good Neighbor Handbook is the Lower Downtown Historic District. The boundaries of the District are Wynkoop and Wazee streets (at 19th Street) on the north, 20th Street on the east, the alley between Market and Larimer streets on the south, and Cherry Creek and Speer Boulevard on the west (See map on back cover).

Although the area of influence of this handbook is the Historic District, it is anticipated that residents and business owners and operators immediately adjacent to, but outside of the District, will similarly act as good neighbors.



1 BEING A GOOD NEIGHBOR IN LOWER DOWNTOWN

Expectations for Living and Working Successfully Together

Lower Downtown is a unique neighborhood. It is a tightly-knit mix of residential, office, commercial, industrial, and art and entertainment uses. Because of the close proximity to one another, residents, business owners and operators, and property owners must realize that the neighborhood is different and takes some getting used to.

Lower Downtown is not a suburban neighborhood - at times, it may be noisier than expected, its sidewalks may be more crowded than anticipated, and there may be trucks and more cars on our local streets than desired. There are dark alleys, and a grittyness left over from Lower Downtown's long history as the region's warehouse and mercantile district. There are also the most modern of new offices and residences. All of this makes Lower Downtown so unique.

Common courtesies and a sincere desire to make the neighborhood the best place to live and work are required. Hopefully, all who want to call Lower Downtown home will be cognizant of some basic expectations for living successfully together. These include:

- Seeing and accepting differences
- Understanding that there may be another side to an issue
- Being responsible to others
- Considering the community good as well as our own
- Participating rather than leaving to others

During the preparation of the Lower Downtown Neighborhood Plan, participants in the planning process expressed their desire that the existing variety of uses in the neighborhood be maintained. In addition, there was concern that no single use be allowed to dominate, driving other uses out through failure to manage any negative effect from the mix of uses.

Recommendations for Being a Good Neighbor

This Good Neighbor Handbook provides an awareness of our obligations in working and living together in Lower Downtown. The Handbook does not establish rules to live by, but does outline expectations and recommended actions for being a Good Neighbor. Some examples of being a Good Neighbor include:

- Everyone should pick-up and dispose of debris (cans, bottles,

cigarettes, papers) from sidewalks, gutters, and alleys abutting their property every day.
- Remove snow and ice from your sidewalks, alleys, and driveways within 24 hours of a storm.
- Be considerate of noise impacts to neighbors, particularly after 10:00 PM on weekday nights and 12:00 PM on weekend nights.
- Remove graffiti immediately.
- Clean-up sidewalks, streets, alleys, and open spaces after your pets.
- Maintain streetscape elements in clean, safe and useable condition. Keep trees and plants healthy. Provide elements and equipment where needed on your block.
- Be responsible for your visitors and patrons while enjoying Lower Downtown. Where visitors or patrons are likely to get out of hand, provide security guards, off-duty police or other methods of control.
- Keep watch over the neighborhood, and report suspicious activities to District 6 police.
- Prevent pollution of Cherry Creek by keeping chemicals, used motor oil, excess construction materials and cleaning wastes out of floor drains, storm drains and off paved surfaces.
- Smile and say "Hello" to your neighbors, particularly those who have just moved into the neighborhood.
- Keep alleys clean around dumpsters - leaving clear passage for vehicles.

Role of Neighborhood Organizations

This Good Neighbor Handbook has been endorsed by the governing boards representing the various constituencies in Lower Downtown: Downtown Denver Residents Organization (DDRO), Hospitality Association of LoDo (HAL), Lower Downtown District, Inc. (LDDI), and St. Charles Neighborhood Group. The Handbook defines the role of these organizations as being advocates for good neighborliness and the processes for conflict resolution that are identified herein. The organizations may also act as facilitators and provide guidance in accessing available resources (Look inside front cover for information on contacting neighborhood organizations).

Suggestions for Preventing Conflict

It is important to understand that differences within the neighborhood may sometimes occur. The most important step in preventing a difference from becoming a conflict is to make sure that all parties share the same definition of the situation. In order to do this, each party may first need to understand how others perceive the encounter. In addition, all parties need to understand each other's interest in resolving the situation. By doing this, the risk of the situation being interpreted differently is decreased and meaningful dialogue on the resolution can begin.

2 IF A CONFLICT ARISES / RESOURCES FOR RESOLUTION

What If We Don't Act as Good Neighbors?

With the intensity of the mix of uses in Lower Downtown, there may be instances when good neighborly behavior is not practiced, or when expectations of good neighborliness are not met. In these instances, conflict arises. The joy of living and working in Lower Downtown is threatened. Unchecked, the initial dispute may spread and become a major issue in the neighborhood, adversely affecting the quality of life and property values, and the desirability for attracting future development.

It is also important to understand that conflict may not always be prevented. Conflict brings the disagreement into the open, allowing the parties to mutually resolve their differences. Thus, attention in the neighborhood must focus on making constructive change for any conflicts that arise. In this way, conflict and its resolution may be both healthy and productive.

RESOURCE FOR RESOLUTION #1 -

Person-to-Person Dialogue

Conflict in the neighborhood can be highly emotional. Emotions may confuse the ability to clearly define the issue and what is really wanted from the resolution of the situation. When either of these is interpreted differently by those involved, conflict will surely arise.

Often, an early-on, open, person-to-person dialogue with the other party(ies) to the conflict is an effective means to its resolution. This early action provides an informal opportunity for positive change to result from the conflict without it escalating to a more serious and difficult type of disagreement to be resolved.

The process of person-to-person dialogue in resolving conflict includes:
- Identification of mutual interests and concerns for each party to the dispute - What are 'their' interests, what solution will work for all parties involved?
- Separation of the personality of the parties from the problem.
- Avoidance of any party to 'taking a position.'

In the conduct of a person-to-person dialogue, it may be desirable or appropriate to utilize a representative of one of the neighborhood organizations to act as the facilitator for the interaction.

Where conflicts arise in a mixed-use or residential building, there may be recourse with the governing board (often a Homeowner's Association Board) and bylaws of the organization. Contact a member of the governing board, or the building management company, to learn about building rules and options for resolution of issues.

RESOURCE FOR RESOLUTION #2 -

Enforcement of City Ordinances and Regulation

The City and County of Denver has adopted ordinances and regulations pertaining to many potential issues in the neighborhood. For information on these ordinances and regulations, or to report potential violations, call these numbers:

Animal Control	303-698-0076
Code Enforcement	303-640-7900
Disability Commission	720-913-8480
Drugs/Narcotics	303-640-3784
Environmental Health (Noise Complaints)	303-285-4053
Excise and License (Liquor License Issues)	303-640-2064
Graffiti Removal	303-640-7867
Housing Services	303-831-1935
Human Services	720-944-3666
Keep Denver Beautiful	303-640-2900
Land Use	303-640-2736
Office of Neighborhood Response	303-640-5827
Parks/Open Space	303-964-2500
Parking	720-913-1720
Public Works	303-640-2561
Recycling	303-640-1675
Sewers/Flooding	303-446-3500
Street/Alley Cleaning	303-640-3501
Traffic/Transportation	303-640-3958
Trash Collection	303-640-2136
Trees	303-964-2480
Water Department	303-628-6000
Zoning	303-640-2191

RESOURCE FOR RESOLUTION #3 -

Neighborhood Inspection Services

Neighborhood Inspection Services is a program of the City and County of Denver. Its purpose is to protect the quality of life within Denver neighborhoods by seeking compliance with Denver code requirements concerning interior and exterior property maintenance.

The program inspects residential and business properties to assure code compliance, particularly focussing on abandoned and neglected buildings, hazardous sidewalks, sidewalk snow removal, exterior storage and the maintenance of properties, sidewalks, alleys and streets, unsanitary or dangerous buildings, and the inappropriate use of property. Neighborhood Inspection Services seeks citizen awareness of code requirements to gain voluntary compliance.

For additional information on the Neighborhood Inspection Services program, call 303-640-7900.

RESOURCE FOR RESOLUTION #4 -

Denver Mediation Center

The Denver Mediation Center is a project of the City and County of Denver Office of Neighborhood Response. Its purpose is to provide neighborhood group facilitation for conflict resolution, and to create positive and lasting solutions to conflict. This is done through the involvement of professional, trained mediators with experience in the resolution of community conflict.

Mediation is informal and simple. It usually costs $10.00 per party. The Center utilizes a constructive process that encourages open and honest communication, clarified expectations, and lasting resolutions. Mediation provides opportunity for the parties to discuss the issues, develop options, and find solutions in a safe environment. All information and records are confidential. The parties participate in writing their agreement.

The mediators are neutral, they do not take sides or make decisions for either side. They provide the tools and procedures necessary to maintain communications amongst the parties. They do not represent the City of Denver.

For more information, contact the Denver Mediation Center at 303-640-1108.

RESOURCE FOR RESOLUTION #5 -

Liquor License Mediation

The regulation of liquor licenses in controlled by the State of Colorado. The Colorado Legislature has granted to the City and County of Denver Director of Excise and Licenses the administration of this function. In April, 1997, mediation procedures for resolution of complaints caused by liquor licensed establishments from neighbors or business owners in the area were adopted. The Director of the Department of Excise and Licenses determines what type of action to take, including mediation.

The mediation process was adopted to enable opposing parties the opportunity to present their differences before a neutral mediator and work towards a mutually agreeable resolution. Mediation is scheduled between the licensee and the complaining parties. When reached, the terms of the resolution can become a part of the licensee's license and may be enforceable by the department.

If no resolution can be reached, the Department can set a show cause or renewal hearing. Mediation seeks to avoid this action. Since its adoption, the mediation procedure has been used to successfully resolve a number of liquor license complaints.

For more information on the liquor license mediation process, call the City and County of Denver Director of Excise and Licenses at 303-640-2064.

RESOURCE FOR RESOLUTION #6 -

Neighborhood Police Officers

The Neighborhood Police Officers program is specifically intended to resolve ongoing, non-emergency situations that may arise in a neighborhood. For example, a reoccurring evening noise nuisance, suspected drug dealing, or excessive trash on the sidewalk that is not removed. Working with the complaining party, the police officers will develop a strategy to 'attack' the causes of the situation in order to bring to it a lasting resolution.

The Police Officers Program for the Lower Downtown neighborhood is headquartered at the District 6 station, 1566 Washington Street. You can contact the program by calling Sgt. John Speeze at 303-461-9880. The officers in the program, Craig Feldman and Paul Hoskins, are primarily available to provide assistance between the hours of 3:00 PM and 1:00 AM.

3 DEVELOPING AND OPERATING A RESTAURANT IN LOWER DOWNTOWN

Before you open:

1. Understand that this is a neighborhood and that being a part of the neighborhood means accepting certain responsibilities.

2. Meet with neighborhood groups including the Lower Downtown District Inc., St. Charles Neighborhood Group and the Downtown Denver Residents Organization prior to applying for a liquor license. Work out problems in advance of the hearing.

3. Meet with District 6 police to understand the security needs that you may have.

4. Become familiar with noise and nuisance ordinances that might apply to your establishment.

5. Consider the effects of your exhaust on neighbors when designing exhaust systems.

6. Consider that you have neighbors when scheduling construction activity.

After you open:

1. Consider that your neighbors might be sleeping when you're closing your establishment:

    - Empty trash during the day rather than early in the morning
    - Empty glass recycling during the day rather than early morning
    - Don't crank up the music when cleaning up if the patio music is hooked into the main system

2. Clean up the sidewalk in front of your establishment every morning.

3. Keep the area around your dumpsters and grease barrels policed and clean. Don't overfill dumpsters. Don't use anyone else's dumpster besides your own.

4. Realize that the alleys are used by everyone for delivery and access. Do not block alleys unnecessarily.

5. Assure that your valet company is acting responsibly. Try to organize or join a communal valet for the entire block rather than setting up individual service.

6. Join the Hospitality Association of LoDo and the Lower Downtown District, Inc. and participate in neighborhood issues.

7. Ask the closing crowd to disperse as quickly as possible from in front of your establishment and to minimize the amount of noise they make.

8. Be aware of the parking issues of Lower Downtown. Vehicles may not be parked at meters for longer than 2 hours at a time without being moved at least 100 feet. Encourage your staff to use mass transit and/or car pool.

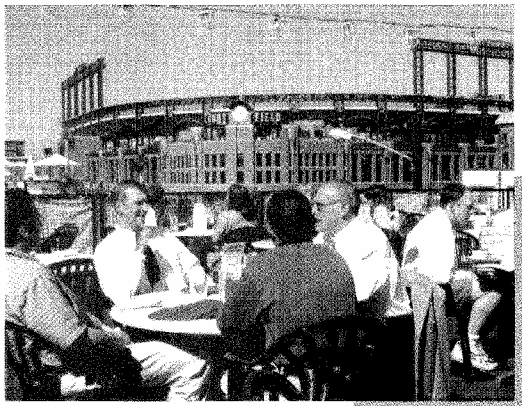
9. Most importantly, communicate with your neighbors when there are problems.

QUESTIONS

How To Obtain Copies of this Handbook

If you have any questions about the handbook or how to follow-up with any of the activities described, or if you would like to obtain a copy, please stop by the Lower Downtown District, Inc. office at 1616 17th Street - Suite 368, Denver, CO 80202 or telephone 303-628-5428. Copies are free. We're happy to talk with you, or give you a copy of the Good Neighbor Handbook.

SEE MAP ON BACK PAGE



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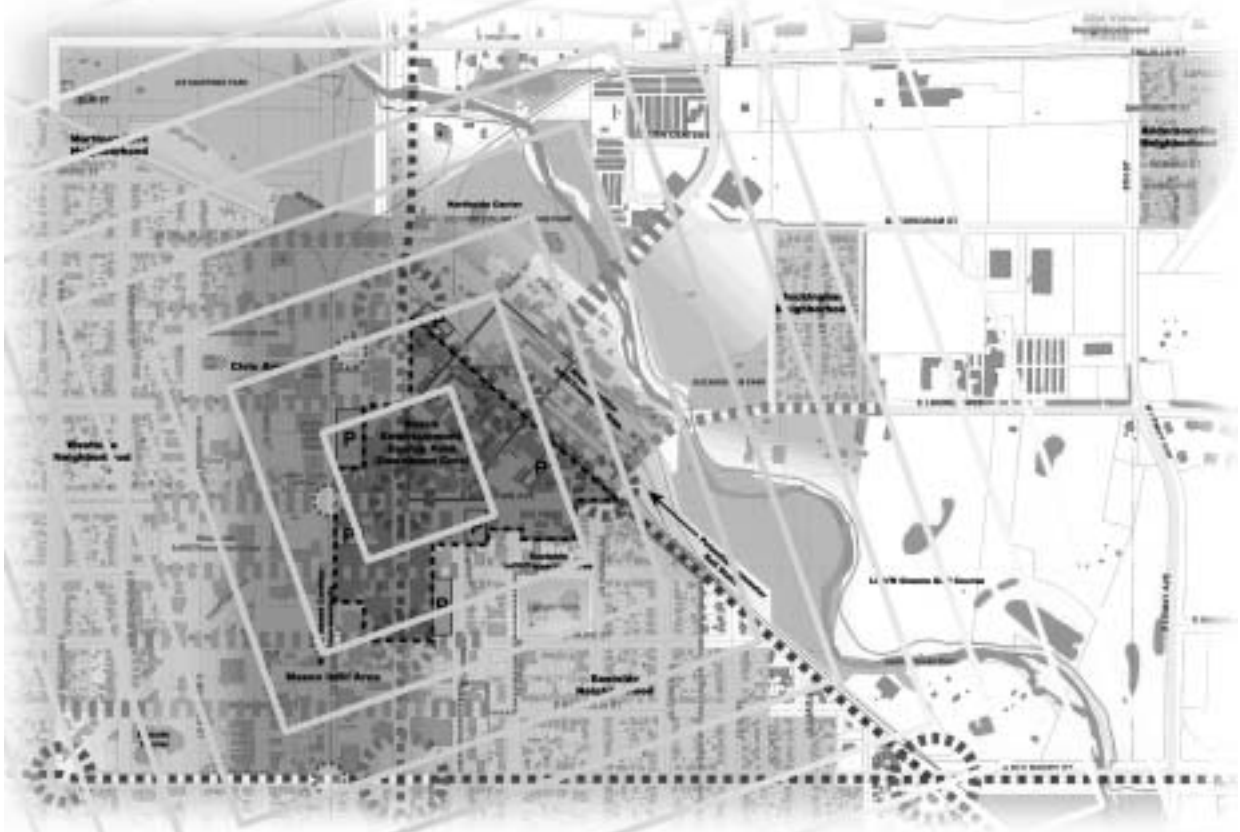
FORT COLLINS
Downtown
STRATEGIC PLAN

III. Market Analysis



DOWNTOWN BUSINESS ASSOCIATION

dda DOWNTOWN DEVELOPMENT AUTHORITY

City of Fort Collins

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Section III - Market Analysis

ECONOMIC PROFILE

An analysis of the demographic composition of neighborhood area residents and employees provides the most accurate description of the target markets generating the demand for Downtown's business products and services.

The following analysis is based upon recent data compiled from Fort Collins zip codes 80521, 80524, 80525 and 80526 and Census Tract 1 (Figure 3.1).

The *Downtown Strategic Plan* study area boundaries are roughly Whitcomb Street on the west, Vine Drive on the north, Linden Street, Buckingham Street, 1st Street, East Lincoln Avenue, and Lemay Avenue on the east and Mulberry Street on the south. Census Tract 1, which falls mostly within the study area boundary with the exception of eight blocks to the south of Mulberry Street, will be used to define the Downtown area for the purposes of this analysis (Figure 3.2).

Residents

Between 1990 and 2000, the Downtown area population increased by 8.8%. During the same period, Fort Collins grew by 35.2%, or an average of 2.9% annually. The City estimated the 2002 Fort Collins population at 126,848. Citywide household growth of 36.1% far outpaced the 1.6% growth of the Downtown core. Household sizes did not change between 1990 and 2000, with smaller households (1.7 persons), and a city household size of 2.4 persons. Within the Downtown core, the population is getting younger, moving from a median age of 29.5 in 1990 to 28.4 in 2000. The Downtown female population decreased by 3%. African American, American Indian and Hispanic populations increased, yet are a very small segment of the Downtown population. Additionally, the Downtown Asian population decreased by 25%, but grew by 40.5% throughout the city. The city's Hispanic population grew by nearly 68%, reflecting a statewide increase. The median age of Fort Collins residents is 28 (Figure 3.3).

North vs. South

An analysis of the north and south districts of Fort Collins (as defined by zip codes 80521 and 80524 located north of Prospect Road, and zip codes 80525 and 80526 located south of Prospect Road) shows the population south of Prospect growing by nearly 39% between 1990 and 2000, more than twice the growth of the northern part of the city. During the last decade, much residential and commercial growth occurred in the southern part of the city. Households south of Prospect tend to be slightly larger than those to the north. The four zip codes encompass a larger area than census-defined city boundaries, yet certain trends are evident through comparison of north and south (Figure 3.4).

The presence of a large number of 18- to 24-year olds attending CSU and living in the immediate area of the university is reflected in the median age for zip codes north of Prospect Road. South of Prospect Road, at least 20% of the population is under 15 years of age (Figure 3.5).

North of Prospect Road, median household incomes fall below the Fort Collins median, while those incomes to the south are at least 22% higher than the city median (Figure 3.6).

Figure 3. 1 80521, 80524, 80525 and 80526 Fort Collins, Colorado Zip Codes
Source: 2000 Census

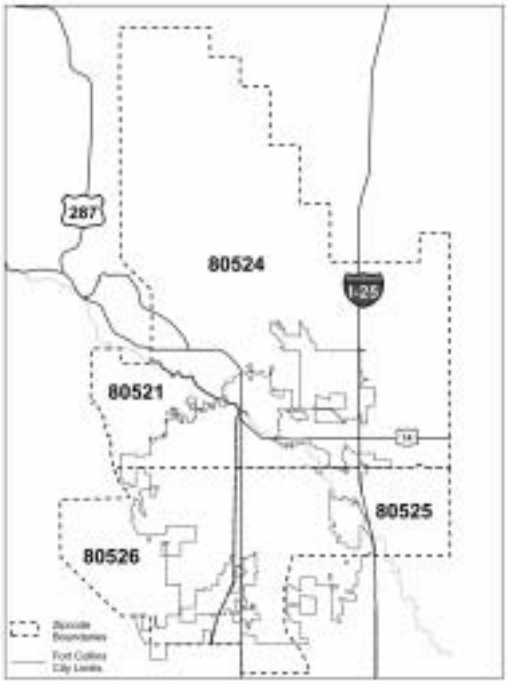


Figure 3. 2 Census Tract 1 Fort Collins' Downtown Core
Source: 2000 Census

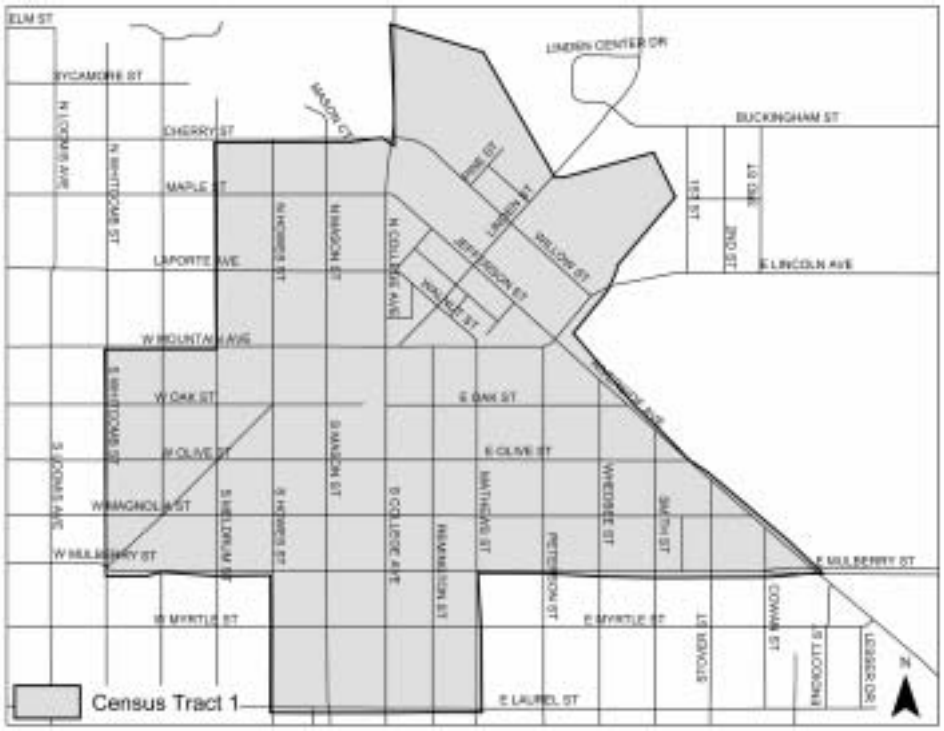


Figure 3. 3 Downtown Core and Fort Collins Demographic Summary: 1990-2000

Source: 1990 and 2000 Census

	Downtown Core			Fort Collins			Colorado		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Population	2,284	2,485	+8.8%	87,758	118,652	+35.2%	3,294,394	4,301,261	30.6%
Households	1,333	1,355	+1.6%	33,689	45,882	+36.1%	1,282,489	1,658,238	29.3%
Average HH Size	1.7	1.7	0%	2.4	2.4	0%	2.5	2.5	0%
Median Age	29.5	28.4	-1.1%	27.8	28.2	+0.4%	32.5	34.3	+1.8%
Gender									
Male	1,089	1,326	+21.7%	43,512	59,593	+36.9%	1,631,295	2,165,983	+32.7%
Female	1,195	1,159	-3.0%	44,246	59,059	+33.4%	1,663,099	2,135,278	+25.8%
Race & Ethnicity									
White	2,139	2,219	+3.7%	81,877	106,347	+29.8%	2,905,474	3,560,005	+22.5%
African American	12	32	+166..7%	856	1,213	+41.7%	133,146	165,063	+23.9%
American Indian	12	22	+83.4%	459	715	+55.7%	27,776	44,241	+59.2%
Asian	44	33	-25.0%	2,098	3,091	+40.5%	59,862	99,834	+66.7%
Other	77	179	+132.4%	2,468	7,286	+195.2%	168,136	309,931	+84.3%
Hispanic Origin	183	242	+32.7%	6,197	10,402	+67.8%	424,302	735,601	+73.3%

Figure 3. 4 Zip Codes 80521, 80524, 80525 and 80526 Demographic Summary: 1990-2000

Source: 1993 and 2002 ESRI BIS Sourcebook of Zip Code Demographics

	North of Prospect Road			South of Prospect Road		
	1990	2000	% Change	1990	2000	% Change
Population	51,263	60,883	+18.7%	60,408	83,912	38.9%
Households	19,321	23,203	+20.0%	23,244	32,578	+40.1%
Average HH Size	2.4	2.4	0%	**2.6	***2.5	-0.1%
Race & Ethnicity						
White	47,146	53,372	+13.2%	57,362	76,738	+33.7%
African American	548	572	+4.3%	365	713	+95.3%
Asian	1,186	1,245	+4.9%	1,110	1,973	+77.7
Other*	2,383	5,694	+138.9%	1,571	4,488	+185.6%
Hispanic Origin	4,773	7,589	+59.0%	3,372	5,787	+71.6%

*Includes American Indian. **1992 estimates. * **2001 estimates

Figure 3. 5 Zip Codes 80521, 80524, 80525 and 80526 Age Distribution by Percent of Population: 2000

Source: 2000 Census

	North of Prospect Road		South of Prospect Road	
	80521	80524	80525	80526
Under 15	11.9%	18.6%	20.7%	21.5%
15 to 24 years	44.1%	16.1%	15.4%	19.6%
25 to 34 years	16.7%	15.5%	15.4%	16.4%
35 to 44 years	10.3%	15.4%	16.6%	17.1%
45 to 54 years	7.6%	14.4%	15.2%	13.5%
55 to 64 years	3.6%	8.8%	7.1%	5.7%
65 and over	5.9%	11.3%	9.7%	6.0%
Median Age	**23.3**	**34.9**	**33.9**	**29.9**

Figure 3. 6 Zip Codes 80521, 80524, 80525 and 80526 Household Income by Percent of Total Households: 2001

Source: 2002 ESRI BIS Sourcebook of Zip Code Demographics

	North of Prospect Road		South of Prospect Road		*Fort Collins
	80521	80524	80525	80526	
$100,000 or More	6.8%	11.0%	23.2%	18.9%	12.5%
$50,000 to $99,999	21.8%	27.9%	34.6%	35.5%	32.0%
$25,000 to $49,999	24.9%	27.9%	23.3%	24.4%	28.1%
$15,000 to $24,999	13.3%	13.0%	8.8%	8.5%	12.8%
Less Than $15,000	33.2%	20.3%	10.0%	12.7%	14.6%
Median HH Income	$27,790	$38,027	$58,786	$54,343	$44,459
Per Capita Income	$14,824	$21,061	$30,145	$26,100	**$29,178

**2000 Census. **2000 Bureau of Economic Analysis.*

Educational Attainment

Fort Collin's population is highly educated. According to recent Census information, 48.3% of those 25 years and over have earned a bachelors degree or higher.

Students

The current generation of Colorado State University (CSU) students brings the most disposable income and sophisticated spending patterns in CSU's history. According to Campus Concepts, a Baltimore college marketing and advertising firm, the spending power of college students nationwide is estimated at more than $90 billion. Full-time, four-year enrollees spend an estimated $30 billion, including $23 billion on essential purchases, such as rent, food, transportation and tuition, and $7 billion on nonessential "beer and pizza" discretionary items.

In 1999, the *Student Monitor*, a nationally syndicated market research study, found the average American university student bought items shown in Figure 3.7.

National surveys have also found increasing sophistication levels among the products consumed by college students. According to the publisher of The Source, a college-oriented cultural magazine, college students will remark, "I want the best shirt. Not just a shirt, but the best shirt – They don't want just jeans and a T-shirt." Surveys by CollegeTrack, a marketing firm, conclude that "College students are consumers just like any other adults, but marketers don't see them in that way."

Between 1997 and 2001, the total CSU student population grew by 7.8% to 23,934. 7,044 students enrolled for the 2001 summer session. Graduate and professional veterinary medicine students accounted for roughly 17% of the total student population. During the same period, minority student populations increased by 0.7% to 11.5% (Figure 3.8).

In Fall 2001, 92% of the 3,720 newly-enrolled, first-year freshmen and 24% of the undergraduates lived on-campus, while 76% of undergraduates lived off-campus. The average age of a full-time, first year student was 18, while the average age of all undergraduate students was 21 (Figure 3.9).

Undergraduate Expenses

A full-time student can expect to spend anywhere from $12,000 to over $22,000 per 9-month academic year on school-related expenses (Figure 3.10).

University Workforce

Between 1997 and 2000, the university workforce increased by 9.7% to 5,700. State classified employees, who make up roughly 39% of CSU's workforce, fill administrative, technical, trade and professional positions. For 12 months out of the year and during a normal workweek, this group of employees is the most likely to be on campus full-time, (Figure 3.11). Between 1997 and 2001, this employee category grew by more than 20%.

State Classified employees median incomes range from $28,938 to $46,980. Faculty makes up 27% of the employee population. The mean salary range for full, associate and assistant professors combined on regular, tenure-track appointments was $69,211 for a 9-month basis of service and $89,992 for a 12-month basis of service. Taken as a whole, the employee groups have some potential for spending for Downtown shops, services and restaurants (Figure 3.12). A mid-90s study, which attempted to measure CSU's impact on the Fort Collins metro area economy, found CSU pumped an estimated $530 million into the local economy by way of university spending, employee and student household spending, visitor spending, and various taxes.

Figure 3. 7 Average Monthly Spending by College Students: 1999

Source: American Demographics/Student Monitor 1999

Item	Avg Spent per Month
Apparel	$68
Dining Out	$56
Entertainment	$55
Food at Home	$42
Music	$26
Books/Leisure	$23
Toiletries/Personal Care	$22
School Supplies	$18
Software	$10
Cleaning Supplies	$9

Figure 3. 8 Colorado State University Total Student Population: Fall, 2001 Enrollment

Source: Colorado State University Office of Budget and Institutional Analysis

Ethnicity	Enrolled Students	Percentage of Total Population
Asian American	638	2.6%
African American	415	1.7%
Hispanic	1,312	5.4%
Native American	279	1.1%
Other	784	3.2%
White	19,591	81.8%
International	915	3.8%
Total	**23,934**	

Figure 3. 9 Colorado State University Undergraduates: 2001 - 2002 School Year

Source: Colorado State University Office of Budget and Institutional Analysis

	First-time, first-year (freshman)	Undergraduate students
Live in college-owned, -operated or -affiliated housing	92%	24%
Live off campus or commute	8%	76%
Students age 25 and older	0%	12%
Average age of full-time students	18	21
Average age of all students (full- and part-time)	18	21

Figure 3. 10 Colorado State University Typical Undergraduate Expenses: 2002 - 2003 School Year

Source: Colorado State University Office of Budget and Institutional Analysis

	Resident	Nonresident
Tuition and General Fees	$3,435	$12,705
Charges for Technology	$160	$160
Room and Board (on campus)	$5,920	$5,920
Books/Supplies (average)	$900	$900
Miscellaneous (average)	$2,000	$2,700
Total	$12,415	$22,385

Figure 3. 11 Colorado State University Employee Trends: 1997- 2001

Source: Colorado State University Office of Budget and Institutional Analysis

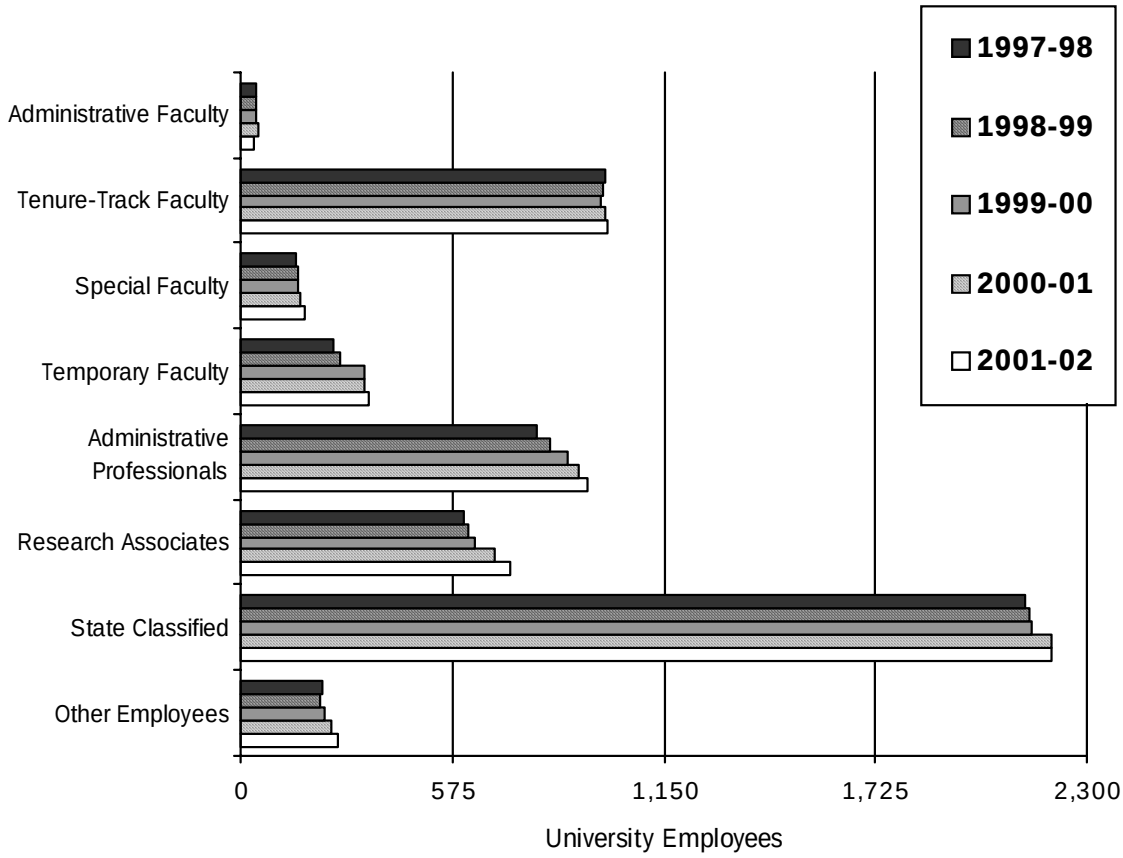


Figure 3. 12 2002 Incomes of Largest CSU Workforce Groups

Source: Colorado State University Office of Budget and Institutional Analysis

Group	Median Income
Faculty (All Ranks)	
Twelve-Month Basis of Service	$89,992
Nine-Month Basis of Service	$69,211
State Classified Employees	
Class H	$46,980
Class C	$34,968
Class G	$34,032
Class B	$32,994
Class D	$28,938

Net Taxable Sales

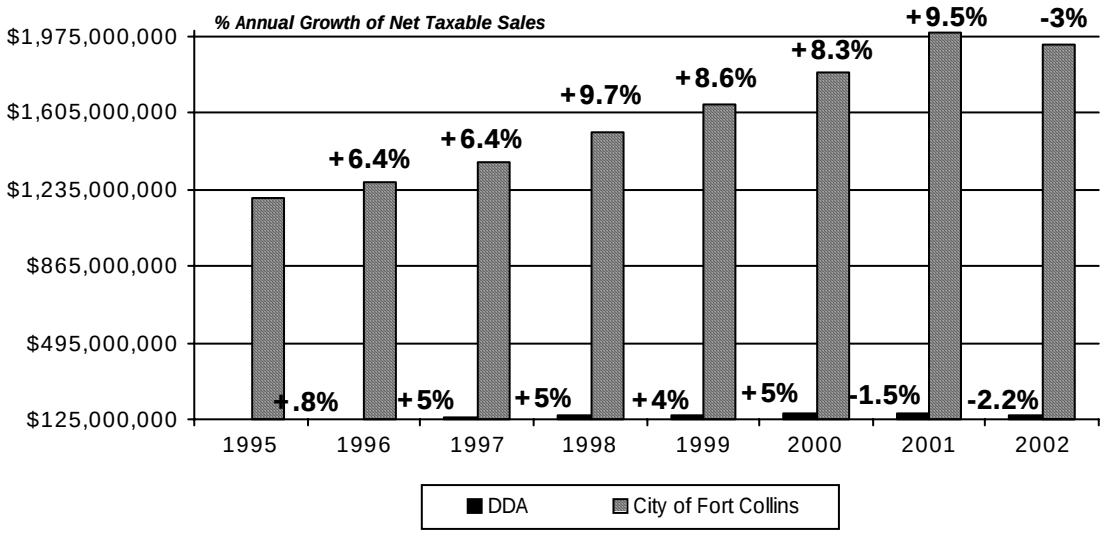
Between 1995 and 2001, net taxable sales for the City of Fort Collins and the Downtown Development Authority (DDA) increased 67% and 20% respectively, while decreasing several percentage points between 2001 and 2002 (Figure 3.13).

As net taxable sales increased through 2001, Downtown's market share of net taxable sales decreased from 10.6% in 1995 to 7.7% in 2002 (Figure 3.14).

Between 1995 and 2002, Downtown eating and drinking establishments consistently averaged around 30% of annual net taxable sales (Figure 3.15).

Figure 3. 13 DDA and the City of Fort Collins Net Taxable Sales* Trends: 1995 - 2002

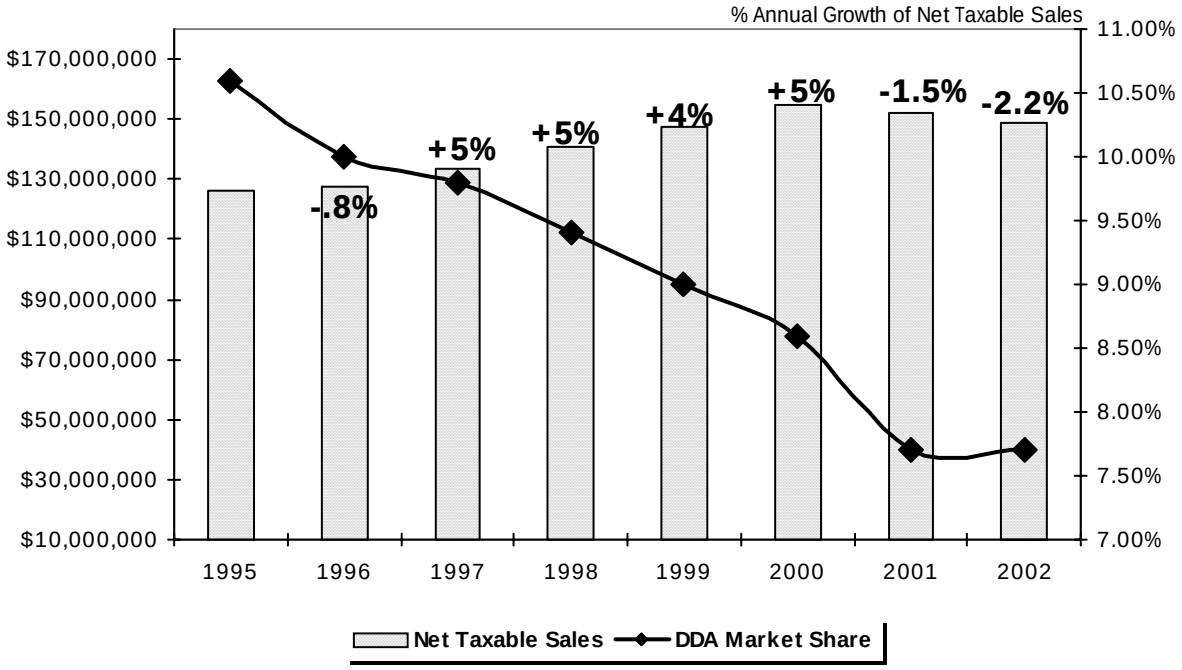
Source: City of Fort Collins Sales Tax Office, Colorado Department of Revenue



**does not include Super Wal-Mart*

Figure 3. 14 DDA Market Share of City Net Taxable Sales* Trends: 1995 - 2002

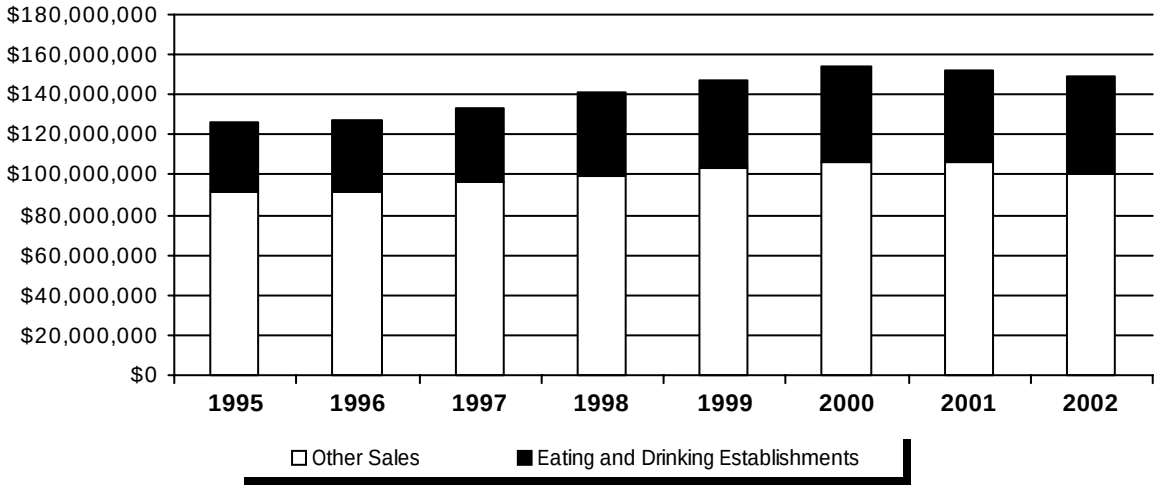
Sources: City of Fort Collins Sales Tax Office, Colorado Department of Revenue



**does not include Super Wal-Mart*

Figure 3. 15 Net Taxable Sales Trends Eating & Drinking Establishments and Other Sales in the DDA: 1995 - 2002

Source: City of Fort Collins Sales Tax Office



**does not include Super Wal-Mart*

Downtown's Amenities

Downtown Fort Collins has no single major attraction, but is home to a variety of unique attractions and events, providing opportunities for social, educational and cultural interaction against an attractive, historic backdrop (Figure 3.16).

Figure 3. 16 Downtown Fort Collins Attractions and Events

Sources: various

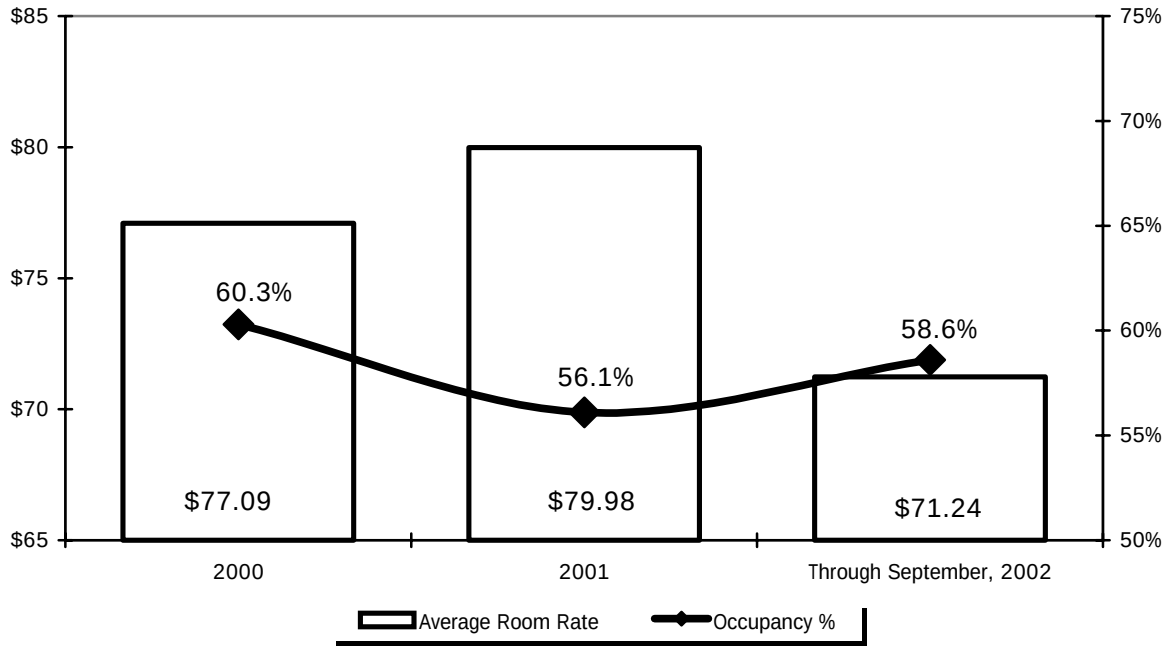
Fort Collins Museum	A regional center focusing on area history and culture. 2000 attendance: 24,579.
Fort Collins Main Library	2001 building traffic: 449,740.
Lincoln Center	A 1,500-seat performing arts center, home to the opera, theatrical performances and the chorale, contains three art galleries and conference facilities. 2001 attendance including events: 329,503, plus 75,600 visits to the Mulberry Pool on the same site.
Museum of Contemporary Art	Features two art galleries in a renovated 1911 post office. 2001 attendance: 15,000.
Old Town Square	Boutiques and retail services, eating and drinking establishments, and professional office space surround a public plaza in a renovated historic setting.
Colorado State University	23,000 students attend graduate and undergraduate courses; also known for agricultural, engineering and veterinary sciences research.
Downtown Business Association Events	DBA annually produces over 52 promotional event days: Colorado Brewer's Festival, First Night Fort Collins, New WestFest, afternoon and evening concert series, parades, and other activities; attracting over 500,000 people to Downtown from across the region.
Fort Collins Municipal Railway	The only original restored streetcar in operation in the western US. Annually carries 8,000 riders between City Park and Downtown.
The Farm at Lee Martinez Park	Depicts life on early 1900s farm; features farm animals, a farm museum, educational programming and horse and pony rides. Annually attracts 96,000 visitors.
Northside Aztlan Community Center	Community, recreation, and group activities annually draw about 157,000 visitors. New 2007 facility expects to draw 225,000.
Public Parks	Within walking distance of Downtown; Lee Martinez, library, Buckingham and Fort Collins Heritage Parks. Parks comprise 113 acres of green space.
Cache la Poudre River	Colorado's only nationally-designated "wild and scenic" river provides recreational opportunities as well as an attractive Downtown feature.

Convention/Hotel Market

Fort Collins has 28 hotels, motels, and bed and breakfast facilities with a total of 1,991 rooms. Only 18 rooms, available in 5 bed and breakfasts, are in Downtown Fort Collins. Currently, several outlying hotels, CSU facilities, (which include a stadium and arena) and the Lincoln Center provide the largest meeting and reception spaces near Downtown. A new hotel, with facilities to accommodate meetings in a unique, Downtown environment, could prove to be an asset. Demand for such a hotel could come from "intellectual tourists" attending conferences and seminars at CSU, business, and other visitors. A logical next step would be a formal feasibility study to adequately assess the need for a Downtown hotel and conference facility (Figure 3.17).

Figure 3. 17 Fort Collins Hotel Occupancy and Average Room Rates: 2000 - September, 2002

Source: Rocky Mountain Lodging Report



Employment

According to the 2000 Census, the education, health and manufacturing sectors combined to employ over 50% of Fort Collins' 66,000-person workforce. CSU and Poudre Valley Hospital, which are within several miles of the Downtown core, are among the largest employers. Fort Collins experienced a 5.1% employment growth rate through May 2002 (Figure 3.18).

Approximately 650 businesses, employing 8,300 employees, or roughly 12% of the Fort Collins workforce, are located within Downtown. City, county and federal government, professional and business services firms, and eating and drinking establishments employ 75% of all Downtown workers (Figure 3.19).

Figure 3. 18 Major Employers in the Downtown Area: January 2002

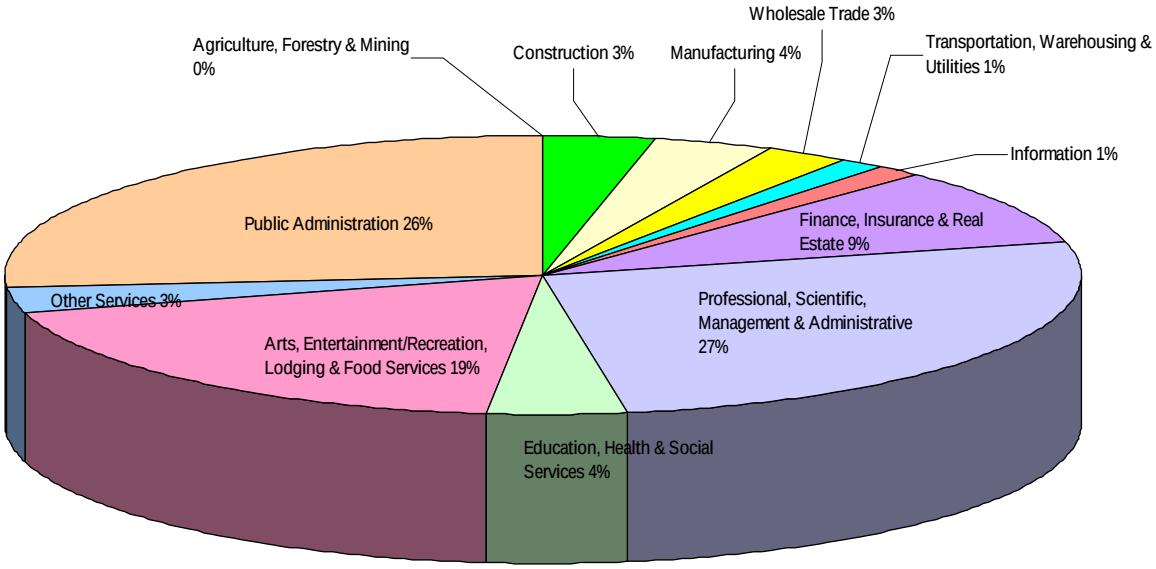
Source: City of Fort Collins Advance Planning Department

Employer Name	Employees	Product/Service
Colorado State University	*6,905	undergraduate and postgraduate university
Larimer County	1,300	county government
City of Fort Collins	1,300	city government
First National Bank	320	banking
Qwest Communications	227	telephone utility
Wells Fargo Banks	135	banking

**includes graduate assistants*

Figure 3. 19 Downtown Fort Collins Employment By Industry: 2001

Source: ES202, 3rd Qtr. 2001, Colorado Department of Labor and Employment

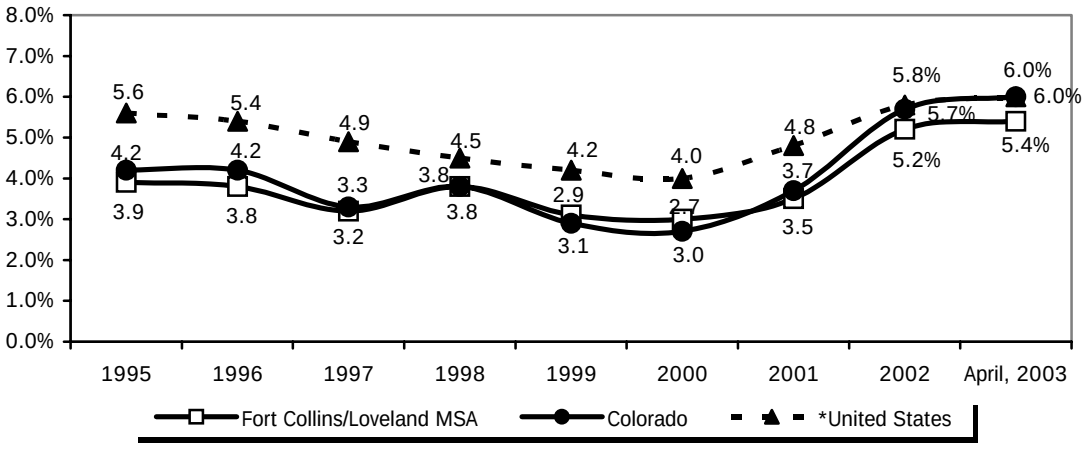


Unemployment

Fort Collins/Loveland MSA and Colorado annual employment rates mirrored each other through 2001, with both staying below national unemployment rate levels. The national rate has continued to rise, and in January 2002, Colorado's 5.7% unemployment rate surpassed the national unemployment rate (5.6%) for the first time in 12 years. In April 2003, Colorado and national unemployment rates were at 6%, and the Fort Collins/Loveland MSA followed the upward trend to 5.4% (Figure 3.20).

Figure 3. 20 Annual Unemployment Rate for Fort Collins/Loveland MSA, Colorado, and the United States: 1995 - April 2003

Source: Bureau of Labor Statistics



Office Market

Within the last two years, the Fort Collins office market expanded by nearly 700,000 square feet. The largest major new office project was a 58,000 square foot project in south Fort Collins. Corporate downsizing and the subsequent availability of sublease space have moderately increased vacancies (Figure 3.21).

The rapid growth of suburban office parks has created strong competition for the Downtown office market (Figure 3.22).

Downtown Fort Collins was the region's first employment center. A component of office supply in the Downtown core is the "second floor" office space found within older buildings. September 2002 estimates (sources: the County Assessor, Urban Marketing Collaborative and the City) show office/financial uses within the study area account for 1,006,663 square feet (17.1%), and that government uses account for 1,198,016 square feet (20.3%). Between 2002 and 2003, Downtown retail vacancies have remained at 4%. In June, 2003, Realtec reported a Downtown office vacancy rate of 9.75%. A December 2002 survey showed the Downtown submarket to be an affordable alternative (Figure 3.23 and 3.24).

Figure 3. 21 Fort Collins Office Vacancy Trends: 1995 - 2001

Source: Realtec Commercial Real Estate Services

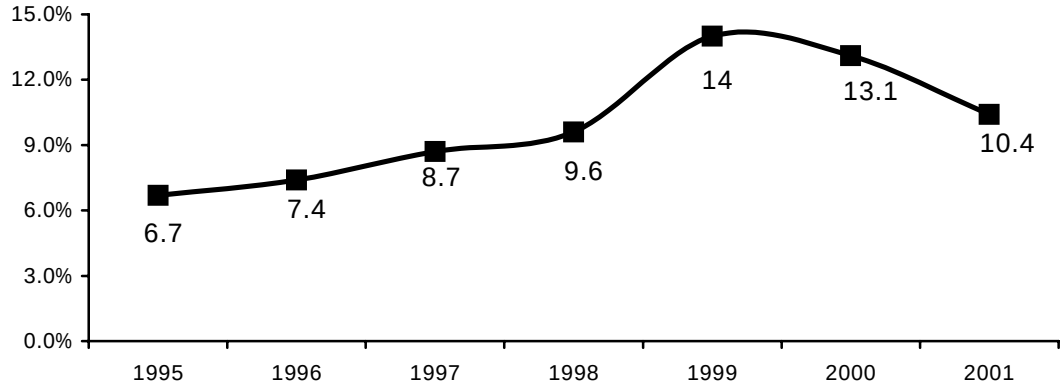


Figure 3. 22 Fort Collins Office Market*: April 2002

Source: Realtec Commercial Real Estate Services

Gross Square Feet	4,800,000 sf
Vacancy Rate (April 2002)	9.6%
Vacancy Rate (April 2001)	8.7%
Vacancy Percent Change 2001 - 2002	+0.9%
Average Lease Rates (January 2001 to April 2002)	$12.84/sf NNN $13.61/sf +Utilities $15.68/sf Gross

**established buildings*

Figure 3. 23 Downtown and South Fort Collins Office Markets: December 2002

Source: Realtec Commercial Real Estate Services

Downtown*		**South**	
Vacancy Rate:	10.01%	Vacancy Rate:	17.40%
555 S Howes St	31,485 sf	2900/3000 S College Av	22,000 total sf
123 N College Av	16,174 sf	3702 Automation Wy	16,960 sf
23-25 Old Town Sq	10,000 sf	4512 McMurray Av	45,786 sf
Total sf	57,659 sf	2057 Vermont Dr	24,886 sf
		4800 Wheaton Dr	50,000 sf
		2809 Harmony Rd	36,778 sf
		Total sf	196,410 sf

**Realtec's Downtown area varies from this plan's study area.*

Figure 3. 24 Downtown and South Fort Collins Office Lease Rates: December 2002

Source: Realtec Commercial Real Estate Services

Downtown* Lease Rates	Gross	Plus Utilities	Triple Net
1 year average	$14.21/sf	$10.21/sf	$9.72/sf
2 year average	$14.19/sf	$10.73/sf	$10.43/sf
South Lease Rates			
1 year average	$17.52/sf	$15.92/sf	$15.42/sf
2 year average	$18.26/sf	$15.42/sf	$15.38/sf

**Realtec's downtown area varies from this plan's study area.*

Residential Development

Fort Collins home sales grew steadily throughout the 1990s. In May 2002, the City issued 171 single-family home permits, more than double the number issued in April, and 39% more than the 123 permits issued one year earlier. Southeast Fort Collins accounted for almost 20% of all home sales and over one-third of new home sales (Figure 3.25).

Downtown Fort Collins housing growth represents a very small segment of the total housing market. The definition of "housing unit" can, in some instances, refer to the rehabilitation of pre-existing units. During 2002, no new units were built in Downtown (Figure 3.26).

In Fort Collins, the average sale price of homes has steadily increased, with significant increases between 1992 and 1995 and 1998 to 2000. The main factor in the price increase has been the escalating costs of new construction. The average sale price includes single- and multi-family sales of resale homes and new construction (Figure 3.27).

Figure 3. 25 Fort Collins New Housing Construction Activity: 1990 - 2002

Source: City of Fort Collins Building Permits and Inspections

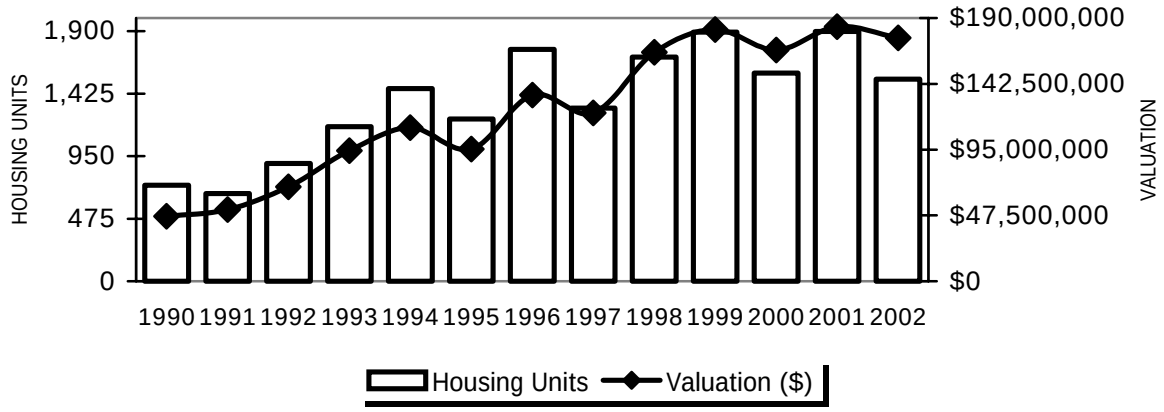


Figure 3. 26 Downtown Fort Collins New Housing Construction Activity: 1990 - 2002*

Source: City of Fort Collins Building Permits and Inspections

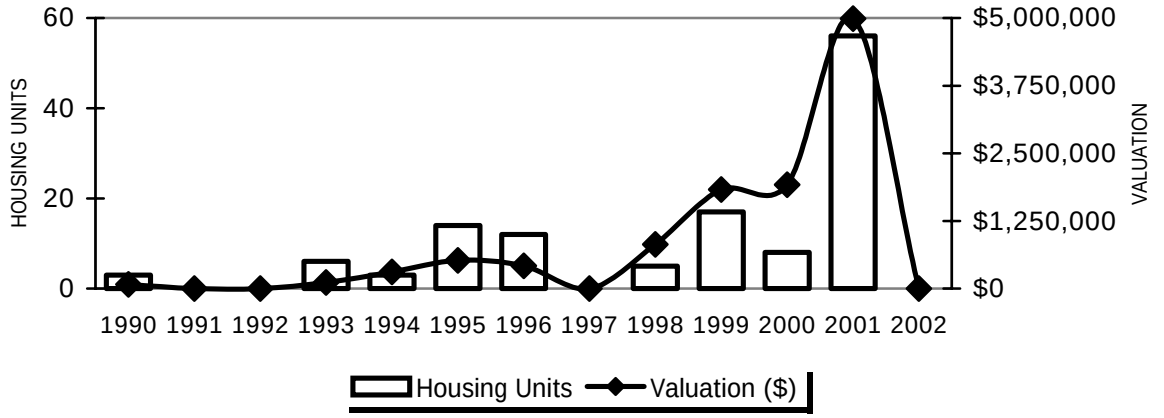


Figure 3. 27 Fort Collins For Sale Housing Activity: 1992 - 2001

Source: IRES

Year	Total Units Sold	% Change	Avg Sale Price	% Change	Sales Volume	% Change
1992	3,268	+23%	$102,989	+9%	$336,566,838	+34%
1993	3,131	-4%	$115,980	+13%	$363,134,564	+8%
1994	2,947	-6%	$137,412	+18%	$404,952,842	+12%
1995	2,833	-4%	$143,245	+4%	$405,812,631	0-%
1996	3,104	+9%	$148,686	+4%	$460,000,000	+14%
1997	3,165	+2%	$153,748	+3%	$486,000,000	+6%
1998	3,828	+21%	$159,680	+4%	$611,000,000	+ 26%
1999	3,880	+1%	$175,534	+10%	$681,000,000	+11%
2000	3,700	-4%	$194,500	+11%	$720,000,000	+6%
2001	4,054	+9%	$213,227	+9%	$864,000,000	+19%

Downtown Housing

Downtown Fort Collins is considered to be a desirable place to live. One Realtor defines the "Old Town" area as Taft Hill Road on the west, Cherry Street, Jefferson Street and Smith Street on the north and east and Prospect Road/Laurel Street and Mulberry Street on the south. The older houses, parks, mature trees and landscaping, and the proximity to restaurants and cultural and educational amenities attract prospective homebuyers. According to the Realtor, homes on the east side of College Avenue do not achieve the premium prices of those sold on the other side of College Avenue. Families seeking homes in the Downtown area find that more often than not, they get more for their money in the neighborhoods to the south of Downtown. Consequently, many Downtown core dwellers tend to be single, mostly couples without children and/or empty nesters.

Each year in the Downtown area, multi-family and single family home sales activity (units sold and average days on market) appears to decelerate through third quarter, 2002. The median price of a condominium increased 11.5% between 2001 and 2002, declining from a 2000 – 2001 increase of 18.8%. This trend may be indicative of resistance in the market. On the other hand, the median sales price of single-family homes increased 14.5% between 2001 and third quarter, 2002, compared to an 8% increase between 2000 and 2001 (Figure 3.28).

Figure 3. 28 Old Town/Downtown For Sale Housing Activity: 2000 - 2002

Source: IRES

		Units Sold	Sales Volume	Average Price	Median Price	Average Days on Market
Condominiums	2000	26	$2,131,350	$81,975	$79,900	33
	2001	34	$3,190,125	$93,827	$95,000	33
	2002*	15	$1,499,080	$99,938	$106,000	55
Single Family	2000	176	$31,517,106	$179,074	$160,000	32
	2001	197	$38,090,796	$193,354	$172,900	49
	2002*	138	$29,884,783	$216,556	$198,000	57

**thru 3rd quarter*

During August 2002, the Fort Collins Chapter of the Colorado Apartment Association conducted an informal survey to collect rental data. They found an 11.5% citywide vacancy rate, indicating a rental market that had softened a great deal. Recent high-tech layoffs, with job seekers leaving town and placing their homes on the rental market, and new apartment construction are factors in increasing vacancy rates. The climate of low interest rates, also a factor, has spurred some homeowners to upgrade first homes for income property, while purchasing another, better, home in which to live.

Additionally, the survey uncovered a trend whereby parents of college students, also taking advantage of low interest rates, are purchasing rental income properties as housing for their children.

In February of 2002, the *Multi-family Rental Housing and Vacancy Survey*, prepared for The Division of Housing for the State of Colorado, showed the northeast quadrant of Fort Collins (north of Prospect Street and east of College Avenue) had a vacancy rate of 4.8% and an average rent of $731.57. The northwest quadrant (west of College Avenue and north of Prospect Street) had a vacancy rate of 3.1% and an average rent of $776.46. This survey also reported the 5% vacancy rate is considered to be an equilibrium rate for the market.

Recent US Census figures show no change in the number of housing units within the Downtown core between 1990 and 2000. Renter-occupied units represent a relatively high proportion of total units (77%) due to CSU's influence on the market (Figure 3.29).

Figure 3. 29 Housing Trends in Census Tract 1: 1990 - 2000

Source: 1990 and 2000 Census

	1990	2000	% Change
Total Housing Units	1,417	1,417	0%
Occupied Housing Units	1,333	1,355	+1.6%
Owner-Occupied Units	24.2%	23%	-1.2%
Renter-Occupied Units	75.8%	77%	+1.2%
Rental Vacancy Rate	4.9%	3%	-1.9%

Commercial Development

New space delivered in 2001 expanded the Fort Collins retail market to over 4.8 million square feet. The largest major new retail project was a 58,000 square foot project in south Fort Collins.

2001 marked the end of the largest five-year construction period in Fort Collins' retail history. 1.3 million square feet of new retail space was added to the Fort Collins market in the last five years. Again, most of this development took place in the south end of town. New retail development slowed in 2002 and 2003 (Figure 3.30).

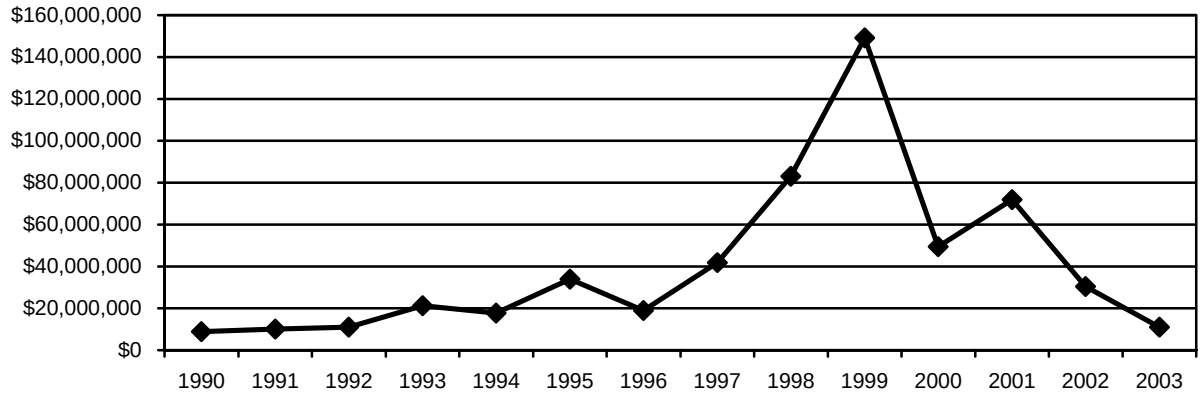
Within Downtown Fort Collins, recent retail projects included a 4,600 square foot retail/office complex, the Northern Hotel mixed-use development, and a 221,255 square foot Wal-Mart Supercenter at the Mulberry and Lemay Crossing shopping center.

Permit valuation for new construction is high in 1999 and 2000 due to the initiation of construction of the new County Justice Center construction in 1999 and the City's new office building at 215 North Mason Street in 2000.

No permits were issued for new Downtown commercial construction during 2002 and 2003 (Figure 3.31).

Figure 3. 30 Fort Collins Commercial Construction Activity*: 1990 - 2003

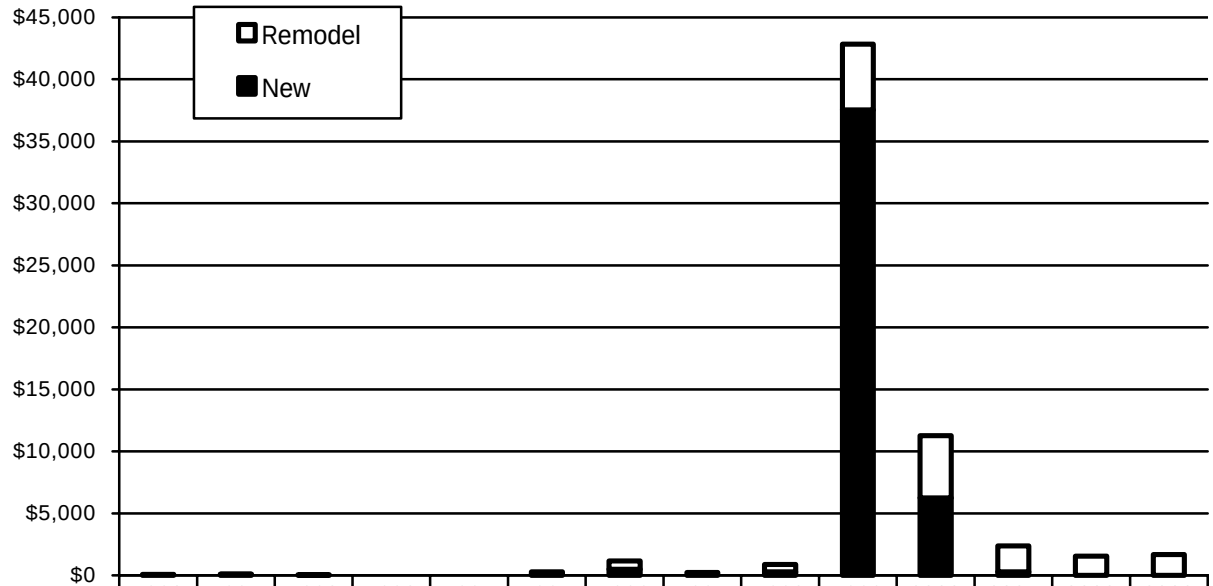
Source: City of Fort Collins Building Permits and Inspections



**permits for new construction through September 2003.*

Figure 3. 31 Downtown Commercial Construction Activity*: 1990 - 2003

Source: City of Fort Collins Building Permits and Inspections



	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Remodel	$61	$29	$49	$12	$0	$144	$677	$224	$589	$5,308	$5,021	$2,084	$1,540	$1,665
New	$8	$85	$7	$0	$0	$149	$488	$1	$273	$37,54	$6,251	$282	$0	$0

**permits for new construction, additions and remodels through September 2003.*

Downtown Development

Recent Downtown residential development includes 130 housing units incorporated into mixed-use projects. Housing types range from affordable senior apartment housing to single family homes and lofts. Public sector projects represent a substantial portion of recent new Downtown development (Figure 3.32).

More public sector projects including a new library, a performing arts center and a community center are proposed for Downtown Fort Collins. Several mixed-use developments, including more than 500 housing units, are also proposed (Figure 3.33).

Figure 3. 32 Recent Downtown Development Projects: September 2003

Source: City of Fort Collins Advance Planning Department

Project Name and/or Address	Description	Housing Units	Commercial Square Feet	Status
401 W Mountain Av	14,200 sf mixed-use project	2	13,407	complete
Northern Hotel 172 N College Av	Senior housing/mixed-use project	47	10,000	complete
Martinez Park PUD Cherry St & Mason Ct	Townhomes, single-family homes, lofts and offices	74	17,524	TH, SF units complete
Home State Bank 303 E Mountain Av	Mixed-use/bank	7	10,300	complete
185 N College Av	Retail/office bldg.		4,600	complete
Civic Center Parking Structure SWC Mason and Laporte	903 parking spaces, totaling 305,600 sf		69,033	complete
City of Fort Collins Office Bldg. 215 N Mason St	Public facility		71,515	complete
Downtown Transit Center 250 N Mason St	Transit facility		6,010	complete
Larimer County Courthouse 200 W Oak St	Public facility with offices		150,000	complete
Larimer County Justice Center 201 Laporte Av	Public facility		70,000	complete
Total		**130**	**422,389**	

Figure 3. 33 Proposed Downtown Development Projects: September 2003

Source: City of Fort Collins Advance Planning Department

Project Name/ Address	Description	Housing Units	Commercial Square Feet	Status
Mountain Avenue Residences SWC Mountain Av & Howes St	Mixed-use project	166	20,241	on hold
Old Town North College Av & Vine Dr	Mixed-use project	320	unknown (several mixed-use buildings)	approved
Mason Street North Mason Ct & Cherry St	42,000 sf mixed-use project	20	16,684	approved
Cortina Canyon Av & Howes St	Mixed-use project	21	22,706	approved
Pine Street Lofts 251 Pine St	Residential project	14	none	proposed
New Main Library Laporte Av & Howes St	New main library	0	150,000	proposed
Performing Arts Center Mountain Av & Howes St	New performing arts center	0	80,000	proposed
Northside Aztlan Community Center 112 Willow St	Demolish/replace existing center	0	40,000	proposed

Traffic and Commute

According to the 2000 Census, slightly more than 64,500 Fort Collins workers, age 16 and over, averaged 18.5 minutes driving to work; 75.3% of all drivers drove alone, 10.1% carpooled, 4.9% used other means, 3.6% walked, 1.6% used public transportation to get to work, and the remaining 4.5% worked at home.

According to Transfort, the Downtown Transit Center at 250 N. Mason Street averages daily, weekday transit ridership for City bus routes of 2,200 passengers, and roughly 300 daily long distance bus service passengers.

Traffic Counts

College and Mountain Avenues represent Downtown's major intersection. Old Town Square is located at the northeast corner of this intersection. The City's weekday traffic counts show vehicular traffic averaging 24,000 cars per day, traveling in both directions along College Avenue. The highest counts, taken for traffic traveling north and south along College Avenue, occur at the intersection of Olive Street, averaging 26,400 cars per day travel (Figures 3.34 – 3.37).

Figure 3. 34 Mason Street Traffic: September 2000, 24-Hour Period

Source: City of Fort Collins Traffic Operations

Mason Street @	Northbound	Eastbound	Westbound	East/West Total
Laporte Avenue	4,100	3,100	3,400	6,500
Mountain Avenue	5,200	4,200	4,200	8,400
Oak Street	5,600	1,300	800	2,100
Olive Street	5,500	2,000	2,100	4,100
Average	**5,100**	**2,650**	**2,625**	**5,275**

Figure 3. 35 College Avenue Traffic: May 1999, 24-Hour Period

Source: City of Fort Collins Traffic Operations

	North/South			East/West		
College Avenue @	Northbound	Southbound	Total	Eastbound	Westbound	Total
Maple Street	9,200	14,100	23,300	1,600	4,100	9,800
Laporte Avenue	11,700	10,400	22,100	4,900	2,900	7,800
Mountain Avenue	12,300	11,900	24,200	5,200	4,700	9,900
Olive Street	12,200	14,200	26,400	2,400	1,800	4,200
Average	**11,350**	**12,650**	**24,000**	**3,525**	**3,375**	**7,925**

Figure 3. 36 Other Downtown Traffic: March and May 2000, 24-Hour Period

Source: City of Fort Collins Traffic Operations

	North/South			East/West		
	Northbound	Southbound	Total	Eastbound	Westbound	Total
Linden St & Jefferson St	1,900	2,000	3,900	6,400	6,700	13,100
Riverside Av & Lincoln/Mountain Av	8,400	7,000	15,400	5,100	2,500	7,600
Mathews St & Mountain Av	1,000	2,200	3,200	5,400	4,400	9,800

Crime Statistics

During 2001, total crimes committed within Downtown Fort Collins represented 6.8% of crimes committed citywide. Crimes against persons were driven by assaults, while theft, excluding motor vehicles, drove the crimes against property category. Increased activity, and intensified enforcement measures by the police, account for an upturn during 2002 (Figure 3.37).

Figure 3. 37 Old Town Area Crime Statistics: 1997 - September 2002
Source: Fort Collins Police

Summary Findings

Tale of Two Cities
Census data suggests a north/south economic divide at Prospect Road. Residents in the rapidly growing southern portion of the city are more likely to have higher household incomes than those to the north, but there are demographic similarities between north and south (age and racial composition) particularly if student demographics are taken out of the equation.

Attractions and Events
In addition to Downtown itself, top destination attractions are the Main Library (annual building traffic 450,000), Lincoln Center (annual attendance 330,000), and events produced by the Downtown Business Association (over 500,000 annually).

Institution-Dominated Employment
Downtown-area employment is dominated by the government sector, demonstrating the relative weakness of the private sector in terms of Downtown job creation.

Student and University Employee Spending Potential
According to a recent national study, the current generation of university students brings more disposable income and sophisticated spending patterns than any that preceded it. Between 1990 and 2001, the Colorado State University student population grew by 15.1%. University employees also constitute an important market segment with significant disposable income that is predisposed to patronize the Downtown. These captive markets reside and/or work within walking distance of the Downtown business district.

Downtown vs. Citywide Development Patterns

Downtown residential and commercial development represents a fraction of the development occurring within Fort Collins. A handful of major public-sector projects, including a parking structure, office buildings, and a transit facility, and the new Super Wal-Mart complex represent a substantial portion of recent Downtown commercial development. Adjusting for these large projects since 1995, Downtown development has been less than what would be expected during an era of relative economic prosperity and growth.

Sales Tax Trends

While Downtown Fort Collins' net taxable sales increased by 38.4% between 1995 and 2001, Downtown has been losing its market share of Fort Collins, decreasing from 14.4% in 1995 to 12% in 2001. Eating and drinking establishments have consistently averaged 20% of Downtown annual net taxable sales through 2001. Trends do not include Super Wal-Mart.

CONSUMER SURVEYS

Background and Methodology

Two consumer surveys were conducted as part of required research to understand the consumer market situation in Downtown Fort Collins; including its strengths, weaknesses, opportunities, and threats as it relates to developing a strategic action plan. The Downtown Fort Collins Consumer Intercept Survey queried 100 people present in the Downtown area from June 12-22, 2002. The second survey, the Downtown Fort Collins Trade Area Telephone Survey, took telephone interviews from June 30 to July 10, 2002. Of the 200 people interviewed, 178 respondents (89%) had visited Downtown in the past 6 months, and only 11% had not visited.

The 2 consumer surveys are summarized in this section and respondents are broken into 2 groups:

1. **Intercept** – respondents of the Downtown Fort Collins Consumer Intercept Survey.
1. **Phone** – respondents of the telephone survey**. Visitors** refer to those who visited Downtown within the past 6 months, while **Non-visitors** refer to those who have **not**.

Market Penetration

The Primary Trade Area includes the built-up areas of Fort Collins, including zip codes 80521, 80524, 80525, and 80526. Of the Primary Trade Area's total household population of 55,781, 89% had visited Downtown in the past six months. This is equivalent to 49,645 households. This is extremely high and reflects the general overall appeal of Downtown to the general population.

Respondent Profiles

Before proceeding to analyze these survey results, it is important to understand the way in which the profile of the various survey respondents differ from one another, and from the population of Fort Collins. Differences in demographic characteristics offer important insights and can help explain survey results. A Fort Collins base population of 144,795 was compared to the 100 intercept respondents and 178 visitor-only phone respondents (Figures 3.38 and 3.39).

Figure 3. 38 Respondent Age Profile Comparison

Figure 3. 39 Respondent Demographics

	Demographic	Intercept	Phone (Visitors only)	Fort Collins
Race/Ethnicity	Caucasian/White	95%	94%	90%
	Asian	2%	4%	3%
	African American/Black	2%	1%	1%
	Hispanic	1%	1%	9%
Household Income	Under $15,000	25%	11%	15%
	$15,000 to $24,999	8%	10%	13%
	$25,000 to $49,999	33%	33%	28%
	$50,000 to $99,999	22%	33%	32%
	$100,000 or more	12%	13%	13%
Employment Status	Working full-time	51%	54%	n/a
	Working part-time	23%	17%	n/a
	Student	8%	7%	n/a
	Retired	9%	16%	n/a
	Homemaker	5%	1%	n/a
	Not working	4%	5%	n/a
Occupation	Professional/Managerial	23%	34%	n/a
	Sales and Service	36%	20%	n/a
	Clerical/Administrative	18%	16%	n/a
	Technical	10%	16%	n/a
	Construction/Factory	5%	10%	n/a
	Farming	3%	1%	n/a
	Other	3%	3%	n/a
Marital Status	Married/Living with Partner	45%	50%	n/a
	Single	46%	35%	n/a
	Separated, Widowed, Divorced	9%	14%	n/a
No of Children Per Household	0	73%	69%	n/a
	1	11%	14%	n/a
	2	11%	10%	n/a
	3+	5%	7%	n/a
Fashion Attitude	Classic, conservative look	39%	67%	n/a
	Contemporary, current	38%	24%	n/a
	Update often, avant garde	23%	9%	n/a

Significant Differences Summary

Visitors

- are slightly older than the market
- mirror the market in the terms of most variables, including race and ethnicity, household income, employment status, and marital status. This reflects the fact Downtown Fort Collins has a broad spectrum of local residents.

Non-visitors

While Downtown Fort Collins attracts all types of demographic groups, those who have a greater probability of not visiting Downtown include a significant proportion of:

- men;
- over 55 years of age and retirees;
- from southern ends of the city;
- education attainment: high school graduates only;
- employed in technical and construction trades; and
- low income households and very high income households.

The main reasons why residents do not visit Downtown include the following:

- not convenient to get to (32%),
- nothing to do there (14%),
- too much traffic (9%),
- prefer shopping closer to home (9%), and
- don't like to shop (9%).

Improvements and related comments include:

- more theaters/arts center (14%), and
- larger stores, mass merchants (13%).

Activities of Downtown Fort Collins Visitors

People who visit Downtown Fort Collins primarily come for shopping, eating or drinking, work or other local activities, services, and entertainment. The top primary reasons include:

Downtown Fort Collins Intercept Respondents

- shopping (35%)
- eating or drinking (31%)
- local reasons (work, resident) (15%)
- services (5%)

Downtown Fort Collins Telephone Respondents

- eating or drinking (43%)
- shopping (26%)
- entertainment (10%)
- local reasons (work, resident) (9%)

Restaurants and bars are the most important drivers of visits from residents.

Visitation

While telephone respondents visit Downtown Fort Collins less frequently than intercept respondents, due primarily to the fact that more workers, students, and Downtown residents were included in the sample, Downtown is a frequent place to visit for most residents. Over 60% of respondents visit Downtown at least once per week. In addition, Downtown is a strong weekend destination. (Figures 3.40 to 3.43).

Almost half (47%) of the residents spend 1 to 2 hours Downtown while just under one-third (32% to 33%) spend 2 to 4 hours Downtown.

Figure 3. 40 All Reasons for Visiting Downtown Fort Collins

Reason	Intercept	Phone (Visitor only)
Eating and drinking	82%	76%
Shopping	60%	55%
Entertainment	27%	32%
Local reasons (work, resident)	26%	16%
Services	16%	15%
Government, Post Office	7%	8%
Other	25%	23%

Figure 3. 41 Downtown Fort Collins Visitation

Survey question: "How often do you come to Downtown Fort Collins?"

	Intercept	Phone (Visitor only)
Daily	9%	11%
2 Times a Week or More	23%	33%
Once a Week	29%	19%
Between Once a Week and Once a Month	20%	12%
Once a Month	11%	8%
Less than Once a Month	9%	13%
First Time	0%	4%

Figure 3. 42 Weekend Visitation to Downtown Fort Collins

Survey question: "How often do you visit Downtown Fort Collins on weekends?"

	Intercept	Telephone (Visitor)
2 Times a Weekend or More	5%	16%
Once a Weekend	29%	20%
Between Once a Weekend and Once a Month	22%	16%
Once a Month	15%	14%
Less than Once a Month	23%	20%
Never	6%	14%

Figure 3. 43 Length of Visitation

Survey question: "When you come to Downtown Fort Collins, how long do you stay on average?"

	Intercept	Telephone (Visitor)
Less than 1 hour	9%	11%
1 to 2 hours	47%	47%
2 to 3 hours	33%	32%
4 or more hours	11%	10%

Transportation and Parking

A large percentage of both Intercept and Telephone Visitors drive to Downtown. Vehicular accessibility is extremely important to visitors. For nearby visitors, however, walking and bicycle are methods used by a significant number of visitors (Figure 3.44).

On-street parking in Downtown or on a nearby side street is the most popular choice. 72% of area telephone respondents park along College Street or nearby on one of the side streets (Figure 3.45).

Figure 3. 44 Method of Transportation

Survey question: "How did you arrive in Downtown Fort Collins?"

	Intercept	Telephone (Visitor)
Car/Motor Vehicle	69%	84%
Walk	13%	8%
Bicycle	9%	5%
Obtained ride	5%	2%
Public transportation	3%	1%
Other	1%	0%

Figure 3. 45 Parking Location

Survey question: "Where did you park?

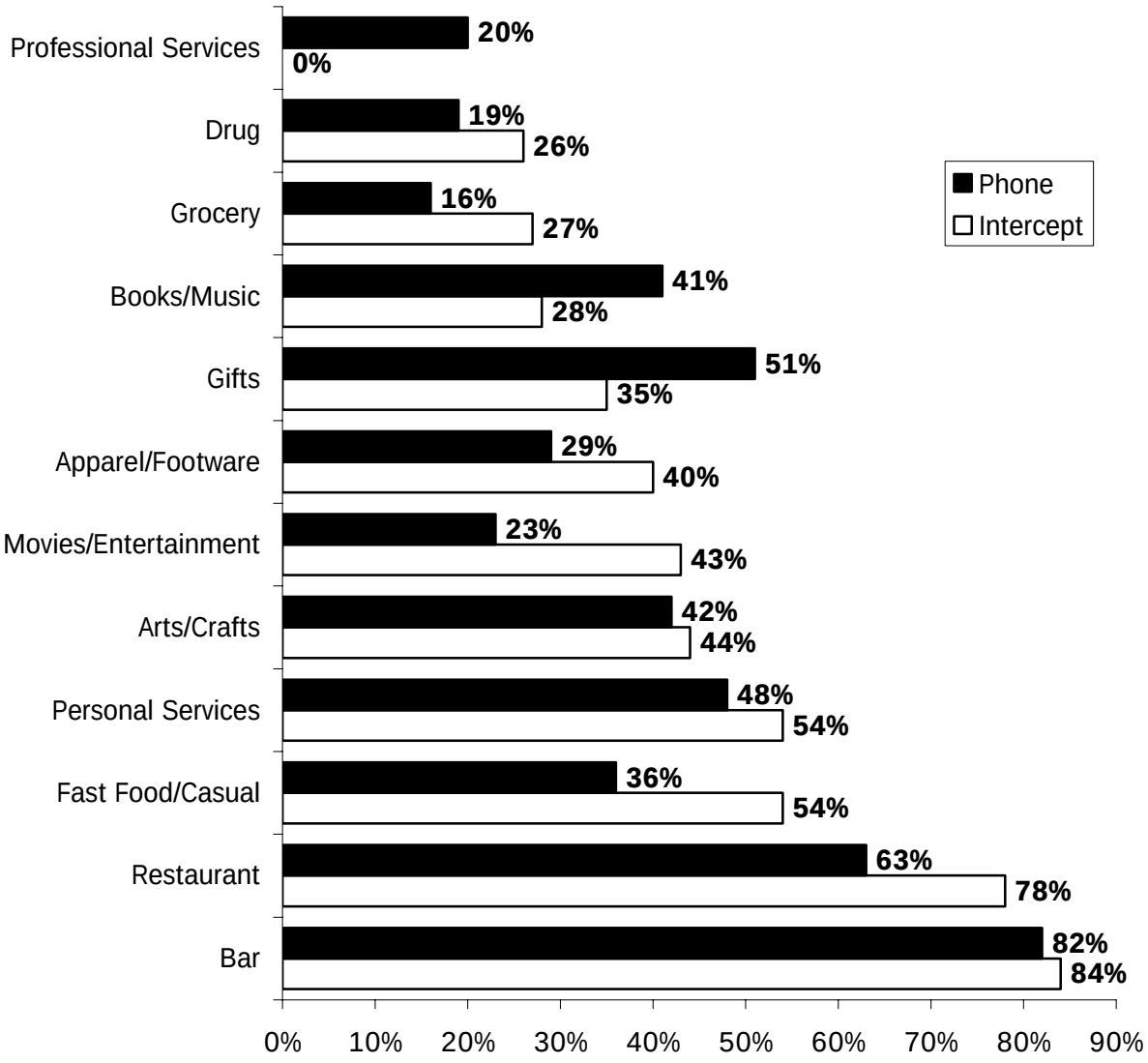
	Intercept	Telephone (Visitor)
On-street	47%	32%
Side street	9%	40%
Municipal parking lot	23%	16%
Private parking lot	21%	12%

Stores and Services Used

From a stores and services list, visitors were asked to name which types of stores and services they used in the past 3 months. Shopping choice behavior was monitored for respondents. In the past 3 months, bar, restaurant, and casual dining were the most often cited activities in Downtown Fort Collins. Downtown was considered the top place to go for a number of stores and services (Figure 3.46).

Figure 3. 46 Downtown Shopping Patterns

Survey question asked about purchases made in the past 3 months.



Shopping Priorities and Downtown Fort Collins Ratings
Downtown Fort Collins visitors were asked to rate the most important factors in determining where to shop or eat (1 = not at all important, 5 = very important). These same respondents were then asked to rate Downtown Fort Collins on the same factors. The following figures summarize the answers to these questions.

Strengths and Weaknesses
Among the Intercept respondents, ratings for Downtown Fort Collins were average (hovering around 3), cultural venues and a wide selection of restaurants were given the highest ratings. Telephone respondents rated Downtown slightly more positive than Intercept respondents. Restaurant attributes were given the most positive ratings.

Downtown Fort Collins achieves the highest ratings for:

Downtown Fort Collins Intercept Respondents
- Appearance of the area (4.15)
- Clean, up-to-date businesses (4.03)
- Cost of parking (3.95)
- Safe and secure (3.92)
- Quality of businesses (3.91)

Downtown Fort Collins Telephone Respondents
- Safe and secure (4.22)
- Clean, up-to-date businesses (4.11)
- Wide selection of restaurants 4.11)
- Quality of businesses (4.03)
- Helpful staff (4.02)

In addition to the above listed strengths, Downtown Fort Collins respondents like the following points most about Downtown:
- ambiance
- stores
- physical environment
- people
- convenience
- entertainment

As Downtown is a small geographic area, respondents appreciate the fact that everything is within walking distance. Downtown's architecture and physical environment is a draw, as well as the quality of the retail offerings and the eating and drinking operations. Overall, Downtown is considered friendly, personable, safe, and clean.

The attributes, rated most important to Downtown respondents in regards to where they shop and eat, however, are different from the top ratings for Downtown Fort Collins. An analysis of the gap between importance ratings and Downtown's actual rankings can be used to compare strengths, weaknesses, opportunities, and threats. The analysis helps to pinpoint where resources are needed for immediate and drastic changes (e.g., parking), and where smaller minor changes are needed to help improve upon a strength (e.g., enhancing the quality of the restaurants) (Figure 3.47).

Figure 3. 47 Importance versus Downtown Fort Collins's Ratings - Gap Analysis

Factor	Downtown Fort Collins Intercept Respondents			Downtown Fort Collins Telephone Respondents		
	Importance	Downtown Fort Collins Rating	Gap	Importance	Downtown Fort Collins Rating	Gap
Easy to get to	4.13	3.86	-0.27	3.8	3.65	-0.15
Close to home/work	3.8	3.55	-0.25	3.49	3.45	-0.04
Convenient parking	3.9	3.66	-0.24	3.89	3.16	-0.73
Safe and secure	4.13	3.92	-0.21	4.32	4.22	-0.1
Helpful staff	4.05	3.89	-0.16	4.29	4.02	-0.27
Quality	4.04	3.91	-0.13	4.37	4.03	-0.34
Clean	4.04	4.03	-0.01	4.29	4.11	-0.18
Recognizable Chains	2.84	2.87	0.03	2.35	2.34	-0.01
Wide selection of stores	3.51	3.54	0.03	3.87	3.84	-0.03
Cost of parking	3.87	3.95	0.08	3.4	3.33	-0.07
Appearance	3.96	4.15	0.19	3.88	3.95	0.07
Open evenings	3.59	3.84	0.25	3.83	3.69	-0.14
Wide selection of restaurants	3.47	3.84	0.37	3.92	4.11	0.19
Unique businesses	3.27	3.8	0.53	3.51	3.81	0.3
Open Sundays	2.96	3.51	0.55	2.98	3.26	0.28
Activities	3.03	3.64	0.61	2.98	3.66	0.68
Downtown rating	3.94				4.03	

The following are top attributes respondents use to determine where to shop, eat, or go for entertainment and cultural activities.

Downtown Fort Collins Intercept Respondents

- Easy to get to (4.13)
- Safe and secure (4.13)
- Helpful staff (4.05)
- Clean, up-to-date businesses (4.04)
- Quality of businesses (4.04)

Downtown Fort Collins Telephone Respondents

- Quality of businesses (4.37)
- Safe and secure (4.32)
- Clean, up-to-date business (4.29)
- Helpful staff (4.29)
- Convenient parking (3.89)

A safe and secure feeling, the quality of businesses, and clean, up-to-date businesses were the most important attributes for both intercept and telephone respondents. In addition, parking appears to be an issue for both, in terms of cost and convenience.

Downtown Fort Collins's greatest perceived weaknesses, as measured by the gap between the importance factor and the Downtown rating, include:

Downtown Fort Collins Intercept Respondents

- Easy to get to (-0.27)
- Close to home/work (-0.25)
- Convenient parking (-0.24)
- Safe and secure (-0.21)
- Helpful staff (-0.16)

Downtown Fort Collins Telephone Respondents

- Convenient parking (-0.73)
- Quality of businesses (-0.34)
- Clean, up-to-date businesses (-0.31)
- Helpful staff (-0.27)
- Easy to get to (-0.15)

Traffic and parking are key negative issues, along with the quality of service delivered by the businesses. There are additional issues concerning safety and the quality of some of the businesses.

For many of these issues, the gap is relatively small, requiring minor improvements to these issues. The factor which was considered the most out of line was convenient parking.

Other comments by respondents related to Downtown Fort Collins's weaknesses, beyond those listed above include:

- Traffic/parking
- Type of people Downtown
- Expensive stores and bars
- Lack of activities

Summary Observations

The following are observations from the intercept and telephone respondents:

- Downtown Fort Collins attracts almost everyone in Fort Collins.
- Compared to other Downtowns, both the penetration and the frequency are very high.
- Restaurants and bars are key drivers of Downtown traffic.
- Shopping benefits from the outstanding strength of restaurants and bars, as does entertainment.
- Shopping outside of eating and drinking is strongest for gifts, personal services, arts and crafts, and books and music.
- A key strength is the environment of Downtown, including the physical environment and ambiance.
- Downtown Fort Collins exceeds the expectations of residents on:
    - selection of restaurants
    - appearance
    - unique businesses
    - activities
    - Sunday shopping
- Although most visitors come by car, traffic and parking are issues more for those who come less frequently.
- In general, less frequent visitors are more critical of Downtown Fort Collins.

Target Market Profile — 16 to 34 Years of Age

Salient Features from Surveys

Young visitors to Downtown Fort Collins, between the 16 to 34 years of age, were examined to determine if there were significant differences. When possible, finer details on the 16 to 24 age segment were supplied.

An index was used as a comparative measure against all users to point to strengths and weaknesses. For example, if the index for the 16 to 25 age segment for coming to Downtown to dine in a restaurant is 126, this means that this group is 26% more likely to come Downtown to dine than all of the respondents combined.

Socio-Demographic Characteristics

- Younger visitors tend to have resided for a shorter time at their current address. Visitors 16 to 34 years of age are 68% more likely to have only lived at their current address 1 to 3 years. Visitors over 55 years of age are only half as likely as all visitors to have been in their home for 1 to 3 years.
- The younger the age group, the more likely they are to spend more time Downtown. 52% of 16- to 34-year-olds spend more than 2 hours Downtown on average.
- Younger visitors tend to be more fashion-conscious than other visitors.

Downtown Fort Collins Visitation Characteristics

- Eating and drinking, regardless of whether it was fast food or restaurant dining, was the most popular reason across all age segments. Younger visitors, however, were 29% more likely to visit for drinking-related purposes, and 26% more likely to visit for eating.
- Attending a special event or concert was 70% more likely among those between 16 to 34 years of age, and 37% less likely for visitors between 35 and 54 years of age.
- The younger age segment was also more likely to work Downtown Fort than the older age segment.
- Younger visitors tend to shop more frequently at the following stores:
  1. apparel and footwear
  2. books and music
  3. sporting goods
  4. gifts
  5. movies/entertainment
  6. nightclub/bar
  7. restaurants
  8. fast food
- Younger visitor likes include special events and activities along with the restaurants and bars, and compared to other age groups, tend to dislike parking problems most.

COMMERCIAL AUDIT

An audit of the existing study area commercial businesses was conducted during the month of June 2002 in order to understand the area's current retail situation. While there are numerous offices and multi-story buildings, only ground floor professional services (lawyers, accountants) were estimated in the inventory. A more complete inventory which includes figures from the Commercial Audit is contained under land use assumptions. The figures below are drawn from the Commercial Audit only (Figures 3.48 – 3.50).

Religious institutions, social and cultural institutions, residential buildings, and office buildings were noted for their number only. In completing this inventory, the strengths and weaknesses of the Downtown's business mix were identified. The following are the most salient findings based on this audit.

- There are 364 ground-floor, commercial businesses in Downtown. There is a further 149 "other" ground-floor building uses in the study area excluding residential.
- The total ground-floor, commercial square footage is estimated to be over 745,000.
- There are 26 vacant businesses or approximately 44,000 square feet. This is equivalent to a 6% vacancy rate which is not excessively large. Please note in 2003 the retail vacancy rate was estimated at 4%.
- Just less than one-third of the commercial businesses are retail merchandise related. Eating and drinking establishments occupy a significant 23% of the total square footage. This is high compared to other Downtowns, which are typically less than 20%.
- There is approximately 400,000 square feet of home, leisure, sporting goods, and eating establishments
- Home and leisure products together occupy over 25% of the total square footage.
- Within the eating and drinking category, restaurants and restaurant/bars occupy the majority of the space. There are relatively few cafes.
- Professional services dominate the service category. However, there are a number of small personal services that complement the existing retailers and help to draw consumers to the area.
- Within the leisure category, specialty stores and sporting goods stores are the most prevalent. The range of products and services available is quite extensive, including toys, music, hobby, art galleries, antiques, pet stores, and sporting goods.
- The apparel category is small but there are some well-run stores. There are relatively few men's stores or shoe stores in Downtown.

Other issues affecting retail in Downtown:

- The main intersection of College Avenue and Mountain Avenue is highly visible and includes both convenience goods and services (drug store and bank) along with destination and convenient eating and drinking operations.
- Many of the restaurants are traditional to contemporary in their style and food offerings.
- While the streets are quite wide along College Avenue, the median parking helps to connect the two sides and assists in retail cohesiveness.
- There is almost solid street-front retail along College Avenue from Laporte Avenue to Olive Street and along Old Town Square and Linden Street to Jefferson Street.
- South of Olive Street, retail becomes more highway commercial with greater disruptions in the retail continuity of the street. The area contains a number of professional offices and destination retailers and eating and drinking operations (e.g. Wells Fargo Bank, Perkins, and Safeway).

- The quality of operations at a majority of the stores located in the Downtown is extremely good. Most are clean, professional, competitive, well stocked, and well managed. This is a unique situation for Downtowns particularly of this size. There is ample pedestrian traffic throughout the day and into the evening. There are some examples of poorly run stores and those that require assistance. Some of these are bars.
- There are no strong clusters of particular stores. West Oak Street has a number of eating and drinking operations. Retail operations within Downtown Fort Collins are fairly compact with good linkages within the core area.

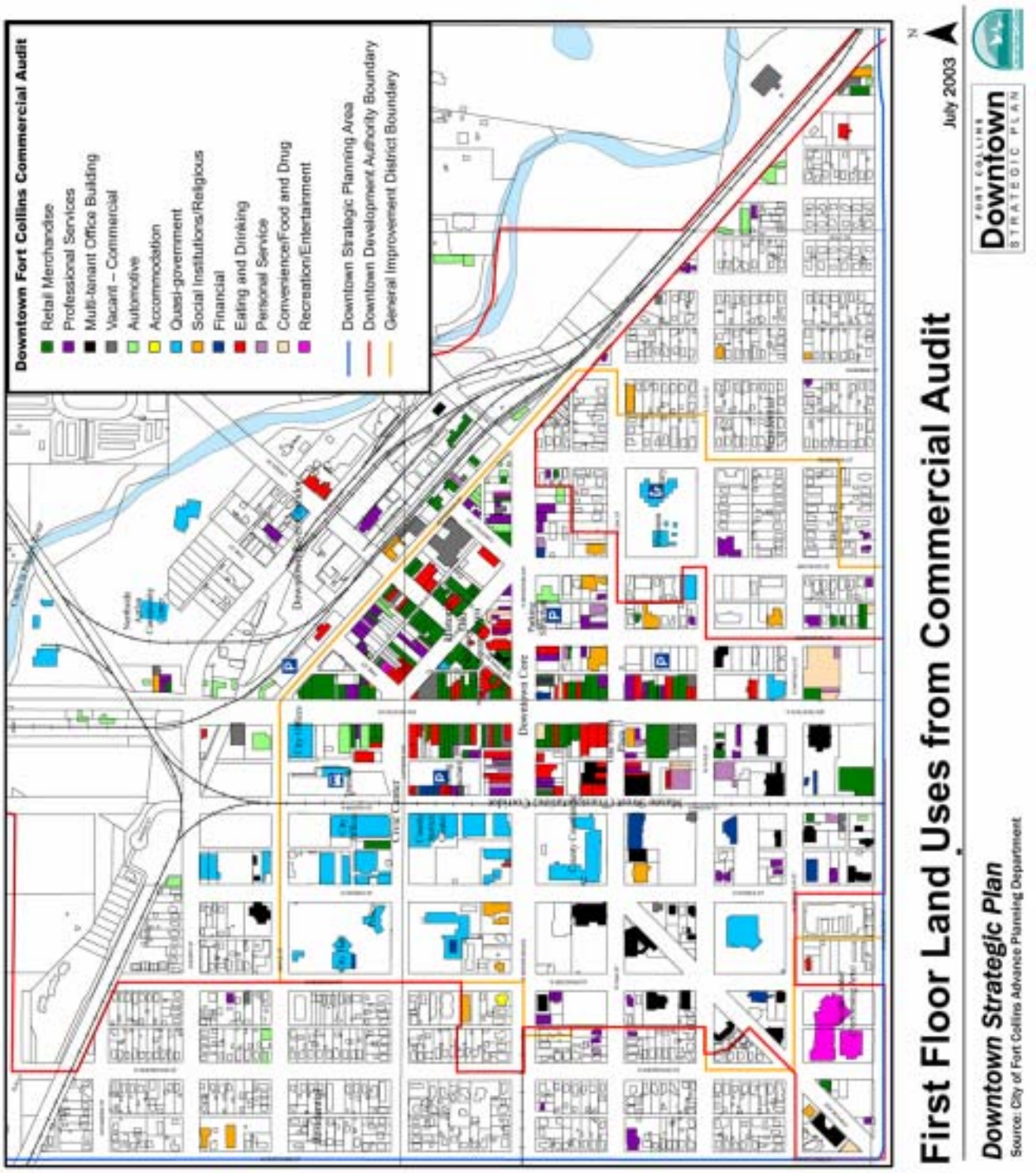
Figure 3. 48 Retail Breakdown of First Floor Land Uses by Commercial Category

		Number of Businesses		Square Footage	
		Number	% of Total	Total	% of Total
RETAIL MERCHANDISE					
Apparel and Accessories	Women's	11	3.0%	14,400	1.9%
	Men's	1	0.3%	1,500	0.2%
	Family	6	1.6%	9,100	1.2%
	Children	0	0.0%	0	0.0%
	Used Clothing	2	0.5%	2,700	0.4%
	Shoe Store	0	0.0%	0	0.0%
	Jewelry	7	1.9%	8,700	1.2%
	Total	27	7.4%	36,400	4.9%
Home	Electronics	9	2.5%	13,500	1.8%
	Furniture	2	0.5%	3,000	0.4%
	Home Furnishings	7	1.9%	17,800	2.4%
	Home Improvement	7	1.9%	27,800	3.7%
	Total	25	6.9%	62,100	8.3%
Leisure	Antiques	4	1.1%	5,700	0.8%
	Art Gallery	7	1.9%	9,400	1.3%
	Book Store	6	1.6%	5,600	0.8%
	Framing	3	0.8%	3,600	0.5%
	Hobby	7	1.9%	14,600	2.0%
	Music	3	0.8%	4,800	0.6%
	Pet Supply	2	0.5%	5,500	0.7%
	Specialty Store	28	7.7%	39,700	5.3%
	Sporting Goods	9	2.5%	32,900	4.4%
	Toys	1	0.3%	3,500	0.5%
	Total	70	19.2%	125,300	16.8%
Other General Merchandise	Optical	3	0.8%	4,700	0.6%
	Florist	3	0.8%	5,200	0.7%
	Other General Merchandise	4	1.1%	9,700	1.3%
	Total	10	2.7%	19,600	2.6%
TOTAL RETAIL MERCHANDISE		**132**	**36.3%**	**243,400**	**32.6%**

Figure 3. 49 Non-Retail Breakdown of First Floor Land Uses by Commercial Category

		Number of Businesses		Square Footage	
		Number	% of Total	Total	% of Total
CONVENIENCE – FOOD AND DRUG					
	Convenience Store	2	0.5%	2,400	0.3%
	Drug Store	1	0.3%	3,000	0.4%
	Grocery	2	0.5%	24,000	3.2%
	Specialty Food	7	1.9%	8,100	1.1%
	Total	**12**	**3.3%**	**37,500**	**5.0%**
EATING AND DRINKING					
	Café	12	3.3%	13,550	1.8%
	Fast Food	6	1.6%	8,600	1.2%
	Restaurant	23	6.3%	52,700	7.1%
	Restaurant/Bar	17	4.7%	56,500	7.6%
	Bar	11	3.0%	36,864	4.9%
	Event Center	1	0.3%	4,000	0.5%
	Total	**70**	**19.2%**	**172,214**	**23.1%**
SERVICES					
Personal	Beauty	17	4.7%	16,550	2.2%
	Travel	2	0.5%	2,800	0.4%
	Other Services	9	2.5%	11,900	1.6%
	Total Personal Services	**28**	**7.7%**	**31,250**	**4.2%**
Misc.	Financial Services	9	2.5%	28,300	3.8%
	Professional Services (single tenant)	57	15.7%	98,900	13.3%
	Other Services	2	0.5%	10,200	1.4%
	TOTAL	**96**	**26.4%**	**168,650**	**22.6%**
OTHER RETAIL					
	Automotive	28	7.7%	79,6000	10.7%
TOTAL OCCUPIED COMMERCIAL		**338**	**92.9%**	**701,364**	**94.0%**
VACANT COMMERCIAL		**26**	**7.1%**	**44,385**	**6.0%**
TOTAL COMMERCIAL		**364**	**100.0%**	**745,749**	**100.0%**

Figure 3. 50 First Floor Land Uses from Commercial Audit



FORT COLLINS MARKET ACTION PLAN POINTS

Target Markets

Various target markets have been identified in terms of their importance to Downtown. Downtown Fort Collins should focus on:

Target Market	Demographics	Types of Stores
Nearby Residential	2,485 residents	Convenience goods and services Some restaurants and shopping goods
Office Workers	Over 9,231 (includes CSU and Poudre Valley Hospital)	Lunch-style cafes, restaurants Convenience goods and services
Students	23,934 students Estimated to spend up to $4,000/year on eating and general merchandise	Leisure goods and services (books, CDs, sporting goods, etc.) Restaurants and drinking
Fort Collins Residential – particularly encourage south end residents to visit	126,848 total population	Eating and drinking Specialized retail
Tourists – added bonus to retail sales	Over 1 million visitors	Eating and drinking Specialized unique retail

Downtown needs to maintain its strength in eating and drinking, as well as expand home decorating and leisure goods. There exists limited opportunity for apparel stores, with the exception of highly specialized retailers that offer unique products (e.g. Urban Outfitters, Hollister).

Niche

It is important to approach Downtown commercial development from a business-plan model. Like any marketed product, Downtown contains a number of unique and important elements central to achieving the vision: a strong restaurant and entertainment component, sought-after destination retailers with a focus on leisure activities, many local heritage reminders, and a young, contemporary, and creative population base (including CSU). These unique elements are further accentuated by the physical advantages of Downtown including its location on Northern Colorado's Front Range, the Cache la Poudre River, and its growing workforce and population base. Tying these elements together makes a solid cultural base providing the necessary roots for successful commercial development opportunities.

Downtown's physical appearance and the unique specialty stores are its most important features. As such, the existing unique attributes, in terms of architectural style and independent merchants, need to be preserved. Almost all consumers agree, Downtown's ambiance is one of the defining aspects drawing residents/visitors to the area. In terms of a commercial niche for Downtown, it will be a place to eat or shop for interesting things. Overall, Downtown will be Northern Colorado's inspiration for entertaining ideas. This definition is not limited to the idea of bars and restaurants but encompasses a whole range of leisure-oriented stores, restaurants, and service providers, with a central focus on providing inspiration for making people's home, work, and social life more enjoyable. In addition, there is the double meaning which revolves around Downtown's place as a more cultured and sophisticated regional location. This theme

helps to reinforce Downtown's higher quality-of-life features, and ties in with institutions of higher learning, like CSU.

Store examples include:

- culinary supply store, offering a complete range of kitchen utensils marketed and showcased, to entice everyone to cook/bake more often (i.e. making the store more experiential)
- music and bookstores to inspire and entertain people
- art work
- unique specialty apparel stores to make shoppers feel distinctive
- home furnishings to allow shoppers to showcase their decorating style to guests
- do-it-yourself home improvement stores
- contemporary garden ideas and supplies
- sporting goods stores to provide an adrenalin rush
- grocery items to conveniently help create great-tasting, complete meals

Downtown will not be bland and banal, but unique, interesting, and entertaining. There is opportunity for Downtown to be more contemporary in the commercial business offerings, but not too excessive. Downtown should become a regional commercial development leader by offering new products and services first.

Key aspects of Downtown's vision -- essential towards building-off of these distinguishing attributes to create a sought-after commercial environment -- are summarized (Figure 3.51).

Figure 3. 51 Downtown Niche Strategy

Downtown will be:	**Downtown will not be:**
Unique.	An imitation of neighboring developments.
Historically authentic.	A regional shopping center.
Known for its specialty market niche. A lifestyle-oriented commercial destination center with a focus on entertaining.	A generalist (all things to all people).
The cultural center for the region. The location of choice for frequent festivals, conventions, activities, events, and programs.	Solely commercial uses. A secondary location choice for commercial events, festivals, etc.
A place to socialize and congregate. A place for all people reflecting the diversity of the region (students, older residents, tourists, office workers).	A place for only a few people.
Easy to find and easy to move about with well managed parking in a pedestrian friendly environment.	A hassle to use.
Busy night and day, weekday and weekend, year-round.	Only a daytime place. Active only in warm weather.
A place where the business community and residential neighborhoods are involved and proactively work together for mutual benefit.	A place of isolated businesses going in different directions.
Clean and safe.	An area that suffers from negative images.
A compact retail environment that is linked physically, organizationally, and from a marketing perspective.	Dispersed.

Strategy

The strategy for Downtown will be to selectively increase the commercial square footage and to analyze redevelopment opportunities. The focus of the commercial strategy will be to preserve and grow the existing cluster of strong retailers, and leverage that strength to create improved, complementary retail uses. In this manner, commercial sales will not be cannibalized by new developments, and retail will grow with increased demand.

College Avenue will be the principle commercial corridor with different commercial nodes branching off of it (e.g. West Oak Street, East Mountain Avenue). In terms of importance, Downtown should concentrate on the following areas:

1. Continue commercial development along College Avenue up to Jefferson Street on both sides of the street. The redevelopment should be built to suit and could be attractive to some national/regional chains.
2. The area north of Jefferson should not contain a major commercial development. A large-scale development would detract from the Downtown and it is unlikely that it would be successful.
3. Retail can be used to help infill areas located near proposed redevelopment sites to help ensure they are linked in with existing retail and complement the new uses. Some of the service uses on East Mountain Avenue can be redeveloped as retail uses as demand increases. In addition, there are some commercial development opportunities near the Wells Fargo building and the bank buildings on Mason Street.
4. The current Safeway grocery store may need to be redeveloped in the mid- to long -term. Other new uses could include a large-scale drug store with a strong emphasis on well-being and health, Whole Foods, or other natural-based food operation.
5. The Farmers Market should be used to generate interest in shopping in Downtown. The market needs to be linked from a physical standpoint (i.e. situated in close proximity to College Avenue) and from a marketing standpoint.

Some retail store types (not an exhaustive list, and some already exist Downtown) supporting this strategy are:

Convenience Goods and Services

- quality convenience store
- drug store (emphasis on health and well-being)
- specialty food (butcher, bakery/café e.g. Panera Bread)
- wine shop
- natural/health food/green grocer (e.g. Whole Foods, Wild Oats)
- florist
- specialty travel adventure (e.g. hunting expeditions, wilderness adventures, etc.)

Specialty Apparel and Accessories

- Urban Outfitters and Abercrombie & Fitch
- bridal/formal wear
- western wear
- work wear (Caterpillar, Wolverine, Wrangler, etc)
- lingerie
- cosmetics (e.g. Aveda, MAC, The Body Shop)
- contemporary jewelry

Eating and Drinking

- quality restaurants (white table cloth, ethnic such as Japanese)
- contemporary cafes (quick lunches/café – salad, sandwich, coffee using fresh, unique ingredients, eat-in or take-out)
- contemporary drinking (jazz club)
- book store/cafes

Home Decorating

- kitchen and gift
- furniture (e.g. Pier One, local independents)
- lighting
- bedding and linen
- bathroom fixtures
- garden and landscaping
- floor covering (rugs, tile)
- fabric and wall covering
- home improvement
- home furnishings (Crate and Barrel, Pottery Barn)
- imports (e.g. teak imports, Asian Bazaar)

Leisure

- arts and culture related stores (Western living)
- sporting goods (high-end camping, cycling, climbing, skate boarding)
- sports clothing
- hobby, arts and crafts (e.g. clay painting, specialized art supplies)
- pet store

Other

- office supplies
- cooking school
- caterers
- interior designers

It is important to remember that recruiting national and regional chains will help Downtown but Downtown should not be so focused, that it misses opportunities for independent retailers.

Support Programs

At the beginning of the Downtown Strategic Plan process, two major issues needed to be addressed:

1. Real and perceived parking problems in order to discourage long-term parking in the commercial core and encouraging higher turnover.
2. The disorderly behavior by some bar patrons. Increased police presence and more effective policies beginning in 2002 have helped to address this issue.

Downtown needs to ensure there is not only ample parking, but also sufficient parking turnover to accommodate shoppers. Downtown relies on having convenient parking. Both intercept and telephone survey respondents considered parking to be an important factor in deciding where to shop. Parking, however, is also important from an investment point of view. Retailers and developers will not only analyze the parking supply nearby, but the parking turnover. According

to retail studies, a parking space can be worth the equivalent of $60,000 per year to retailers. This is only true if there is ample turnover of spaces to allow for a consistent flow of shoppers to use the area. Paid, on-street parking helps to encourage efficient turnover of spaces. Long term, cheaper, off-street parking can be used for employees, and those who wish to stay for longer visits.

One of the major principles behind Downtown's commercial development is that safety and parking perceptions must be positive and constantly reinforced. This is as much a public relations campaign (i.e. marketing, education, etc.) as physical and program improvements (i.e. ensure a police presence in the Downtown, on-street parking is preserved for shoppers, etc.).

For an example of policy and strategy statements concerning bar and restaurant nuisance issues, please see Figure 3.57, San Diego City of Villages', *"Creating Safe and Vibrant Places to Socialize."*

Retail Recruitment

The City of Fort Collins should not become involved in recruiting retail uses. Either the DDA or DBA should work as facilitators concerning the retail vision for Downtown. The DDA or DBA should dedicate an individual who can answer questions concerning vision, future development, and act as a welcoming committee. This person should be familiar with current and potential vacant sites, parcels suitable for (re)development, property owner identities, and properties changing hands, among other things. In addition, this person should be able to make the connection between the business people and the vacant (or soon-to-be-vacant) spaces.

In addition, Downtown should have a well-organized, current market information package about Downtown's commercial potential for distribution to developers and the brokerage community.

UNIFIED DOWNTOWN MANAGEMENT STRUCTURE IDEA

The following recommendations are for an initial corporate structure idea that could:

- not change how the DDA/DBA boards operate, which works well;
- unify and elevate the influence of the DDA/DBA boards in advocacy;
- allow for organizational growth, including the creation of a BID;
- simplify the Downtown organizational structure in the eyes of the DDA/DBA constituencies and the public at-large.

In addition to the existing DDA and DBA, the idea anticipates the creation of a BID and proposes an initially informal entity called the "Alliance" to hold the pieces together. Here is how the new entities are envisioned:

- **BID:** In its purest form, a BID is simply a source of revenue. By state statute, it requires a governing board and its annual budgets require approval from the City. This plan proposes a BID that would raise revenue for maintenance, security and marketing. The DBA could, on a contract basis, provide staff support for the BID, thus there is no need for a new organization or duplication of staff to support it. The BID could also provide a source of revenue for a new business recruitment program that is consistent with the DDA's overall development mission.
- **Alliance:** The Alliance is envisioned as the glue holding the 3 major pieces together. The key to the Alliance is to create a structure whereby the officers from the 3 entities get together on a periodic basis, possibly quarterly, to deal with advocacy, planning and coordination. The Alliance could initially be created by an informal "memorandum of understanding" with the option to become a more formal incorporated entity later.

The Alliance would be the central identity for all of the Downtown parts. Using a website as an analogy, the Alliance is the home page while the BID, DBA and DDA are parts within (Figure 3.52).

Figure 3. 52 Proposed Downtown Unified Management Structure

LAND USE ASSUMPTIONS

Existing Land Uses

There are approximately 6 million square feet of building space within this study area. The 3 largest land uses are residential, government and financial/office uses. Residential use percentages are high because the boundary includes all of the East Side Neighborhood, north of Mulberry Street, and several blocks of the West Side Neighborhood. If residential uses west of Meldrum Street and east of Mathews/south of Oak are excluded, then residential uses make up 10% of the total land use (533,000 square feet).

For more detail on first-floor uses, refer to Figures 3.53 and 3.54.

Figure 3. 53 Existing Land Use Breakdown: October 2002

Source: Urban Marketing Collaborative (1st Floor uses only); Larimer County Assessor; City of Fort Collins

Land Use	Square Feet	Percent of Space
Residential	1,240,948	21.0%
Government	1,201,146	20.3%
Financial/Office	1,006,663	17.0%
Retail Merchandise	497,075	8.4%
Industrial/Warehouse	439,152	7.4%
Parking Structures	400,000	6.8%
Eating and Drinking	276,818	4.7%
Social Institutions/ Religious	263,390	4.5%
Automotive	125,530	2.1%
Service	79,785	1.4%
Convenience/ Food and Drug	72,345	1.2%
Recreation/ Entertainment	69,170	1.2%
Accommodation	6,419	0.1%
Other	39,097	0.7%
Total Occupied	5,717,538	96.8%
Vacant	190,894	3.2%
Total	**5,908,432**	**100.0%**

Future Land Use Demand

This Downtown Strategic Plan's recommendations describe catalyst developments supporting (and needing support) of the retail core. These developments include (1) a new performing arts center in close proximity to the retail core, (2) a new main library, (3) new office and residential uses, and (4) one or more hotels. The greatest concentration of new development will be within the Mason Street area, with a transition downwards in height and scale to existing residential neighborhoods and the historic core.

Through a rough market assessment by staff and consultants, short-term development projections were prepared. The projections assume the catalyst developments listed above are implemented in the next 5–7 years. Long term development projections were derived from *City Plan's* 2003 market analysis.

The short-term increase is ambitious: 250,000 square feet of new office, 400 new units and 25,000 square feet of new retail. A 150-room hotel is included, along with an 80,000 square foot performing arts center and a new 150,000 square foot main library.

Office space and housing are projected to increase significantly over the next 20 years. The average increase of office space per year would be approximately 39,000 square feet. For housing, the increase would be 55 units per year. For retail, the increase would be 5,000 square feet per year. All of the figures assume existing uses are not replaced, and increases are cumulative over the existing figures.

Figure 3. 54 Land Use Projections

Source: PUMA, Mile High Development, City of Fort Collins Advance Planning Department

Use	Unit Type	Existing	Short-term (5-7 years) increase	Long-term (20 years) increase*	Total Existing + Future	% Increase
office	square feet	2,288,000	250,000	771,000	3,059,000	34%
housing	units	714	400	1,100	1,814	154%
retail	square feet	1,041,000	25,000	100,000	1,141,000	10%
hotel	rooms	18	150	150	168	833%
performing arts center	square feet	48,000	80,000	80,000	128,000	170%
main library	square feet	N/A	150,000	150,000	150,000	N/A

**Includes short-term increase.*

Assumptions:

1. Office uses include financial, multi-tenant office buildings, personal services, professional services, and government.
2. Through 2025, citywide projected office increase is 2,028,300 square feet (Source: 2003 market analysis for *City Plan*, EPS). Downtown assumed to remain 38% of Fort Collins' total in 2025.
3. Current housing figures are only those within the infill/transition areas and the core. Housing projection is based on 40% of total city redevelopment. Total city redevelopment is assumed to be 10% of new housing units (approx. 2,800 units) Source: 2003 market analysis for *City Plan,* EPS).
4. Retail uses include automotive, convenience food/drug, eating/drinking, retail, and recreation/ entertainment.
5. Through 2025, projected increase for Downtown retail assumed to be an increase of 25,000 square feet every 5 years, for a total of 100,000 square feet. This represents 5% of the projected total new retail citywide (2,029,311 square feet).
6. Through 2025, total employees added to Downtown: 870,754 square feet new office & retail space / 300 square feet per job = 2,902 new jobs created.
7. According to redevelopment site analysis, buildout of Downtown: 2,180,972 square feet new commercial, 1,400 new housing units.

As compared with recent trends, these increases would be dramatic. Most of the large Downtown office buildings (e.g., Key Bank, First National Bank, Rocky Mountain Building, etc.) were built in the 1970s. Since then, few new office buildings have been constructed. The latest office space increases were Larimer County Justice Center (2000), City of Fort Collins Office Building at 215 North Mason (2001), and the Larimer County Courthouse Offices (2003).

As a point of comparison to the estimates, the new 5-story Larimer County Courthouse Offices are approximately 170,000 square feet in size. Thus, Downtown could expect about 5 new buildings the size of this one over the next 20 years.

Although several large residential projects of more than a couple units have been proposed recently, like office space, very few new residential projects have been built since the 1970s. Parkland Towers is one of the largest residential buildings Downtown with 181 condominium units. The DMA Plaza has 126 studio and 1-bedroom apartments. The figures for new housing include new units constructed not only in the infill/transition area and the core, but also east of Jefferson Street on both sides of the Poudre River. Large infill sites with the potential to add significant new housing include the Oxbow and the Link-N-Greens sites. It's estimated these sites could add about 200 total new units.

The greatest need for the Downtown market is for new office and housing uses to support the retail core. For this reason, retail uses are expected to increase only modestly over the next 20 years.

One or more hotels are expected to be constructed over the next 5–7 years. No additional hotel rooms for Downtown are projected.

New Development Capacity

City staff assessed the capacity of existing land to accommodate the amount of projected growth described in the last section. The first step in this analysis was the identification of possible Downtown infill/redevelopment sites. The choice of infill sites was subjective, and involved a simple assessment of where existing land uses were underutilized compared to the possible future intensity of the parcel. Thus, potential infill sites include vacant lots and sites with large parking lots, outdated, non-historic buildings, and proposed projects. These sites are highlighted with cross-hatching on the Possible Infill Sites Map, see Figure 3.56. Please note these sites are not necessarily targeted by the City for new development. Instead, the sites are simply used as a way to estimate development capacity.

The next step in the capacity analysis involved applying assumptions from 3 levels of intensity to each site in order to generate a range of land use intensities. The varying levels were reflected in a range of higher to low floor area ratios (FAR; determined by dividing the floor area of a specified building on a lot by the lot area) applied to each site. The maximum FAR level represents sites developed to their highest intensity based on the tallest possible building heights and full utilization of land for buildings.

Each site was also assumed to have a certain proportion of residential and commercial land uses. Site specific floor area ratios and land use proportions were influenced by a site's location Downtown, meaning location determined the market potential (e.g., land nearer to the fringe of the Infill/Transition Area had higher proportions of residential than land in the Mason/Howes and core areas), development regulations (e.g., maximum heights, permitted land uses, etc.) and constraints (e.g., natural feature buffers).

Table 3.55 shows the projected level of demand for housing and commercial square footage can easily be accommodated on the identified infill sites.

Figure 3. 55 Development Capacity of Infill Sites

	Level of Development		
Type of Development	High	Medium	Low
Housing Units	3,700	1,300	800
Commercial Square Footage	6,000,000	2,200,000	1,300,000

Figure 3. 56 Possible Infill Sites

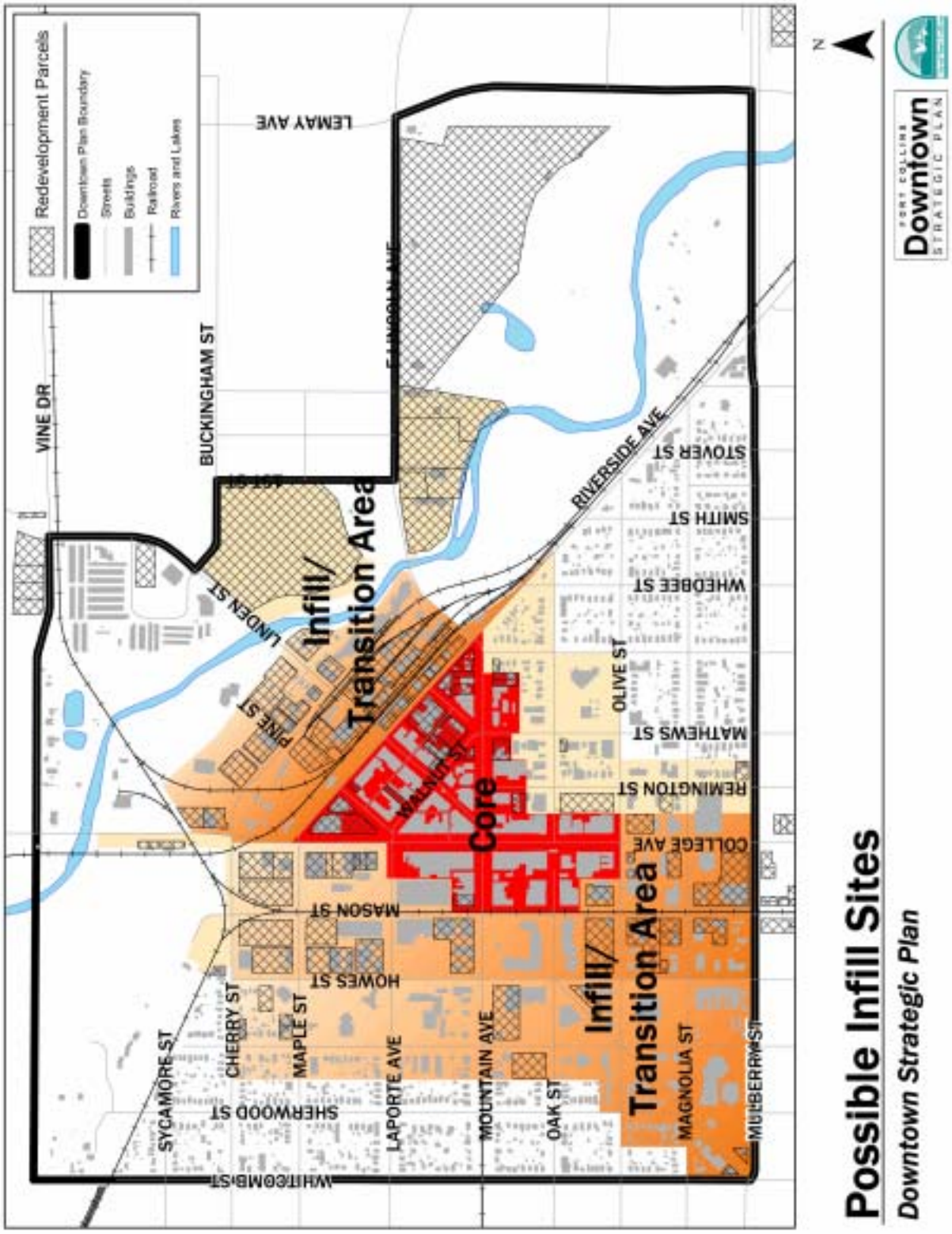
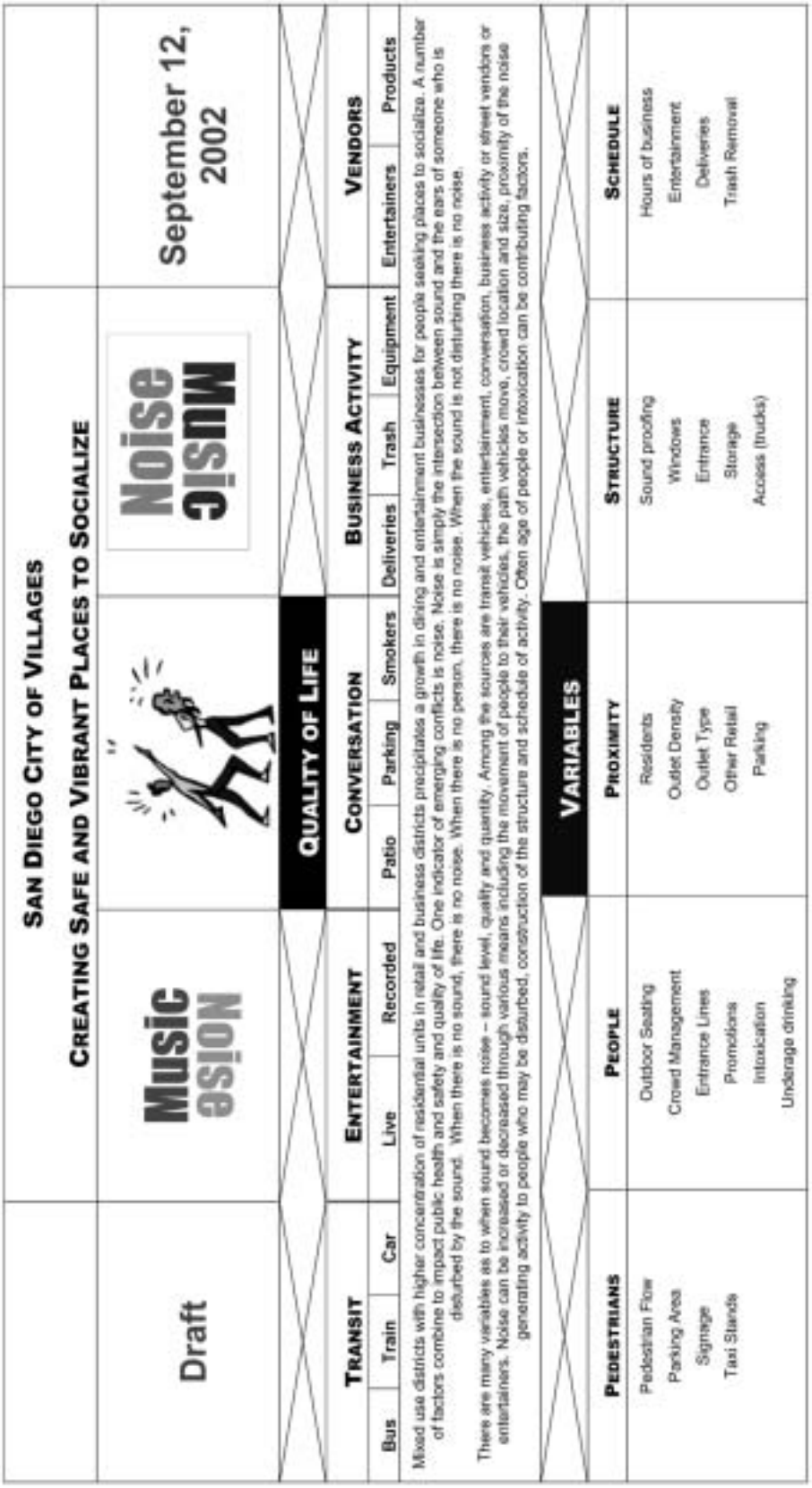


Figure 3. 57 San Diego City of Villages: Creating Safe & Vibrant Places to Socialize



CONFLICT RESOLUTION

Conflict resolution is the process of reducing or eliminating the sound, redefining the sound as to its source and purpose, or removing the person who is disturbed from the source of the sound. This is accomplished through communication, planning to reduce potential sources of noise or proximity of people to the noise generating activity.

QUANTITATIVE

The following are summaries of strategies used, typically through an ordinance, to regulate noise issues:

1. **Entertainment Overlay:** A district is designated as an entertainment district or "overlay" for the purpose of concentrating the number of establishments for the convenience of those visiting the area. Modifications are made to noise, parking, schedules and other zoning requirements to accommodate crowds and reduce impact on public health, safety and quality of life.
2. **Density:** The number of establishments providing entertainment or licensed to serve alcoholic beverages are limited based upon population or restricted by distance between such establishments.
    a. **Consideration:** Using a "seating" basis rather than "outlet" basis for calculating density may provide more control over the number and types of businesses. A club with an occupancy capacity of 1,000 would have a greater potential impact on a neighborhood than 10 businesses with occupancy of 100.
3. **Proximity:** Businesses seeking to provide amplified music or use outdoor speakers (i.e. drive-up windows) are not permitted within a specified distance from a residential unit.
4. **Noise Levels**: The most common strategy is to regulate the level of decibels of amplified music an establishment can provide. Some cities allow a higher decibel level in a designated entertainment zone or "overlay" while others set a uniform standard when there are residential units in close proximity. Some focus on the more problematic bass or low frequency noise as a standard.
    a. **Challenge:** Enforcement can be difficult if measurements are not taken at the actual time the person notices the noise or when noise levels in the area

QUALITATIVE

The following are summaries of strategies used to

1. **Parking**: Special arrangements are made to limit parking in residential areas to permit parking to prevent establishment patrons from parking close to residences.
2. **Pedestrians**: Pedestrian flow is regulated, especially during late hours, to keep people away from residential areas as much as possible.
3. **Traffic**: Automobile traffic is routed through commercial areas rather than residential neighborhoods during closing hours.
4. **Promotions**: Businesses are discouraged from advertising or using promotions that may increase the rate of intoxication of patrons.
5. **Communication**: Regular meetings held with club owners and managers, law enforcement, business district and residents to anticipate problems from special events, increased traffic or other sources of noise.
6. **Enforcement**: Active enforcement of ordinances.
7. **Education**: Organization of educational events for businesses to inform them of emerging issues or concerns and provide access to resources.
8. **Mediation**: A formal process to resolve conflicts between residents and businesses either through working with the business to take corrective action, clarify misunderstanding of each individuals rights and responsibilities or agreement to a mutually agreed upon settlement prior to further legal remedies.
9. **Disclosure**: A formal process of placing on notice residents, businesses, or developers of special conditions and responsibilities.

surrounding the establishment from traffic or other sources is higher than coming from the club.

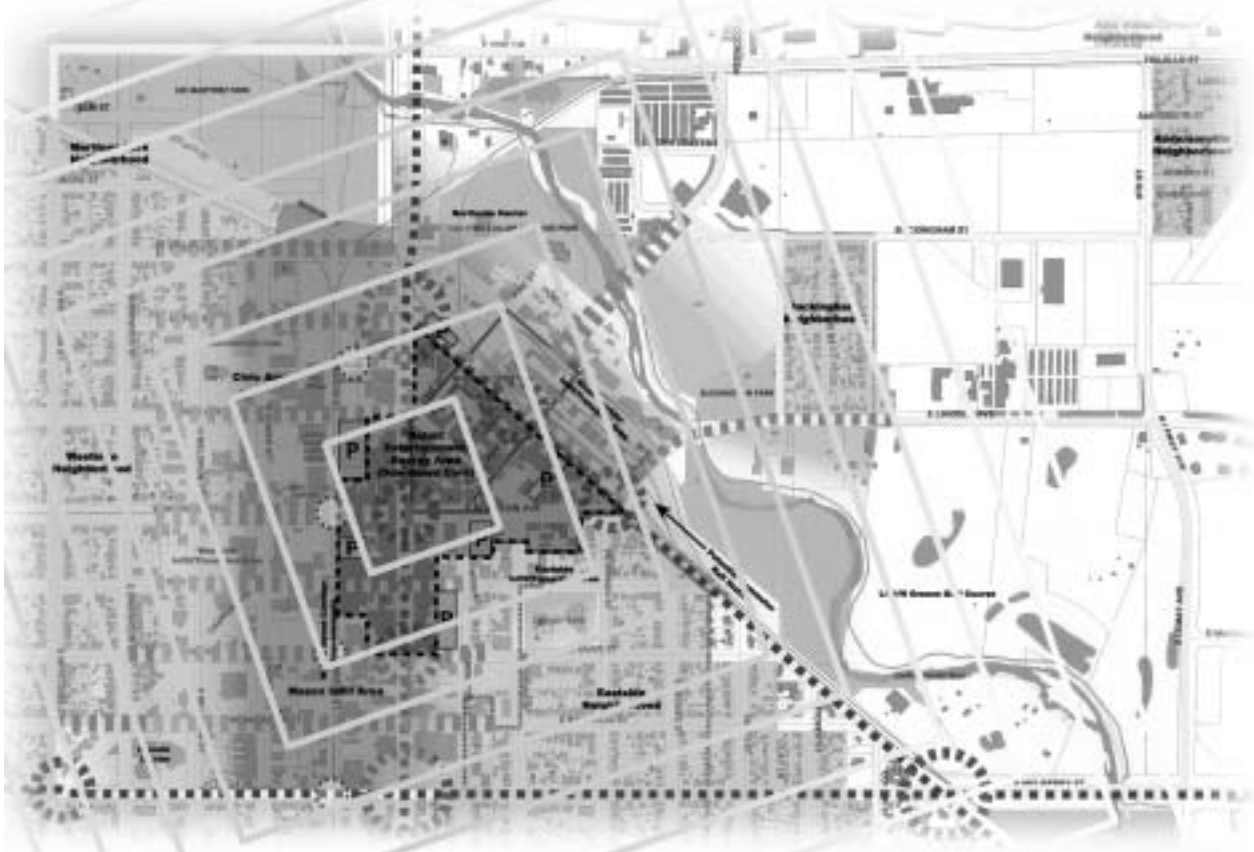
5. **Building Codes:** New and existing buildings can be required to limit noise through the use of noise proofing materials, location of bedrooms relative to street and/or entertainment business, location of entertainment source in an establishment, location of outdoor seating and placement of speakers, use of sound walls and barriers, location of entrance and exit doors, use of double doors, restrictions on doors being opened during certain hours.
6. **Schedule**: Schedules can be regulated for entertainment, deliveries, trash removal, parking areas,

STRATEGY

STAKEHOLDERS	ASSESSMENT	RECOMMENDATIONS	INTEGRATION	EDUCATION	MEDIATION
Alcohol Beverage Control BID's City Attorney Code Compliance Developers Development Services Environmental Services Fire Department Health Department Hospitality associations Planning Department Police Department Public Works Residential organizations	Current Codes: Other Cities: Community Forum: Issues and Trends ❖ Gaslamp ❖ Lajolla ❖ North Park ❖ Hillcrest ❖ Little Italy ❖ Pacific Beach ❖ Ocean Beach ❖ East Village	Revise Current Ordinances Create New Ordinances Develop Alternate Strategies	Develop a final reading with all key stakeholders to properly integrate focus, standards, enforcement, jurisdiction, and resolution.	Organize information into a concise resource directory for businesses, residents and developers. Include resource directory with disclosure agreements Incorporate information into Hospitality Business Orientation Organize annual Hospitality Roundtables to review status of compliance and areas needed for improvement	Develop a systematic process for mediating conflicts between residents and businesses or between businesses. Develop a process for remedial assistance for businesses engaged in practices causing conflicts or violations of ordinances.

FORT COLLINS
Downtown
STRATEGIC PLAN

IV. Transportation Analysis



Carl Walker Parking
Planning Engineering Restoration

Ordonez and Vogelsang, LLC
Transportation Consulting

City of Fort Collins

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FIGURES

Section I - Introduction

A successful vision of Downtown relies upon, among other things, the adequacy of the transportation infrastructure and related services that allow people to access and move around Downtown efficiently and conveniently. The roadways, parking facilities, transit facilities, bikeways and sidewalks are essential elements of an economically successful Downtown. The integration of these components is the "backbone" to the successful implementation of the land use recommendations of the *Downtown Plan.*

The future mix of land uses and levels of projected growth Downtown will mean significantly higher Downtown traffic and parking demand. The Downtown traffic network will be expected to carry a higher volume with higher congestion levels on all streets. Existing parking facilities will be inadequate to accommodate the parking demand created by the office, retail and other related growth over the next 20 years.

In order to effectively deal with rising congestion in the Downtown area, an integrated approach to transportation must be developed. Residents and visitors to Downtown must embrace the idea of accessing the core of this popular area by walking, bicycling, and riding transit in addition to driving an automobile. It will also become important for other transportation modes to capture a greater share of total travel volume than they do today.

Increasing the multi-modal share of trips into Downtown will include increasing transit, pedestrian, and bicycle travel into and around the Downtown area. This study addresses effective incentives and actions for increasing mode share splits. Increased travel demand and a greater use of multiple transportation modes, among other factors, will mean higher levels of activity on the streets of Downtown Fort Collins, which in turn will support the economic vitality of the area.

This analysis identifies recommended transportation strategies and improvements needed to support Downtown's growth and achieve the most balanced utilization of the Downtown transportation system.

This section is subdivided into two main parts: transportation and parking. The transportation section includes 7 areas: 1) Infrastructure, 2) Land Use, 3) Traffic Circulation, 4) Bicycle, 5) Pedestrian, 6) Transit Service and Facilities, and 7) Freight. Each area describes the existing condition followed by the future condition with recommendations.

The parking section deals with the parking planning elements. A more detailed analysis of parking management and operations was also conducted as part of a separate document called the *Parking Operations and Management Analysis*. The *Parking Operations and Management Analysis* is a tool to assist Parking Services in developing new parking management strategies and improving existing operations.

The parking section of this document provides an analysis of the current parking program, including the parking organization, on- and off-street parking resources, customer services, operations, enforcement, community education, and the parking program's strengths and opportunities for improvement. The section also discusses two outreach surveys performed in

2002. One survey identified the attitudes and practices of Downtown area customers, and the second measured the perspective of area businesses.

The parking section also provides information about current and projected parking supply and demand. An analysis of parking occupancy and turnover (behavior) is provided. Projections of parking supply requirements for near-term (5-7 years) and long-range (20 years) time periods are identified. An identification of the primary parking problems facing Downtown Fort Collins and remedies are detailed in this section. A peer review, comparing Fort Collins with other comparable cities, has also been compiled.

Section 2 – Transportation

2.1 INFRASTRUCTURE

Infrastructure Existing Conditions

A review of existing and planned infrastructure in Downtown Fort Collins indicates that the general condition and capacity are adequate to meet today's needs, and flexible enough to accommodate future Downtown growth. Some improvements have been identified, however, that will prove essential to the smooth development of Downtown Fort Collins.

It is important to note that the basic provision of infrastructure is a building block for the success of future retail, residential or employment growth. It was, therefore, a starting point for the transportation evaluation. Figure 4.1 summarizes the general findings.

Figure 4.1 Infrastructure Capacity Table: 2002
Source: URS.

Utility	Existing Condition	Future Capacity	Comments
Electric	Good – Excellent	10 years	Providing additional power lines from development sites to the Linden Street facilities would be a potential consideration for larger projects that require higher levels of energy.
Xcel Energy (Natural Gas & Electric)	Good	5 years	Plans for reinforcement over the next few years will improve the state of the distribution system.
ATT Broad Band/Cable	Adequate	Less than 5 years	Ongoing merger with ComCast could impact service; rapid technological changes require updating of equipment frequently.
Qwest/Telephone	Good – Excellent	20 – 30 years	Assuming periodic upgrades take place.
Water/Wastewater	Adequate	Depends on redevelopment	If re-development occurs at a greater intensity than existing situation, capacity of systems will need to be evaluated on a case-by-case basis for specific locations and project needs.
Stormwater	Adequate	20 – 30 years	Howes Street and Oak Street Outfall projects have improved drainage significantly. Some localized flooding will still occur due to elevations of existing buildings.
Sidewalk Pavements	Good	5 years plus	Sidewalk condition and capacity is generally good throughout the Downtown area.
Street Pavement Surfacing	Fair	5-10 Years	Overall assessment - average. Future traffic demand will warrant improved conditions.

Roadway Infrastructure

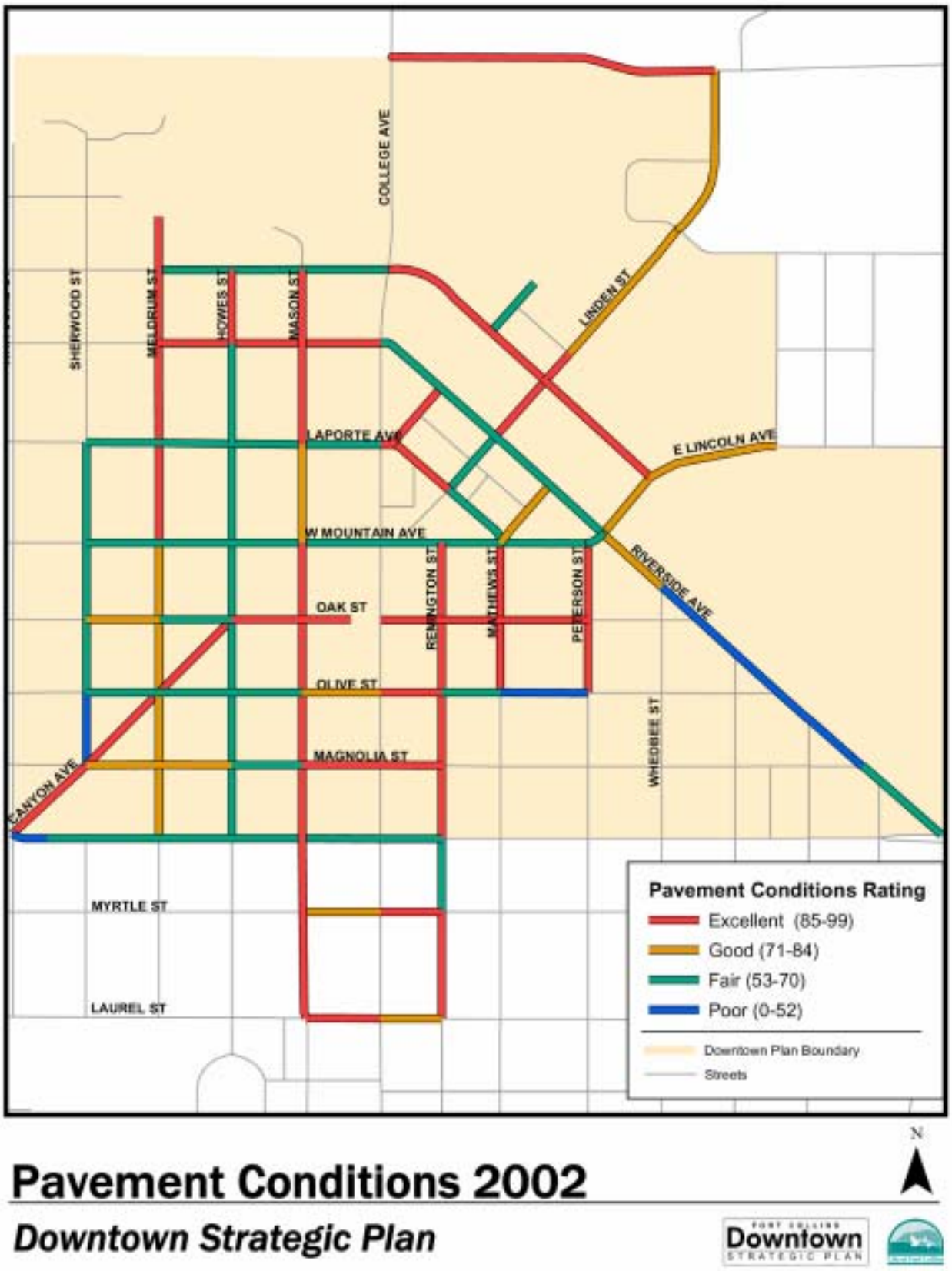
STREET PAVEMENT CONDITIONS

The street pavement conditions in Downtown Fort Collins are generally good to excellent. Poor conditions exist along Mulberry Street east of Whitcomb Street for a half block (repaired 2002), Sherwood Street between Olive and Magnolia, and Olive Street between Matthews and Peterson. Street pavement and operational conditions are maintained by the City of Fort Collins and improvements can be made in conjunction with Downtown growth, although the City's Pavement Management Program will address ongoing maintenance issues associated with these streets. See Figure 4.2.

The City Pavement Management Program ensures that streets, sidewalks, curbs, and bike lanes in the Downtown area will remain in an acceptable level of repair regardless of use as long as ongoing funding is made available for this purpose.

The Pavement Management Program improves concrete curb, gutter and sidewalk, constructs handicap access ramps, repairs deteriorating asphalt, and reconstructs, overlays or sealcoats existing streets. The program encompasses approximately 15 to 20 miles of streets in Fort Collins annually. In conjunction with the City Streets Department, routine patching and crack-sealing operations improve another 20 miles of the street system.

Figure 4.2 Downtown Pavement Conditions: 2002



Below-Grade Infrastructure Facilities

ELECTRIC

The capacity of existing electrical facilities is sufficient to accommodate the next ten years of potential growth. In particular, the electric lines that run under Linden Street carry adequate capacity to accommodate additional power lines from future development projects, a consideration for larger projects that require higher levels of energy.

The City's Utility Department has completed a preliminary assessment of the area bounded by Mulberry Street, College Avenue, Cherry Street, and Howes Street for the impact of potential redevelopment on electric infrastructure. Additional electric loads from redevelopment can be added to the three main circuits currently serving the area. The load increase is divided almost equally between the circuits and would bring them near their design limits.

If the entire 1.2 million square feet is built at the average load density for office space, the Electric Utility would install an additional main circuit through an existing duct bank to accommodate contingency needs. City Utilities does not consider an improvement of this type a restriction or an impediment to redevelopment in the area.

City Utilities assesses development fees to recover future costs associated with growth related improvements. Utility's building site charge is assessed based on the customer's new electric panel size, and provides the funding mechanism to build additional circuits and other capacity related improvements.

As a rough estimate, the City would collect approximately $350,000 from this charge for the potential redevelopment of the above mentioned area and spend approximately $200,000 for the new circuit based on current schedules. The remaining $150,000 would be used to pay for new distribution transformers for the redeveloped sites and existing substation capacity.

XCEL ENERGY – NATURAL GAS

Xcel Energy has completed a Downtown Fort Collins gas system study. The study tested capacity by replacing existing loads with the estimated new gas loads. The results of the study follow.

Overall, the system is very strong, with no reinforcements needed. The additional loads, however, cause an adverse affect in the area of North Sherwood Street near Sycamore and Elm Streets. This will be an area to watch, and the utility may need to reinforce the system when and if the loads warrant.

Any reinforcements required due to additional customer(s) coming on line would be paid for by those customer(s). The area of development that actually creates the problem in the area on North Sherwood is the 4-block region bounded by Cherry Street, Laporte Avenue, College Avenue, and Howes Street.

The potential growth areas north and east of the Poudre River are on a different gas system (pounds medium) than the rest of the Downtown area, and currently has some excess capacity. The projected growth in that area should be able to connect to the existing system with little or no reinforcement necessary.

TELECOMMUNICATIONS

Both AT&T and Qwest existing service lines are sufficient to meet existing demand and future demand will be accommodated as expansion occurs. Both telecommunication providers indicated that information regarding expansion plans is proprietary in nature and cannot be shared with the public. Telecommunication utilities would most likely be provided as needed on a case by case basis.

WATER AND SEWER

Water and sewer utilities are generally adequate to serve existing Downtown uses. There is significant uncertainty, however, regarding what improvements are needed to upgrade utilities in response to new development.

What is known is that eventually most if not all smaller capacity lines (i.e., 4" water lines and 6" sewer) will need to be replaced due to deterioration. Fort Collins Utilities generally upgrades the lines as opportunities arise (i.e., street projects or new development) at either the City's expense or the developer's expense, but City Utilities has no mechanism to pay for large scale, long-term replacements.

Since entire utility lines may be deficient, it is unclear whether new development will be required to pay for all of the improvements required to upgrade an existing line. The City Utility will need to determine an equitable way to finance future deficiencies.

STORM WATER

This *Downtown Plan* boundary is located mainly in the Old Town and Poudre River drainage basins. Drainage patterns on the south side of the Poudre River are mainly to the east, while drainage patterns on the north side of the river are mainly to the south. Except for the Poudre River there are no stream channels or creeks in the study area. Urbanization since the turn of the century took place without the regard of storm runoff from upstream properties to the west causing storm runoff to flow overland along city streets or across city blocks before it reaches the Poudre River. The existing storm sewer, constructed with the urbanization, has little capacity and is often exceeded with even the minor storm event. Damages, from frequent afternoon thunderstorms, are common. Because natural stream corridors do not exist any reduction to the floodplain must be accomplished by installing very large and expensive storm sewers to carry the runoff underground.

Old Town Drainage Basin

Three major stormwater capital improvements have been completed in the Old Town Basin since 1997, including two in the Downtown area named the Oak Street Outfall and the Howes Street Outfall. These projects significantly reduced flooding problems in the Downtown area and removed hundreds of properties from the risk of flooding and the mapped floodplain. Due to the high cost the projects were constructed from the river to the west side of Mason Street. In general, the projects did not reduce flooding west of Mason Street. Many properties remain in the floodplain outside of these capital project areas. Future extensions of the newly constructed storm sewers were identified in the recently completed draft stormwater master plan.

This basin has three predominant floodplains within this plan's study area. One area contains the blocks between Olive and Mulberry, west of College Avenue to Whitcomb Street. This area is

critical because the framework plan emphasizes redevelopment opportunities in the Mason Street and Canyon Avenue areas.

Two other areas are within the floodplain, one between Maple Street and LaPorte Avenue west of Mason Street, and the other in the vicinity of Riverside Avenue/Whedbee Street. These areas are of lesser importance to this plan because they do not appear to contain significant redevelopment opportunities.

For those properties that remain in the floodplain, redevelopment must comply with floodplain regulations which require buildings to be elevated and/or flood-proofed above the flood elevation. These improvements can add costs to redevelopment of the property. See Figure 4.3.

In addition, the floodplains in the Old Town Basin are generally along street rights-of-way. In the past the entire floodplain was considered a no-rise floodplain, meaning that areas within the floodplain before they would be allowed to develop would have to offset the impacts the development would have on flood elevations through either offsite improvements or compensation to adjacent properties for increased flood heights. With the development of the revised draft stormwater master plan more detailed floodplain mapping has been performed and along with the floodplain a floodway has been identified. Floodways are considered to be the highest risk and are characterized as having the greatest depths and fastest velocities of storm runoff. Because of their nature, floodways have the most restrictive regulations and in the Old Town basin are predominantly along city street rights-of-way. Mapping of the floodways has allowed for a lessening of the floodplain regulations for those properties outside of the floodway. Redevelopment outside of the floodway, however, would still have to comply with regulation of requiring building elevation or flood-proofing above the flood elevation.

Removal of the remaining properties from the risk of flooding or from the requirement of compliance of floodplain regulations through additional capital projects has been identified in the revised draft of the *Stormwater Master Plan*. See Figure 4.4. The following is a list of proposed improvements in the plan's study area:

- Cherry Street Storm Sewer
- Laporte Avenue Storm Sewer
- Whedbee Street Storm Sewer
- Oak Street Outfall Storm Sewer Extension
- Magnolia Street Outfall Storm Sewer
- Mulberry Street / Riverside Avenue Storm Sewer

The Oak Street Outfall Extension and the Magnolia Street Outfall projects would do the most to reduce flooding on potential redevelopment sites in the Mason Street area.

Because stormwater capital projects are funded citywide, the determination of which project are built first must be fair and must consider which project creates the greatest benefit to the community compared to other recommended projects. The prioritization of stormwater capital projects takes into consideration key factors to determine that priority. The number of properties removed from the floodplain is a factor that identifies the number of properties that the project removes from the risk of flooding and/or compliance with floodplain regulations. The second factor is the cost effectiveness of the project which compares the benefits of the project with the cost of the project. The third and final factor considers the reduction in the amount of runoff across streets to reflect the need to keep these streets open for emergency response personnel. During the bi-annual budget process the prioritization process determines which projects are recommended for funding.

Any new development or redevelopment must detain storm runoff for any increase in impervious area.

Figure 4.3 Old Town Floodplain: 2002

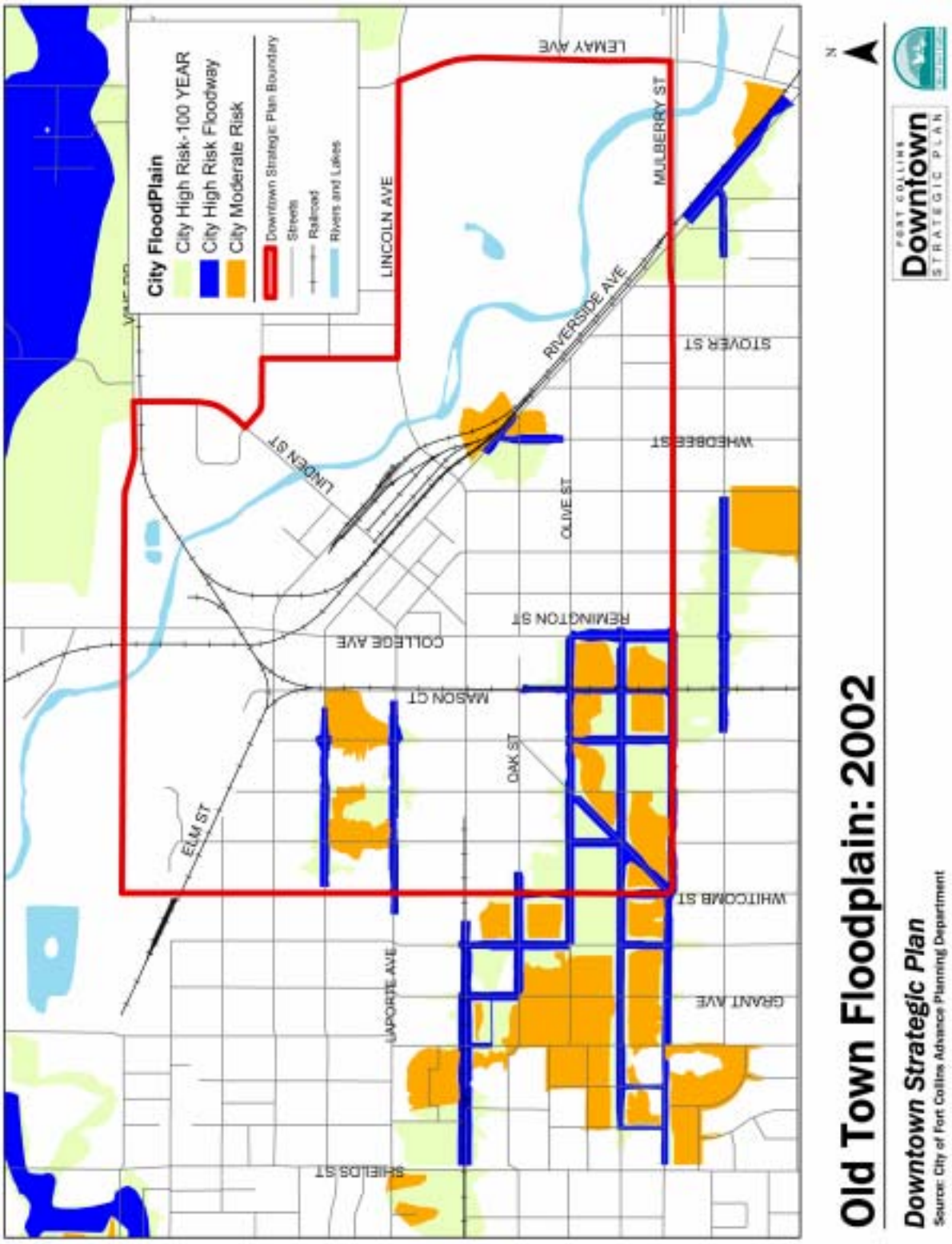
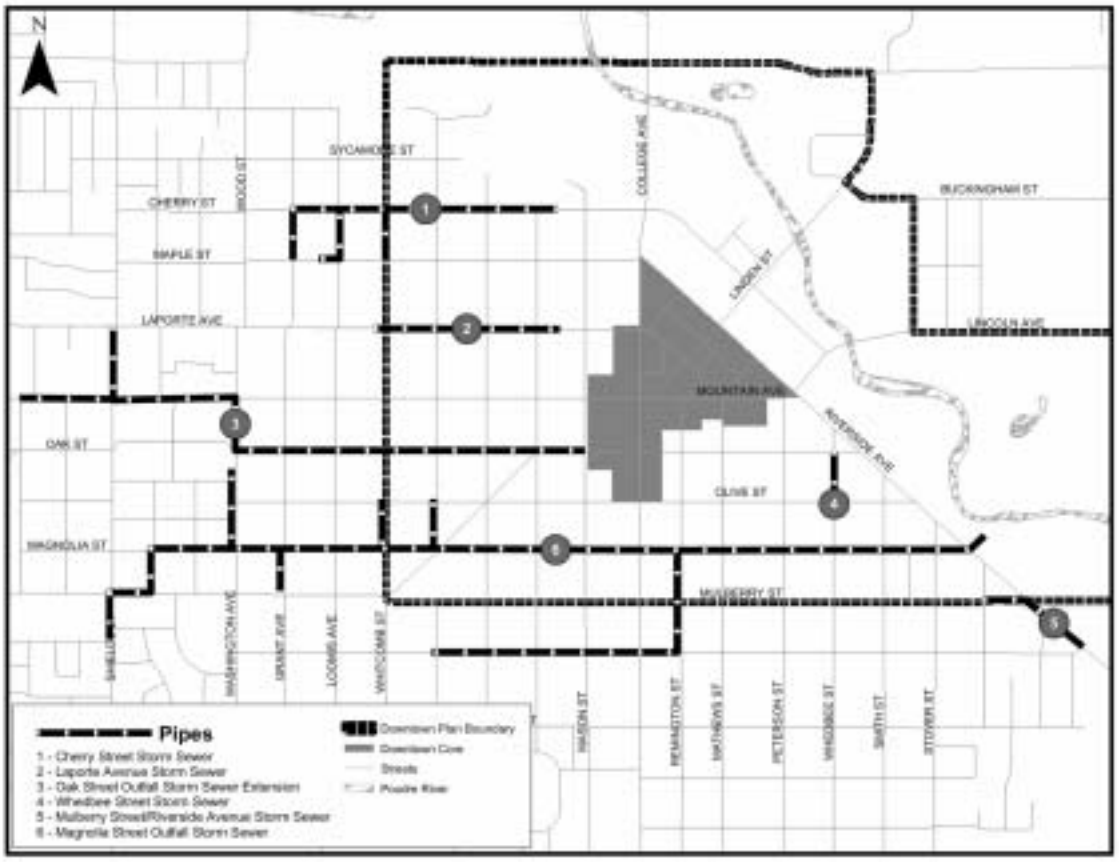


Figure 4.4 Proposed Old Town Basin Improvements: 2002

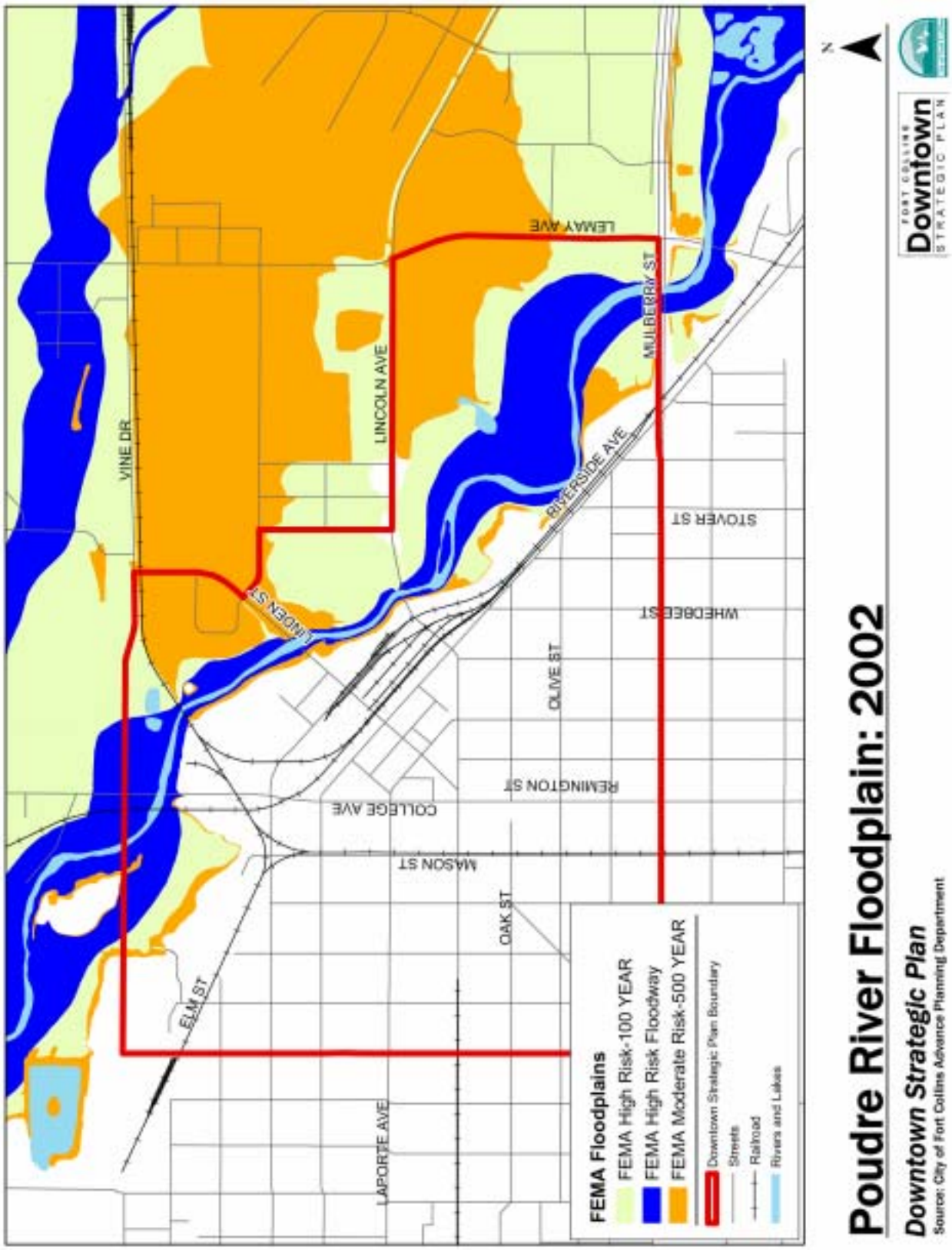


Poudre River Drainage Basin

One significant development site within the Poudre River Basin is the parcel known as the "Oxbow Site" between Linden Street and Lincoln Avenue just east of the river. This area will be removed from the floodplain upon construction of a levee near the river and is currently scheduled for completion in 2005. The primary purpose of the levee is to remove existing residential structures in the Buckingham neighborhood and commercial structures along Lincoln Avenue from the Poudre River floodplain. See Figure 4.5.

Also within the Poudre River floodplain, the acquisition of private property has been identified as a way to reduce the risk of flooding and the resulting damages. It will also reduce the demands on emergency response personnel during flooding events. Premised on the concept of the "willing seller" – "willing buyer" approach, the acquisition of properties is anticipated to take a number of years as private property owners propose the acquisition of their property to the City. Once acquired, structures are removed from the property and the property is re-vegetated with native plants. Residential properties located in the Poudre River's floodway and product corridor are considered the highest priority.

Figure 4.5 Poudre River Floodplain: 2002



Wireless

There has been a continuous trend throughout downtowns in the United States to establish high-frequency wireless networks (also known as “Wi-Fi” for “Wireless Fidelity”). These networks provide internet access to visitors, businesses, employees, and residents of downtowns or other areas which have pursued the wireless technology.

Wireless appears to be the emerging technology of the future.

Ground-based wireless networks are established through towers which broadcast within a certain range. Towers or receivers within a line of site typically can communicate with each other at much faster speeds than land lines. Wireless is also more flexible because it does not require infrastructure changes in order to accommodate it. Businesses with wireless hubs can let people within their facilities connect to the Internet wirelessly.

Nationally, coffee shops and book stores seem to be a hot spot for public wireless Internet deployment. Companies such as Starbucks and Borders are now deploying T-Mobile wireless Internet hubs to their locations. These hubs allow customers to connect to the Internet for a fee, either subscribing to the service or paying a one-time fee for use.

The advantage of wireless internet is flexibility. The technology provides some cost savings because it has fewer infrastructure requirements. Some complications, however, exist in wireless deployment. Basically, good engineering is required to make sure these complications don’t become problems.

With the support of the City, the Downtown Development Authority and the Downtown Business Association should explore an analysis of what is working in downtowns across the country. Assuming the results of that effort are generally positive, these organizations should investigate and pursue the Downtown deployment of wireless networks.

2.2 TRAFFIC

Traffic Circulation Existing Conditions

As part of the existing conditions analysis, traffic data for the study area was analyzed to identify traffic patterns and existing traffic issues and opportunities. Traffic count data from 1999, 2000 and 2001 was used in this analysis. Figure 4.6 shows the existing daily traffic volumes on Downtown roadways where there were count locations.

Figure 4.6 Existing Daily Traffic Volumes: 1999-2001

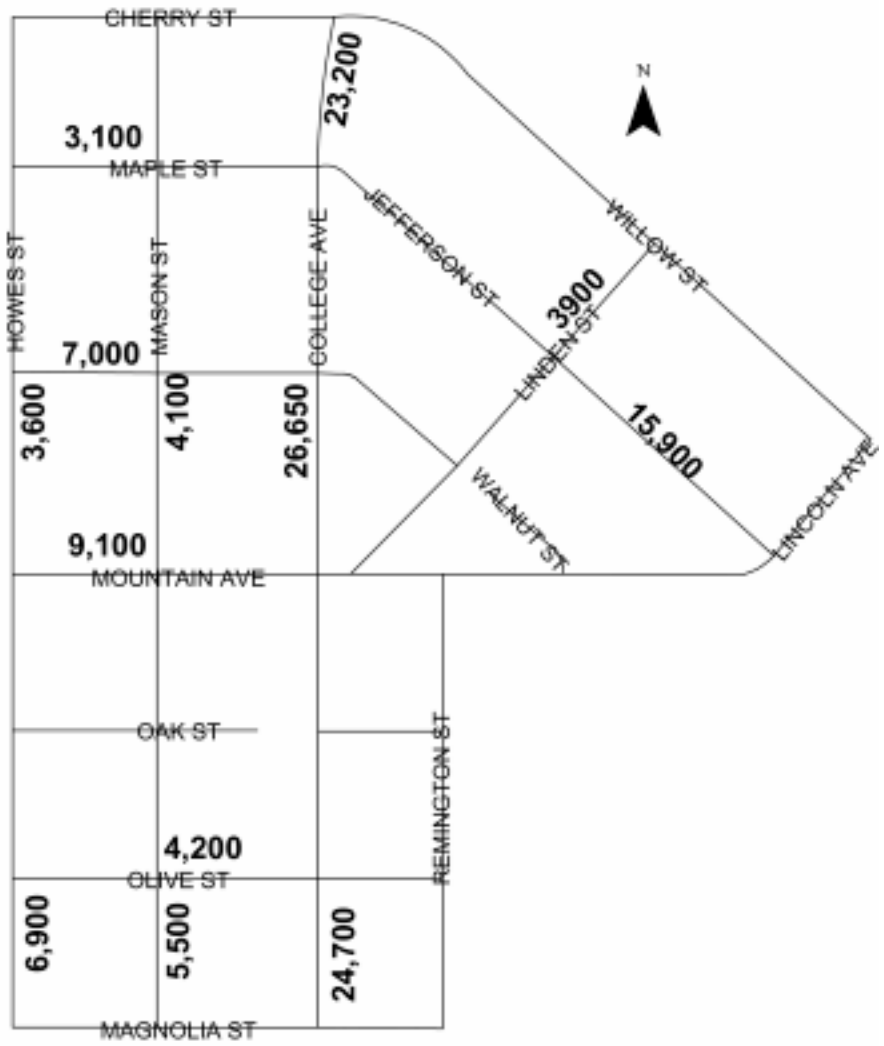


Figure 4.7 Daily Volume Entering & Exiting Study Area By Direction: 1999-2001

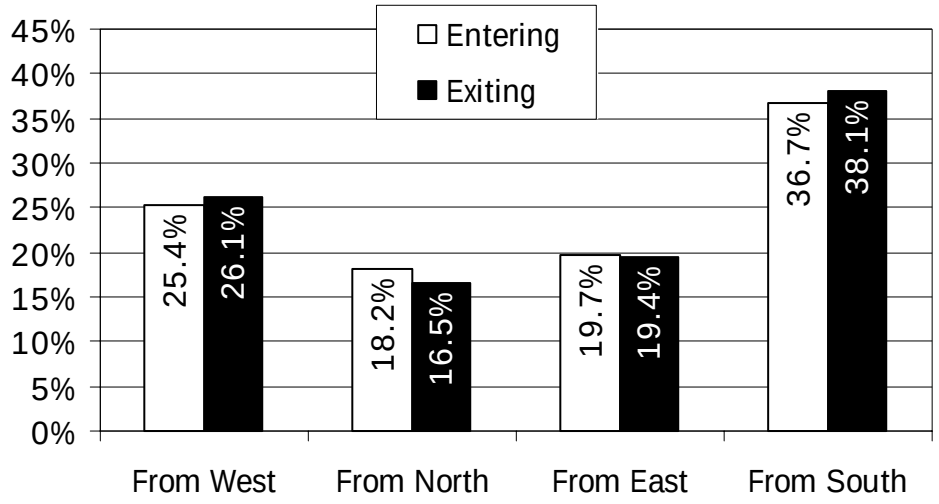
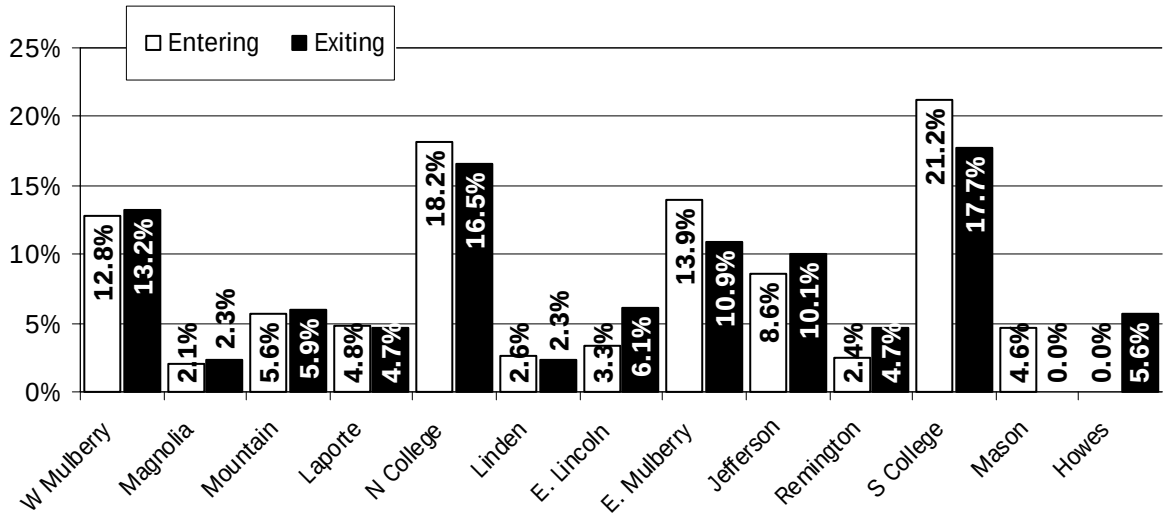


Figure 4.8 Daily Volume Entering & Exiting Study Area By Street: 1999-2001



One of the most important roles of the analysis is to determine how people are accessing Downtown and what streets are being over or under utilized. The directional distribution of traffic entering and leaving Downtown on a daily basis is shown in Figure 4.7.

The data show that the majority of traffic enters and exits to the south. Less traffic enters and exits on the north side of Downtown. The entry and exit patterns were also more closely analyzed on a street by street basis to determine not only what direction of travel traffic is using but also what streets are carrying the most traffic into and out of Downtown. Figure 4.8 shows the percent of total daily traffic entering and exiting Downtown by street.

This data shows College Avenue and Mulberry Street currently carry the bulk of the traffic into and out of Downtown.

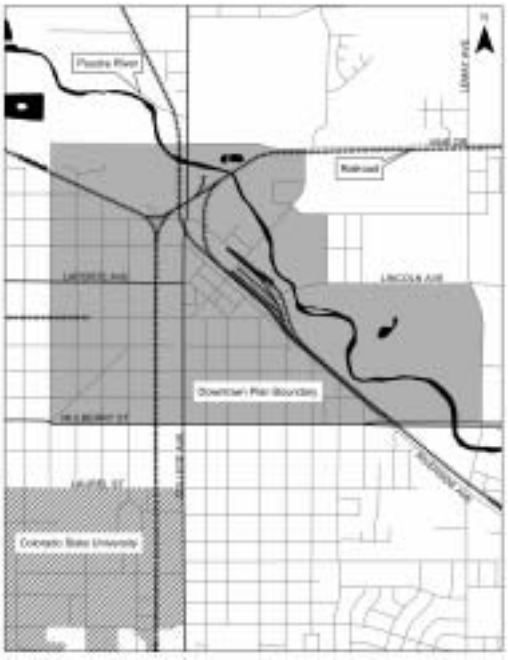
Analysis of individual intersections showed that the intersection of South College Avenue and Mulberry Street and the intersection of Jefferson Street and East Mulberry Street were operating at over capacity conditions during the peak hours. This is not surprising since most traffic is to and from the south and College Avenue carries the majority of traffic into and out of Downtown.

Another area of importance is access into and out of Downtown. There are significant barriers to getting into and out of Downtown including the rail line along Jefferson Street, the rail line within Mason Street, the rail infrastructure on the north side of Downtown, the CSU campus to the south of Downtown, and the Poudre River. See Figure 4.9.

The result is that traffic is concentrated on the few continuous routes that cross these barriers, especially College Avenue. Mason and Howes Streets are generally underutilized due to their discontinuity outside of Downtown.
Finally, the "Two-way Conversion Analysis of the Mason Street/Howes Street One-Way Couplet" draft document produced in January of 2003 was reviewed to identify other Downtown transportation issues. One of the interesting discoveries was the fact that the AM and PM peak hours on Mason and Howes Streets are carrying roughly 5% and 7% of the daily traffic respectively. A usual rule of thumb is that the peak hour carries approximately 9% or 10% of the daily traffic. This suggests traffic is more spread out and nearly as high throughout the day as during the peak hours.

Additionally, there is not a large difference in the number of northbound and southbound vehicles traveling along College Avenue in the peak hours. This suggests there are many origins and destinations along College Avenue. No single origin or destination dominates the travel patterns into and out of Downtown.

Figure 4.9 Barriers to Travel Into and Through Downtown



TRAFFIC ANALYSIS

In order to determine the future traffic conditions in the Downtown area, projections of the future traffic demand and patterns were made. The City's 2025 traffic model was updated with the latest Downtown land use projections to estimate future traffic volumes. Roadway changes such as the conversion of Howes Street and Mason Street to two-way operations were included in the model.

In addition, the traffic modeling employed a method (NCHRP 255) that uses existing ground counts as a base for future forecasts. The method was applied in a post processing element of the model, employing both the model's forecasting and the base empirical data to project future daily forecasts for streets in the Downtown area. A final step involving smoothing unusually high or low link volumes was applied, providing consistency throughout the future network. The resulting daily traffic volumes in the study area are shown in Figure 4.10.

Figure 4.10 Projected Daily Traffic Volumes: 2025

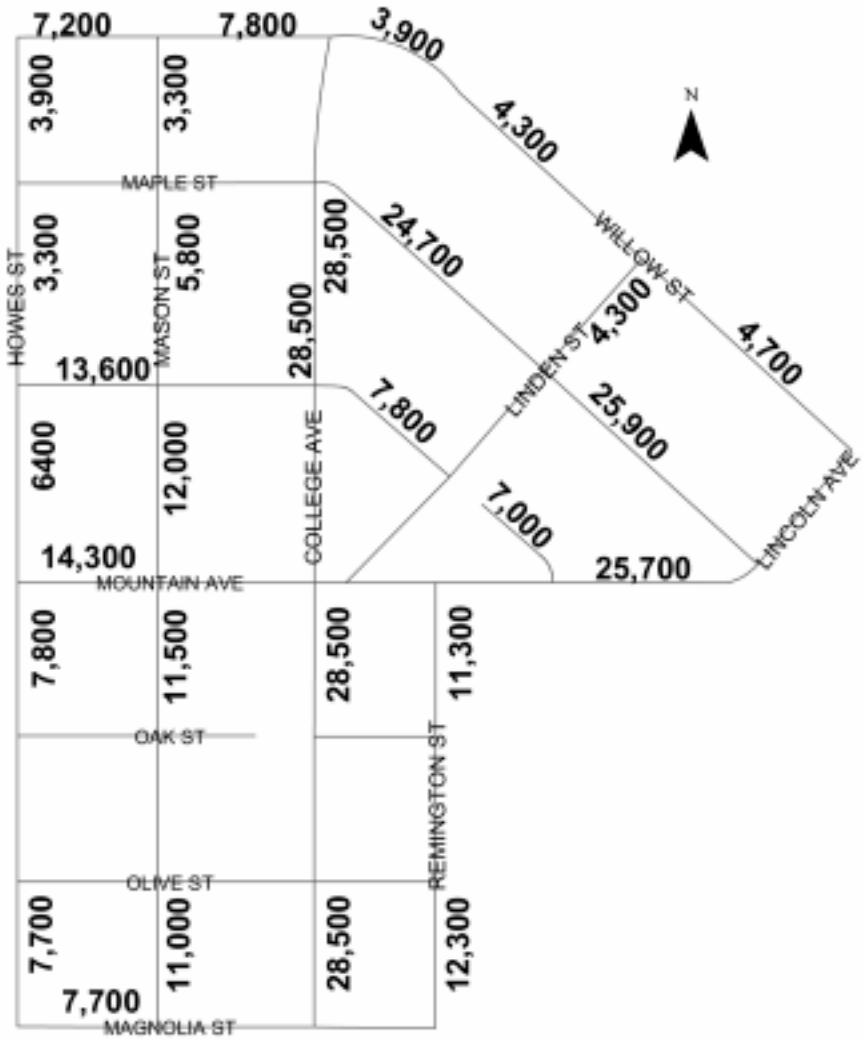


Figure 4.11 Daily Traffic Volumes Comparison: 2003 and 2025

Roadway	Year 2003 Daily Volume	Year 2025 Daily Volume	Percent Change
College Avenue between Mountain and Laporte	26,650	28,500	6.90%
Mason Street between Mountain and Laporte	4,100	12,000	192.7%
Howes Street between Mountain and Laporte	3,800	6,400	68.40%
Mountain Avenue between Howes and Mason	9,100	14,300	57.10%
Riverside/Jefferson between Mountain and Linden	15,900	25,900	62.90%
Laporte Avenue between Howes and Mason	7,000	13,600	94.30%

Figure 4.11 illustrates the percent change between existing daily traffic and year 2025 daily traffic on major streets in the Downtown area. Traffic will grow substantially on all roadways in Downtown but most significantly on Mason Street. This is due in part to the fact that College Avenue is nearly at capacity today and won't be able to accommodate much additional traffic. Traffic therefore will shift to Mason Street. The busiest roadways in Downtown in the future are College Avenue, Mason Street, Jefferson Street, Laporte Avenue, and Mountain Avenue. Howes Street is an underutilized north/south transportation corridor in the future model.

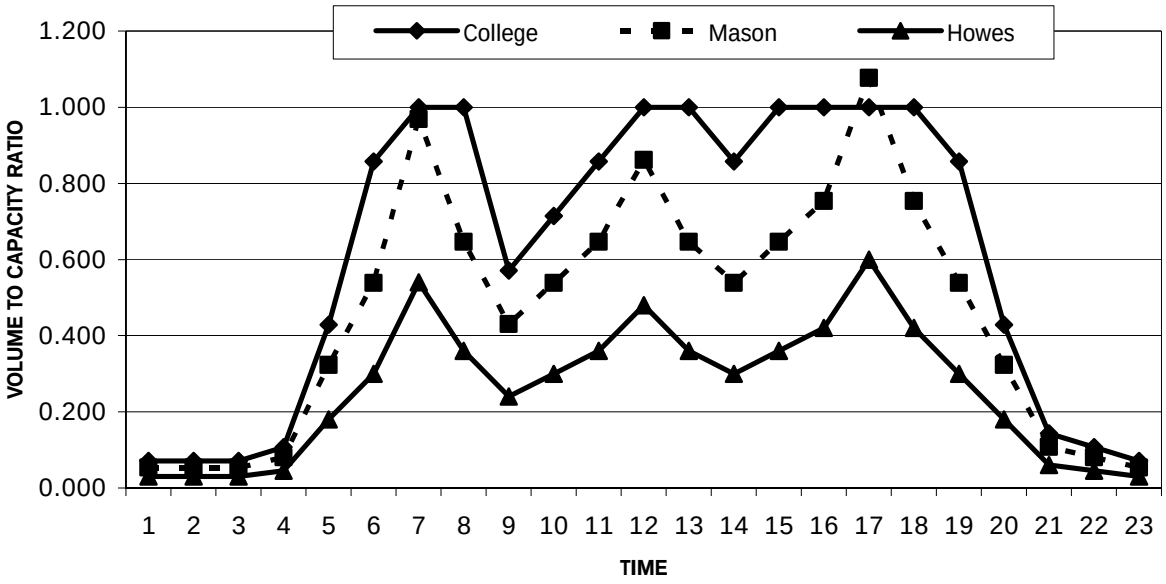
The most intense land use changes are expected to be along the Mason/Howes corridor. As shown in Figure 4.12, this corridor generally has slightly lower projected traffic volumes than other portions of Downtown. It also has a potentially underutilized access route via Howes Street. In order to determine how well the primary access routes (College, Mason and Howes) will support new, intense land uses, hourly volume – to – capacity ratios were projected for these routes.

The volume to capacity ratio measures potential congestion of a roadway. The closer the ratio is to 1.0, the more congestion the roadway is likely to experience. Figure 4.12 shows the ratio of volume to capacity on an hourly basis in the future on College Avenue.

Both Mason Street and Howes Street offer alternatives to College for accessing Downtown. Mason Street is projected to be at capacity during the peak hours in the future. Howes Street, however, is projected to have surplus capacity to move traffic into and out of Downtown. Howes Street could help alleviate congestion if demand could be moved to that corridor from College Avenue and Mason Street.

Potential strategies to achieve both a reduction in traffic and a redirection of traffic demand to underutilized routes are discussed below.

Figure 4.12 College Avenue, Mason Street & Howes Street Conditions: 2025



Strategies to Alleviate Potential Traffic Problems

Actions can be taken to attempt to change the future traffic patterns to alleviate or manage congestion on College Avenue and Mason Street. Potential actions are listed below:

CIRCULATION IMPROVEMENT

The de-coupling of Mason and Howes will allow traffic to circulate through the western side of Downtown more easily and diminish re-circulating traffic. Under this strategy, Mason Street will likely become more heavily traveled than today and Howes Street will remain underutilized unless other actions are taken to promote the use of Howes Street. These actions could include encouragement of new land uses in the Howes Street corridor, enhancement of the urban design elements of the corridor that link the Downtown with Colorado State University, and using wayfinding techniques to encourage through movement on Howes Street.

Another potential strategy to address the limited through routes could be signal timing and phasing strategies as well as specific intersection related improvements. These improvements could create a virtual continuous arterial formed of College Avenue, an east-west street such as Mulberry Street, and Howes Street. Assigning more time to signal phases that allow this connection, less time to the straight through movement on College, and potentially adding turning lane capacity to the required movements could encourage drivers to more fully utilize Howes Street. In addition, signage could be added to the other improvements to help create the virtual arterial.

LAND USE

The least utilized direction of travel into and out of Downtown today is from the north. It would be desirable to have more of the future traffic come to and from the north. Achieving a balanced directional distribution into and out of Downtown would more evenly distribute traffic and roadway capacity would be more fully utilized. Buildout of the northeast part of the city will improve a balance in travel demand accessing Downtown.

New and denser land uses along the Mason/Howes corridor also will encourage greater use of both Howes Street and travel to and from the north and west to access these land uses. This will be beneficial in helping to spread traffic among all viable routes.

PARKING LOT AND ENTRANCE LOCATIONS

The general strategy of having parking structures at the periphery of the core to catch vehicles before they enter Downtown is a good one However, a significant portion of traffic will still attempt to access parking resources as close as possible to new land uses in the Mason/Howes corridor and those in the Downtown's core.

Parking lot access should be oriented to Howes Street as much as possible. The automobile entrances should be located on Howes Street whenever possible and away from street intersections. This strategy will help avoid turning conflicts and capacity degradation issues as well as provide destinations along Howes that draw traffic.

This approach requires the coordination of pedestrian facilities. Each parking facility will need to construct and orient pedestrian facilities toward major destinations in the vicinity of the structures and generally toward the Downtown's core. The "Park Once, Pedestrian First" concept allows for this integration by creating as many pedestrian ways and pedestrian options as possible, see the following section, 2.4 Pedestrian.

ALTERNATE MODES

Rather than concentrating on vehicular through movements, Downtown should be viewed as a destination. As such, focus should be placed on the storage of vehicles while their owners are living, working or visiting the Downtown. Alternate modes can be effective at providing choices for commuters helping to lessen traffic congestion.

Transit, carpooling, and vanpooling services should be concentrated on the Downtown and the university. As the density of development and intensity of activity increase, the travel characteristics of Downtown will begin to resemble those of the university campus to the south. Concentrating transit services into the Downtown at peak commute hours will alleviate more automobile congestion than in other areas of the community.

Adequate Public Facilities Ordinance (APF) and the *Multimodal Transportation Level of Service Manual* Impacts on Future Development

Typically, when new development is projected to cause public facilities (roads, sewers, etc.) to fail, the developer is required to make improvements to address the problem. The City's adequate public facilities ordinance requires that adequate public facilities be available concurrently with the impacts of development.

Improvements to roads that address deficiencies in motor vehicle level of service are generally things such as adding a left or right turn bay, adding a travel lane, adding acceleration or deceleration lanes, or otherwise improving capacity. For the most part, very few opportunities

exist Downtown to make these kind of improvements. In light of these constraints, it is important to provide some alternatives that can be used by a developer of a major project in the Downtown area.

The City's *Multimodal Transportation Level of Service Manual* allows activity centers to operate at a level of service (LOS) E and below (see Figure 4.13). Therefore no capital improvement is required by new development. However, the manual states, "Intersections falling below LOS E will require identification of specific strategies for mitigation of congestion through alternatives to motor vehicle travel." No strategies for mitigation are defined. This leaves too much room for interpretation as what may constitute an acceptable level of mitigation.

Figure 4.13 Motor Vehicle LOS – Study Intersections: 2025

**Intersections falling below LOS E will require identification of specific strategies for mitigation of congestion through alternatives to motor vehicle travel."*

	Land Use (from Structure Plan)			
		Other Corridors Within		
Intersection Type	Commercial Corridors	Mixed Use Districts	Low Density Mixed Residential	All Other Areas
Signalized Intersections	D	E*	D	D
Stop Sign Control (arterial/local)	N/A	E*	E*	E
Stop Sign Control (collector/local)	N/A	C	C	C

Given that the Downtown area is constrained by existing development and that most roadway intersections are failing today or projected to fail in the future, any significant new development will cause transportation facilities to exceed the motor vehicle LOS. Having a clear definition of the acceptable mitigation options available using alternative modes will enhance the likelihood a developer can be successful Downtown.

Mitigation options will likely include but not be limited to strategies such as purchasing unlimited annual bus passes for all employees or residents in a new building, installing facilities such as showers/dressing rooms for bicyclists, or committing to providing the building with an employee or resident transportation coordinator. Other options for mitigation might include education and marketing activities, installation of transit stops, or Downtown bike stations. In any event, these mitigation options should be defined in such a way to provide clarity during the development application process. Some groups that reviewed this analysis felt that priorities for mitigation measures should focus on improvements to pedestrian porosity and transit in the Downtown area.

Difficulties arise not only due to the ambiguity of acceptable mitigation options, but also because the developer is often not the building manager or owner of the property. Agreements involving non-structural mitigation strategies made prior to pulling building permits must be legally tied to the property to have any lasting positive effect on mitigating congestion downtown. An examination of the administrative procedures used to secure these agreements and the *Multimodal Transportation Level of Service Manual* need immediate attention to remedy these inadequacies.

2.3 BICYCLE

Bicycle Circulation Existing Conditions

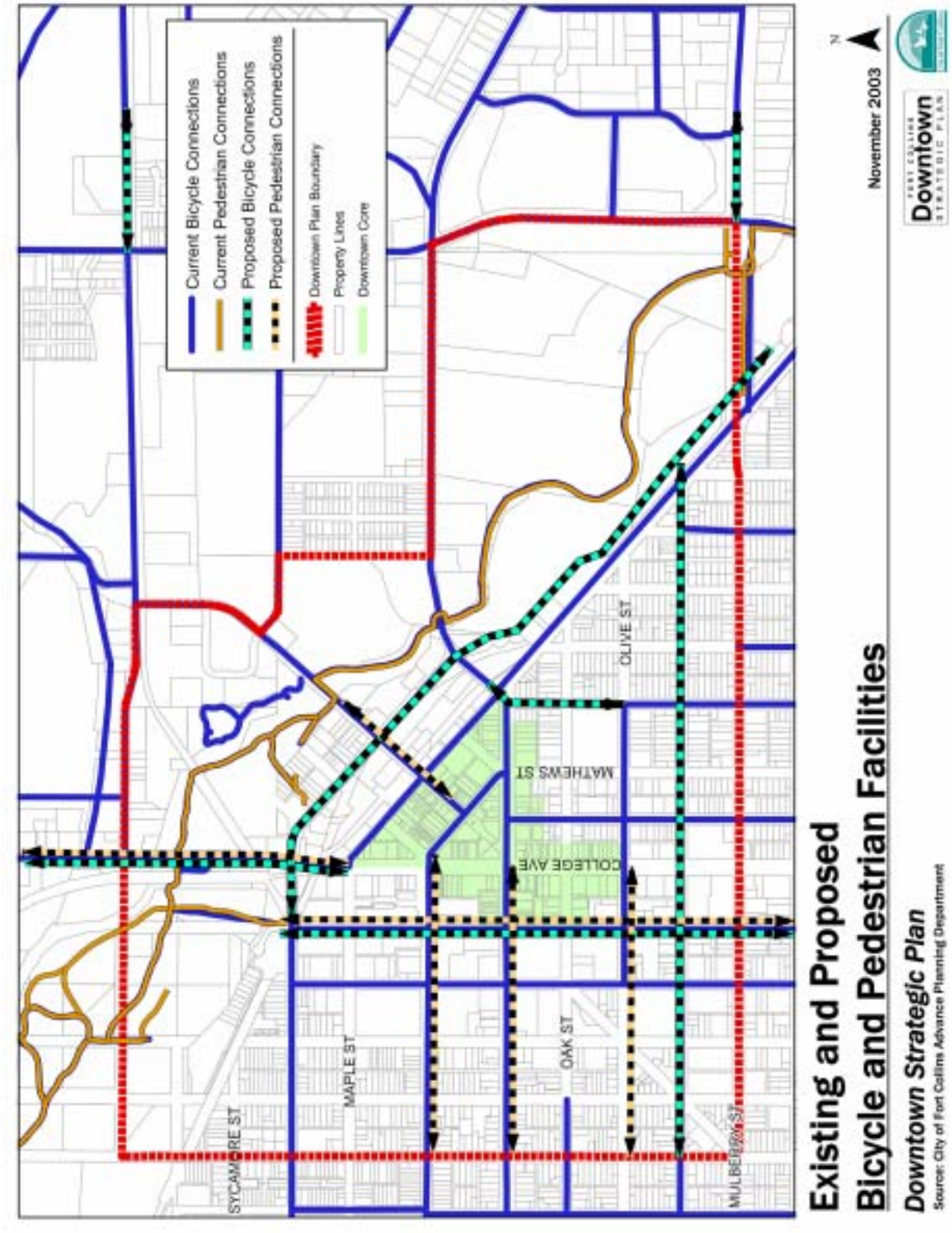
Fort Collins has designated a significant number of bicycle routes into Downtown. The *Fort Collins Bicycle Vision Plan* (1995) breaks down bicycle facilities into four categories: major on-street bicycle arterials, scenic routes, back street bikeways, and planned regional facilities. The majority of routes into and around the Downtown are categorized as on-street bicycle facilities or back-street bikeways.

North-south bicycle traffic is carried by Howes, Mason and Remington. South of Olive, Peterson is a designated north-south bike route, although it stops before reaching the core activity area.

Through east-west traffic is accommodated on Cherry Street and Laporte Avenue. While Mountain Avenue, Olive Street, and Magnolia Street are also designated east-west bicycle facilities, they do not connect with the Downtown core, leaving cyclists with discontinuous routes through the Downtown area. The Linden Street route provides a connection to the Poudre River Trail.

Discontinuous east-west bicycle routes make it extremely difficult for cyclists from west side neighborhoods to get to Downtown for work or entertainment. Lack of signage and visible connections make bicycle commuting a poor alternative. The Linden Street bicycle route lacks a safe, convenient and recognizable crossing at Jefferson, making links to recreational facilities difficult from Downtown. See Figure 4.14.

Figure 4.14 Bicycle & Pedestrian Facilities: Existing & Proposed



Bicycle Circulation Strategies

Over the next 5-10 years, the Downtown bike system should become an integral part of the transportation network. The projected travel, of nearly 100,000 daily vehicle trips into and out of Downtown, will necessitate a shift from vehicular travel to multi-modal alternatives. Bicycle commuting can be a viable alternative given appropriate facilities, amenities, encouragement, and transportation environment.

Bike lane along Cherry Street.

Better connections between north-south and east-west bicycle routes will help to create a comprehensive system that can carry cyclists Downtown from any area of Fort Collins. The recommended primary bicycle routes through Downtown are: 1) the Mason Corridor for north/south travel and 2) Magnolia Street for east/west travel.

The future Mason Street bicycle corridor will create a significant link with the south end of town, expanding opportunity for bicyclists to commute to a growing job base in Downtown Fort Collins. East-west links, currently absent in the system would help connect residents to Downtown destinations and employment areas. Recreational bicycling opportunities could be expanded by improving north-south connections between Downtown and the Poudre River Trail at Jefferson and Linden, and N. College and Cherry. See Figure 4.14 for a map illustrating these links.

Cyclists should be easily visible to drivers in parked or moving vehicles.

Discontinuous bicycle lanes, as found on Oak, Magnolia and Cherry streets should be improved. An additional route should be added on Jefferson Street.

On street bike route.

On many neighborhood streets, bicycle operation is impaired by on-street parking and sidewalks. A dedicated bike lane should be established on Magnolia where parallel parking exists along the length of the street. This east-west connection will be complimented by a strong north-south connection on Mason Street. These two connections will go a long way in establishing a more comprehensive and viable bicycle network Downtown.

As bike lanes are accommodated on streets with on-street parking, careful consideration should be given to the safety of cyclists in proximity to opening car doors. Traffic calming measures to slow travel speeds should be utilized to better accommodate cyclists in these striped lanes, or even within the existing travel lane, where appropriate. Cycling on sidewalks should not be considered a viable option as it creates conflict between cyclists and pedestrians, as well as turning motorists.

ENCOURAGING BICYCLE USAGE

The presence of bicyclists and pedestrians helps to maintain an active and vibrant Downtown environment that in turn, generates stronger support for Downtown businesses. Bicycling can be not only a component of the transportation network, but an energetic and exciting element of the Downtown fabric. The following provisions can increase bicycle usage.

Well-striped bike lane.

CROSSING DESIGN

Specific design elements or roadway markings will increase bicycle visibility. Street crossing design should be safe and easily recognizable, making designated routes and crossings apparent not only to the cyclists but to the motorist, as well.

Focus should be made to construct clear and unambiguous routes, pathways, and trails that lead cyclists in both the northeast and northwest parts of the Downtown to the Poudre River bicycle facilities.

Sign to raise awareness between bicycling and other transportation modes.

SIGNAGE

A comprehensive signage system for bicycle travel should be developed. A recognizable signage system should be present on every major street with bicycle facilities in Downtown Fort Collins. Sign design should clearly notify motorists of the need to safely share the roadway with cyclists and other modes of transportation. The design and marking of bicycle facilities Downtown becomes part of the Downtown identity and establishes an awareness of the level of bike activity associated with Downtown. Directional signage Downtown should also indicate access points to both local and regional cycling facilities.

MARKETING

Bike system maps and informational brochures should be available to the public at informational kiosks throughout Downtown. Marketing efforts about commuter and recreational facilities will increase the awareness of local and regional biking opportunities as an amenity of the Downtown area. Workplace commuter bike programs might offer assistance to commuters in choosing appropriate travel routes or provide educational sessions on bike maintenance or healthy biking. A marketing campaign can encourage more bicycling by getting those who don't currently ride to try bicycling or to at least to think positively about bicycling. Specific media days such as “bike to work” day or week or the organization of a recreational Downtown bike ride can go a long way in creating a positive public perception of biking as a transportation alternative.

Formation of formal Downtown bicycling groups/coalitions can help planners, engineers, and policy makers develop bicycling facilities and programs. Planners and engineers could participate in group rides with bicycle club members to discover and assess the positive and negative aspects of the current system.

BIKE AMENITIES

Bike racks on streets should be located so as to avoid conflicts with pedestrians and so that parked bicycles don't block the pedestrian path. Ideally, they would be located in the "furnishings zone" as defined in the sidewalk standards, see Figure 4.16. Bicycle parking should take into account the following:

- Access- Bicycle parking should be convenient to building entrances and street access, but away from normal pedestrian and auto traffic. Avoid locations that require bicycles to travel over stairs.
- Security - Parking should be located so that it is in the public view, that illegal behavior is easily recognizable, and bikes can be easily locked by their owners.
- Lighting - Bicycle parking areas should be well lit for theft protection, personal security and accident prevention.
- Protection - Preferably an overhang or covered walkway is available in bicycle parking areas to protect the bike and cyclist from the weather.

The City currently generally requires bicycle parking be provided at a rate of 5% of the amount of parking provided for automobiles in new developments. In Downtown, accommodation for bicycle parking is actually more difficult to ensure as only residential development has a parking requirement. Retail development may forego building new parking altogether, relying solely on public parking resources to meet their bicycle parking needs. Therefore, bicycle parking in Downtown must be coordinated by the City and its bicycle and transportation demand management programs (i.e. SmartTrips) or it may otherwise be deficient in supply.

A future bike station should be considered as bicycle commuting grows in popularity. A location near the Downtown Transit Center would be ideal, allowing commuters an easy way to combine the use of alternative modes. Transfort buses are equipped with bike racks, making the transfer between modes easy. A station facility might include showers and changing rooms, long-term secure bike parking, minor repair services and system information. These types of amenities make it more feasible for residents to depart from their automobiles and consider their travel options.

2.4 PEDESTRIAN

Pedestrian Facilities Existing Conditions

Downtown's sidewalk network is illustrated in Figure 4.15. The City's recent sidewalk inventory and condition assessment indicates the majority of the study area's sidewalks are in good condition.

The primary pedestrian connections along College Avenue offer adequate capacity to carry pedestrians, shoppers and visitors. Conditions along Jefferson, just east of Old Town are categorized as fair. Pedestrian movement along this busy roadway is uncomfortable due to the proximity of trucks and higher speeds and the lack of a sidewalk buffer.

East of Jefferson the availability of adequate sidewalks deteriorates. In the northwest section of Downtown, sidewalk conditions are fair to poor, making pedestrian connections from adjacent neighborhoods into Downtown and to the Downtown Transit Center on Mason Street more difficult. The absence of sidewalk facilities on the northern most block of Mason Street is particularly troubling as direct connections from Downtown to the Poudre River corridor need to be made.

While the availability and condition of sidewalks comprise the physical infrastructure of the Downtown pedestrian system, amenities associated with those sidewalks round out the pedestrian experience. These amenities include wide sidewalks, tree lined streets, benches and active ground level store fronts and make for a comfortable and safe environment on the majority of Downtown streets within the retail core.

New context sensitive standards for Downtown streets and sidewalks are needed in the City Code to ensure that sidewalks are built to a standard that promotes and enhances the pedestrian experience. Urban commercial sidewalks allow for four primary uses to take place in a common corridor: 1) a frontage zone, 2) a through pedestrian zone, 3) a furnishings zone, and 4) the curb zone (see Figure 4.16).

Each zone serves a function in the design of the sidewalk. The *frontage zone* incorporates the need to browse storefronts, for commercial displays, for planters or benches associated with a business, outdoor sales activity, and other related uses. The *through pedestrian zone* is the primary movement area of the urban commercial sidewalk. The *furnishings zone* is a space reserved for street trees, signage, lamp posts, benches, parking meters, bicycle racks, newspaper stands, public phones, and other items that furnish the sidewalk. The last zone, the *curb zone*, is the transition to the street and generally separates the pedestrian from the automobile.

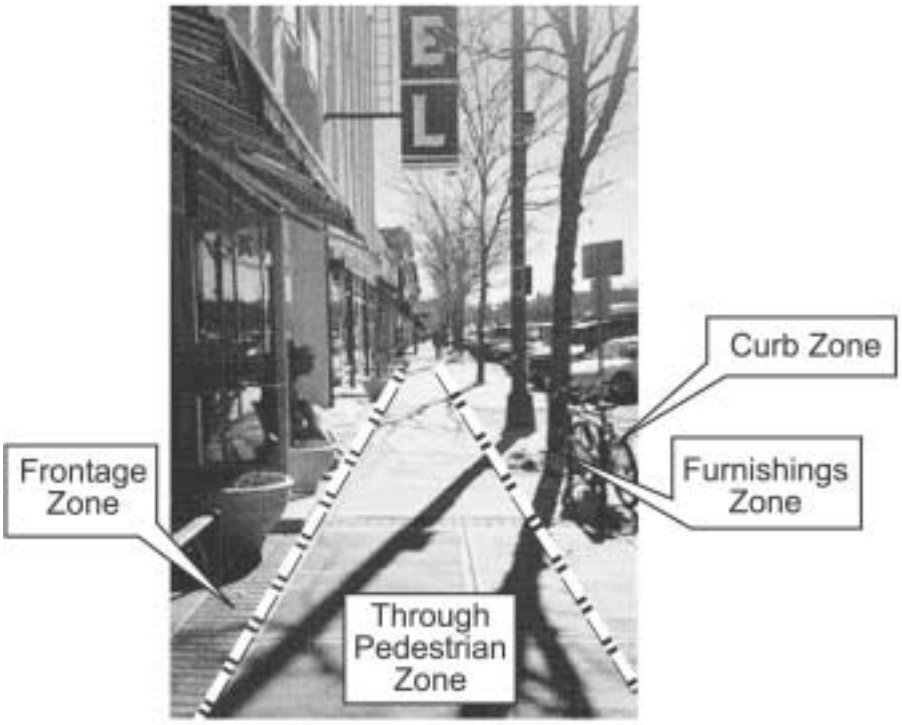
Figure 4.15 Downtown Sidewalk Network: 2002

Downtown Sidewalk Network

Downtown Strategic Plan

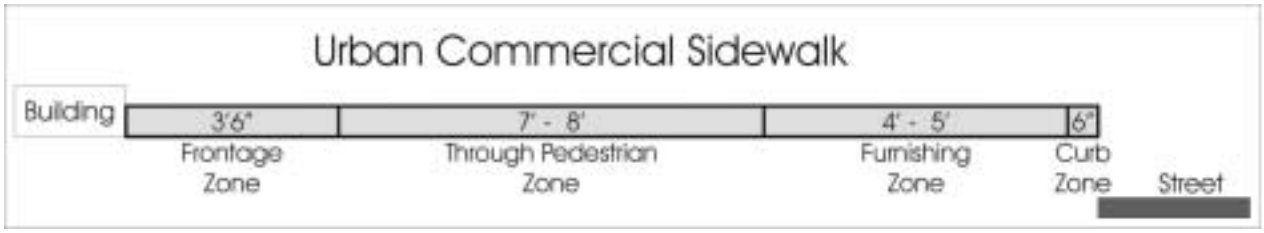
Source: City of Fort Collins Advance Planning Department

Figure 4.16 Typical Urban Commercial Sidewalk Zones



A 16' cross section ensures ample room for the sidewalk to function adequately in an urban commercial environment. The frontage zone should be no more than 3.5'. The through pedestrian zone should be between 7' and 8', depending upon the level of activity. The furnishing zone should be kept to 4' where possible and allowed to reach a maximum of 5' only in unusual circumstances. The curb zone is generally kept to 6". Figure 4.17 illustrates a typical urban commercial sidewalk cross-section.

Figure 4.17 Urban Commercial Sidewalk



Care should be taken not to over design sidewalks. Emphasis should remain on two primary functions: 1) business access and product merchandising and 2) pedestrian travel.

One final point should be made on sidewalk design and use. A recent trend has been to provide outdoor seating for restaurants during good weather months. It adds to the street life and ambience of the urban commercial sidewalk. Care should be taken, however, when designing such areas as in many instances they impede the functioning of the sidewalk itself. It is important the through pedestrian zone be maintained as straight and unimpeded as possible.

Pedestrian Strategies

It is important to note that new development will significantly increase traffic volumes and these volumes cannot be accommodated solely on College Avenue. Traffic volumes on portions of Mason Street are anticipated to reach daily levels near 15,000. Increased land use development will slow traffic and cause additional traffic congestion. The pedestrian mode of travel should be maintained as the primary mode in Downtown Fort Collins and efforts should be made to protect it from the ill effects of too much focus on traffic flow.

Although Downtown possesses adequate sidewalks and amenities as part of its pedestrian infrastructure, the connectivity of various land uses and activities and the quality of the pedestrian infrastructure needs to be ensured as infill development and redevelopment occurs. The future pedestrian environment will need to promote pedestrian access as the primary mode of transportation, whether as a commuting option from adjacent neighborhoods or as a means of getting around within the Downtown area. Pedestrians will need to feel that they are connected to employment, retail, dining and residential opportunities.

EAST-WEST CONNECTIVITY

East-west pedestrian connectivity from the neighborhoods east toward the Downtown core will be essential to supporting north-south access. These east-west connections should move commuters and also bring residents across Mason Street from adjacent neighborhoods. Intersections should be enhanced with recognizable pedestrian crossings at the corners of both Mason and Howes Streets with Olive, Oak, Magnolia and Mountain.

CROSSING IMPROVEMENTS

Improved crossings are an important part of enhancing the pedestrian environment and connectivity. Raised, textured or colored pavers within the crosswalk increase visibility and raise motorist awareness of the crossing. Crosswalks should be well-lit or utilize embedded lighting to create an effect.

Pedestrian crossing design example.

Because Mason Street and Howes Street rights-of-way are very wide, shortening of the pedestrian crossings may be appropriate. Bulb-outs shorten pedestrian crossing distances, improve their visibility to motorists and widen the sidewalk to increase room for other amenities. Bulb outs should be as wide as the parking lane so pedestrians are visible to motorists and cyclists. Whatever the design treatment, all Mason and Howes street pedestrian crossings should be consistent for easy identification.

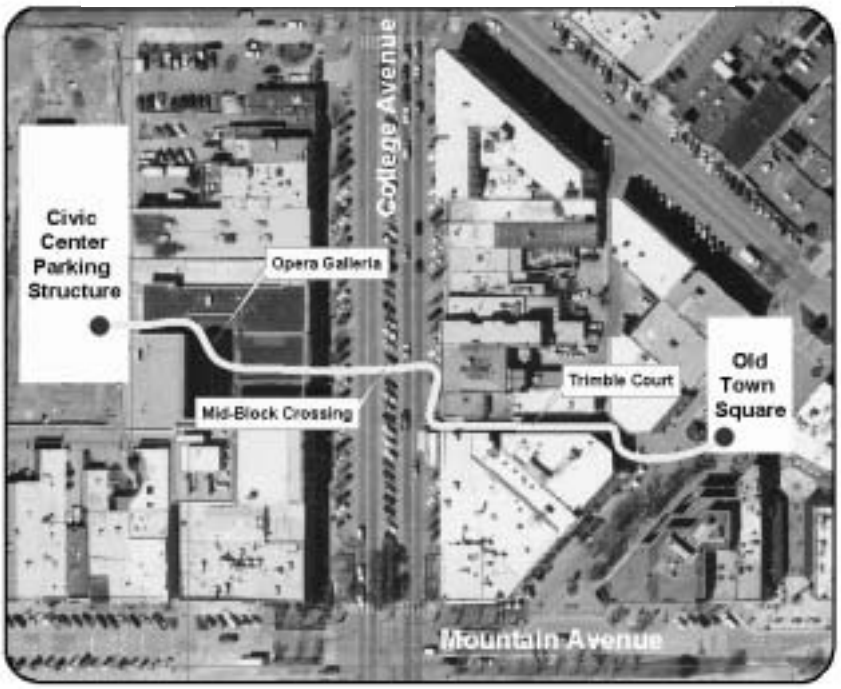
The location of bulb-outs on Mason, Howes, or College should occur in conjunction with on-street parking and should not inhibit left-hand turning movements. On Mason and Howes streets, bulb-outs should occur at Magnolia, Olive, Oak, and Mountain.

On Mason, north of Laporte Avenue, traffic volumes decrease due to the left-hand turn movements at that intersection. Pedestrian refuges at Maple Street may ease pedestrian crossings to the Downtown Transit Center, between City office buildings, and to a new main library building.

Mid-block crossings should be examined depending on the type and location of future development. Key pedestrian destinations located on both sides of the street may drive the need to designate a mid-block crossing.

An example of such an opportunity exists on the 100 block of North College Avenue. Many Downtown visitors park their cars at the Civic Center Parking Structure. The primary destination for many of these people is the College Avenue corridor and Old Town retail establishments. Getting from the Civic Center Parking Structure to Old Town can be dramatically enhanced by focused pedestrian improvements, specifically: 1) a mid-block crossing in the 100 block of College Avenue and 2) improvements to the alley-way that runs east to the Old Town Square. These improvements would provide a direct, pedestrian friendly, connection between the Civic Center Parking Structure through the Opera Galleria across College Avenue along Trimble Court to Old Town Square, as shown on Figure 4.18.

Figure 4.18 Integrated Pedestrian Infrastructure



Consideration should be given to the signage, lighting and loss of on-street parking spaces that would be associated with the implementation of additional crossings. Marking and signage of these crossings will increase pedestrian awareness to their crossing options.

Downtown's existing centerline parking on College and Mountain Avenues is considered both unique and desirable. This parking design, however, forces those parking to walk across two lanes of heavy traffic. One idea, which needs further investigation, is to change the design from diagonal to parallel parking. This would allow the creation of a continuous refuge for pedestrians and formalize mid-block crossings. See Figure 4.57 for more information.

PEDESTRIAN SIGNAGE

A "pedestrian priority" signage system throughout Downtown should be easily recognized, provide direction and educational information about Downtown venues. As development increases Downtown, improvements to streetscape and ground level retail/business activity will help to create a vibrant pedestrian environment. The addition of distinct pedestrian signs will make pedestrians and motorists aware of the need to acknowledge and accommodate pedestrians as the primary travel mode in the city's largest activity center.

Pedestrian walkway between shops.

If signage systems direct motorists to parking lots/structures, then additional directional signage or decorative kiosks should highlight sidewalk connections from these parking facilities to various Downtown destinations.

Pedestrian alley.

INTEGRATED PEDESTRIAN NETWORKS

There are a series of opportunities in the Downtown area to create and enhance informal and infrequently used facilities for pedestrian use. These facilities, which include alley-ways, integrated walkways (e.g., Opera Galleria), and mid-block crossings, can connect various activities in Downtown and provide a systemic approach to pedestrian porosity. They can also provide additional opportunities for commerce, enhance parking locations, and reduce the need for automobile travel. Pedestrian connections should be established along every block in the Downtown area at a maximum of every 350'.

Example of an inviting alleyway

Alley-ways are traditionally used only for vehicular access to Downtown buildings. However, a multi-use approach that creates more pedestrian opportunities can dramatically enhance commercial activity through the orientation of businesses to both the street-side and alley-side of buildings.

Alley-ways provide a way to increase connectivity between a mix of residential and retail uses, allowing pedestrians to avoid street crossings at busy intersections. Lighting and signage improvements at these locations will increase security for pedestrians.

An integrated pedestrian network approach to pedestrian travel in the Downtown improves both the viability and use of more distant on- and off- street parking resources. The primary goal of parkers in Downtown is to park as close to their destinations as possible. Without exception, increased pedestrian porosity provides shorter direct routes between parking resources and the many Downtown destinations expanding the perceived current parking supply. See Figure 4.19.

Alley adjacent to Civic Center Parking Structure

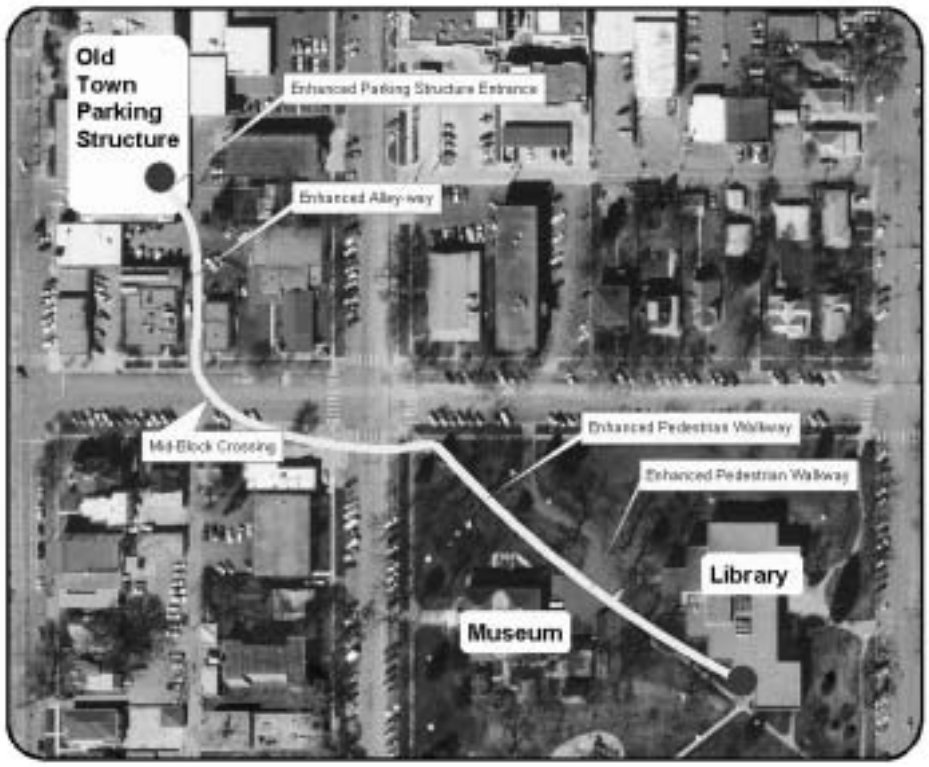
Both existing parking structures have adjacent alley-ways that need improvement. The alley-way adjacent to the Old Town structure should be improved to acceptable standards for safety, lighting, cleanliness, and design to accommodate foot traffic between the structure and Library Park, as shown on Figure 4.20.

Improvements to the alley-ways east and south of the Civic Center Parking Structure (beyond the Opera Galleria entrances) would provide additional porosity throughout the Downtown area.

An integrated pedestrian network will need to be formally planned and engineered. It should also become a high ranking component to the City's Capital Improvement Program.

Figure 4.19 Integrated Pedestrian Network

Figure 4.20 Enhanced Alley-ways



Jefferson Street Pedestrian Environment

Jefferson Street is often considered a barrier to the Downtown core. A number of factors contribute to this image. Jefferson Street serves as a state designated truck route. Current traffic volumes are 15,000 vehicles per day. Vehicle and truck traffic are projected to increase to roughly 24,000 vehicles through the Downtown portion of State Highway 14. There are 40 public and private driveways and other access points in this area.

One of the primary objectives of the *US 287/SH 14 Access Management Report* is to efficiently and safely move people and goods through the corridor. However, vehicular safety and mobility needs should be balanced with the need to provide for the safety and comfort of pedestrians. Implementation of the *US 287/SH 14 Access Management Report* should account for not only regional travel needs but local travel as well.

The best way to minimize the effects of Jefferson is to create identifiable access points through this barrier. Linden Street is ideally suited to move pedestrians and bicyclists across Jefferson towards the Poudre River. Lincoln/Mountain Avenue is another good crossing point. Colored, textured or raised markings, lighting improvements and signage are all important elements of a safer and more comfortable pedestrian crossing.

2.5 TRANSIT

Existing Transit Services and Facilities

Six daily routes currently serve the Downtown. Each route serves distinct areas of Fort Collins and enters the Downtown from a unique direction. The pattern of transit service suggests that Transfort provides adequate service coverage within easy walking distance for most patrons in Downtown (see Figure 4.21).

Downtown Transit Center.

At present, the use of these local routes as transit circulators within Downtown is unrealistic. The local transit service that brings people into the Downtown area does not currently have frequencies that would support extensive short-trip use in the Downtown area.

Currently TNM&O/Greyhound provides regional service that links Fort Collins to other cities such as Denver, Boulder or Longmont. In addition, Transfort's Foxtrot provides service between Fort Collins and Loveland which can be accessed via Routes 1 or 5 (one transfer) through the Downtown and South transit centers.

The Transfort system provides service through three timed transfer facilities: 1) the Downtown Transit Center (DTC), 2) the CSU Transit Center (CTC), and 3) the South Transit Center (STC). These centers are connected to each other through transit service that generally connects two of the three sites.

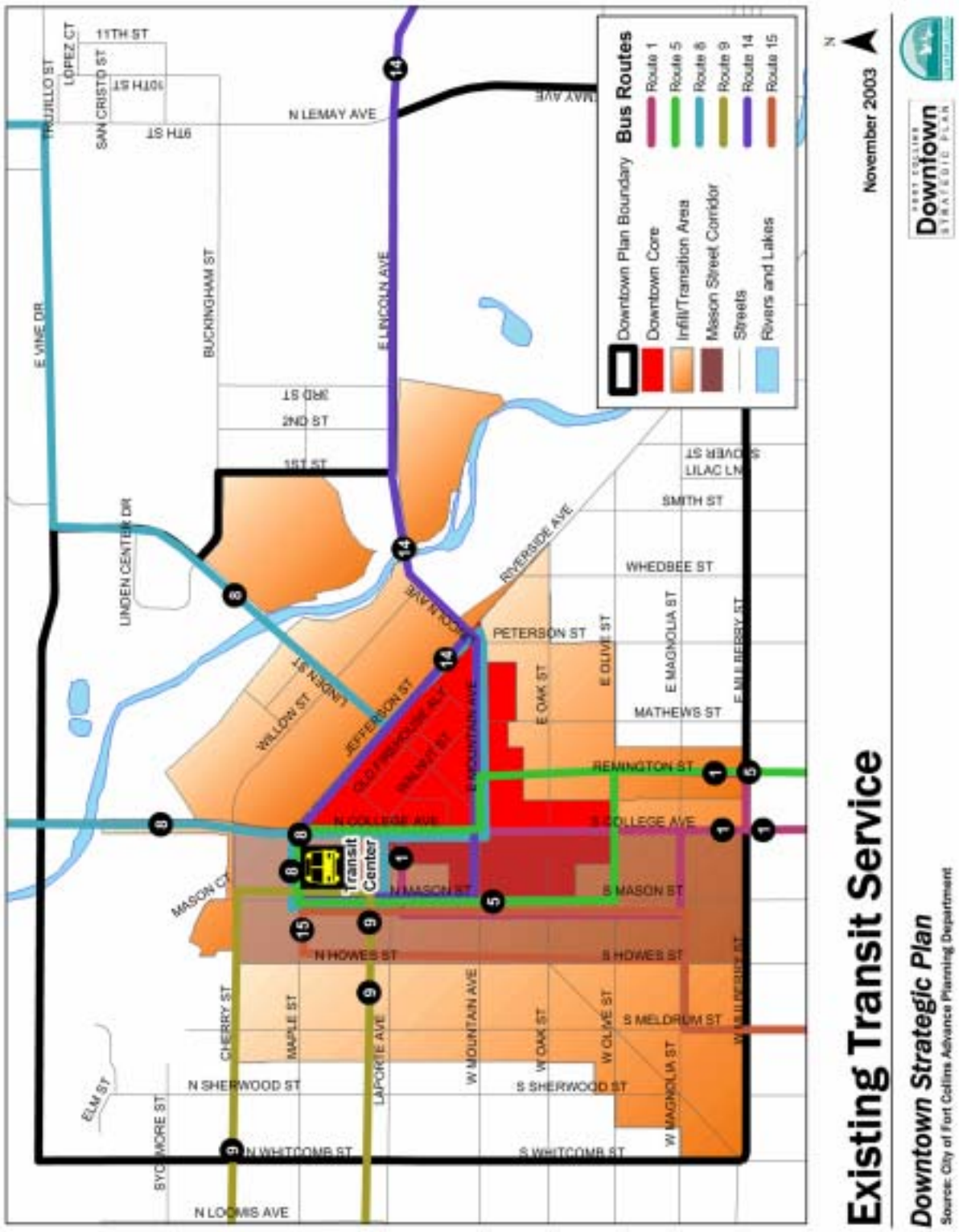
For example, Routes 1 and 5 connect the Downtown Transit Center with the South Transit Center. These routes operate on 20-minute and 60-minute frequencies respectively and direct transfers are available to other routes from each transit center.

Connection to Colorado State University (CSU) is made via Route 15. Currently, Route 15 is the only daily route in the system providing direct connections between the DTC and the CTC. The route operates on 20-minute headways and direct transfers are available to other routes from these transit centers. Coordinated transfer times are typically only available once each hour and wait times vary by run.

Night service operates on two routes into the Downtown area. Funded by a contract with CSU students, the routes only operate when CSU is in session during the regular school year (no summers or session breaks). Service is available on weekdays until 12:40 a.m. and on weekends until 2:40 a.m.

Municipal transit funding remains a critical issue in Fort Collins. Without a designated revenue source, the transit agency lacks substantial funding to support an expansion of services (routes) or an improvement in frequency for current service.

Figure 4.21 Downtown Transit Service: 2003



A trolley service operated by the Fort Collins Municipal Railway Society, a voluntary organization, runs between City Park and Downtown. The Society currently has an agreement with the City to operate Car 21 on scheduled weekends and to operate special excursions during off hours. The trolley is used as a historic attraction rather than as a component of the transit system.

Fort Collins, including Downtown, is served by one taxi-cab company. Services are available seven days each week, twenty-four hours a day.

The Context for Future Transit Services in Downtown

The context for future transit in the Downtown area assumes a number of transportation and demographic attributes that do not exist today. Downtown traffic volumes will increase dramatically. Within the next twenty years, it is expected that the level of service on most streets in the Downtown area during the peak travel period will be at LOS F and that the peak travel period will be considerably longer in duration than it is today.

In addition, the demand for parking will also increase dramatically. It has been projected that the increase in the number of households alone will produce a need for parking equivalent to the Civic Center Parking Structure.

The area immediately to the west of the core is assumed to substantially increase in residential units and jobs over the next 20 years. The increase of residents and commuters is ideal for establishing a higher level of pedestrian activity Downtown and generating demand for local transit services.

As a result, the provision of transit service will become a more fundamental component of the overall transportation network for Downtown. Transit service will enjoy a greater role in providing access into this popular, but congested area of Fort Collins.

Strategies, Goals, and Recommendations for Transit in Downtown Fort Collins

As with all of the other transportation modes identified in this effort, the primary focus of the strategies, goals, and recommendations for transit is to promote economic growth and support a sustainable economically vital Downtown. Although there may be many additional themes and elements needed to support a healthy overall transit system, those identified below are those most important to supporting Downtown.

IMPLEMENT THE MASON TRANSPORTATION CORRIDOR

The Mason Transportation Corridor is the single most important long-term transit improvement that the City can make in support of Downtown. This corridor, and more importantly, its service, will provide mobility and access into and out of Downtown to meet the travel needs of the Downtown workers and residents in the future.

It is clear with the recent results from elections to fund the Mason Transportation Corridor that an interim or incremental plan towards achieving full implementation is an important consideration. One of the best interim steps is to increase the frequency on Route 1.

DEVELOP A DEDICATED FUNDING SOURCE

Transfort is in a small, unique group of transit agencies in the United States without a dedicated funding source. Although not uncommon to Colorado, the lack of regular operating funds inhibits the transit agency from implementing publicly adopted plans and operating its service within a true business context. A dedicated funding source would enable the transit agency to implement the programs, build the facilities, and add the services necessary to support building a sustainable transportation network Downtown.

BRING TRANSIT SERVICES SERVING DOWNTOWN TO ADOPTED STANDARDS

Transit service standards are found in the adopted *Multimodal Transportation Level of Service Manual*. This manual delineates the standards for all modes, but most other modes are treated quite differently than transit. The pedestrian, bicycle, and traffic (roadways) improvements required by this manual and the development process tend to be capital improvements and have traditionally been easier to implement for modes other than transit.

Transit improvements called for in the *Multimodal Transportation Level of Service Manual* are service-based and tend to be the responsibility of the City and not the developer. Although the provision for bicycle, pedestrian, and automobile related improvements have kept pace with development, the City has fallen behind improving transit service as development has occurred.

Over the next 20 years, the City could continue to fall behind as development occurs and the problems of congestion and air quality rise. Figures 4.22 and 4.23 describe how level of service is determined for transit.

Figure 4.22 Public Transit LOS, Standards & Ratings: by 2015

Service level standards: (by 2015)	Mixed use centers and commercial corridors	Remainder of service area
Hours of weekday service	18 hours	16 hours
Weekday frequency of service	15 minutes	20 minutes
Travel time factor	2.0X	2.0X
Peak load factor	<1.2	<1.2

Figure 4.23 LOS Ratings: by 2015

LOS Ratings:	All 4	3 or 4	2 of 4	1 of 4	None
Areas within 1,320' of transit routes	A	B	D	E	F
Areas within 2,640‘ of transit routes	B	C	D	E	F

Achieving these standards would greatly benefit the future Downtown by providing peak hour frequencies of 15 to 20 minutes for all routes serving the Downtown area. These standards would also increase the hours of service to 16 to 18 hours a day.

PROVIDE CIRCULATOR SERVICES THROUGH LOCAL TRANSIT ROUTES

Circulator services generally require high frequencies and directional routing to be effective. Implementing an independent circulator service for the Downtown area will likely be unproductive and expensive.

Many of the intersections in the popular areas of Downtown are expected to fail during the peak travel periods, suggesting that circulator buses will be trapped in congested traffic throughout most of the day.

A dedicated circulator service would need to employ many vehicles to achieve even modest frequencies. A patron's experience may prove frustrating due to the amount of time required to traverse short distances. A better, more viable alternative is to provide transit circulation throughout Downtown through local routes that meet service standards and the establishment of a fare-free zone.

FARE-FREE ZONE IN THE DOWNTOWN AREA

A fare-free zone means that all transit rides beginning and ending within a zone (e.g., Downtown) require no fare.

Although a fare-free zone is patron-friendly, it is not free to the provider. A financing source would need to be identified to help offset the loss in revenue incurred by the transit system caused by the fare-free zone. One positive aspect of this is that the revenue loss will be small and the cost to those covering the loss should be minimal. Figure 4.24 identifies the suggested fare-free zone boundaries

Figure 4.24 Proposed Downtown Fare-Free Zone

PROVIDE HIGH LEVELS OF SERVICE TO CSU DURING MID-DAY

Colorado State University represents the single largest market for the good and services provided by Downtown merchants, restaurants, and service professionals. Understanding the nature of the parking situation on campus and the perceived "distance" to Downtown is essential to understanding how to tap this lucrative market.

There is a surplus of parking spaces on campus yet most are perceived to be inconvenient (much like Downtown). Therefore, once parked, the parker on campus will avoid moving their car.

Downtown, however, is viewed as "too far away" to walk even though the distance from the north side of campus to Mountain and College is only six blocks. Certainly, Downtown may indeed be too far to walk in a lunch hour. Today, few members of the CSU community frequent Downtown for shopping or dining during the school day.

High frequency direct transit service could help move large numbers of CSU students, faculty, and staff to and from Downtown during those days when the university is in session. The Mason Transportation Corridor service can provide this service at some point in the future. However, the City and the Downtown community should not wait for the Mason Transportation Corridor's implementation.

A targeted direct service connecting the Downtown Transit Center and the CSU Transit Center between the hours of 11:00 a.m. to 2:00 p.m. via a redesigned Route 15 is recommended. This service should concentrate on providing the most direct routing between the two transit centers and have a frequency no less than service every 7.5 minutes.

In order to be successful, this service will require an ongoing coordinated marketing effort. In addition, Mason and Howes Streets between Laurel and Cherry should be converted to two-way facilities.

This service will directly benefit the Downtown economy. These expenses should be paid by the Downtown community. This program of transit service can be instituted as a pilot, but should be operated for a minimum of eighteen months.

DOWNTOWN BUS STOP PROGRAM

Transfort, the Downtown Development Authority, and the Downtown Business Association should institute a program to enhance and upgrade Downtown area bus stops. These stops should be viewed as an integral element of the urban fabric of Downtown.

As urban design, the bus stops should function with a theme consistent with the part of Downtown in which they are located. Perhaps these bus stops can be viewed and funded as "Art in Public Places". In any event, they should not contain any commercial advertisements.

WAYFINDING SYSTEM

Wayfinding is a primary recommendation that crosses all modes of transportation. Parkers, automobile drivers, pedestrians, bicyclists, and transit patrons all need practical, clear, and useful directional signage. Transfort staff and management need to make participating in the development of a wayfinding system and its implementation a high priority for transit.

Transit professionals have a wealth of experience to offer as the Downtown community and the City develop a wayfinding system. A wayfinding system that starts with the schedule brochure

and continues through to a Downtown destination makes for a rewarding trip using Transfort and will directly increase the number of transit riders.

Transit and Travel Demand Management

A strong transit program is also an essential element of an effective travel demand management strategy for Downtown which recognizes the links between various transportation modes. Effective transit alternatives directly reduce the number of single occupancy vehicles on the roadways, which in turn reduces traffic congestion, the demand for long-term parking and the burden on employers to provide safe and convenient parking. Several elements comprise the recommended demand management strategy.

- Increase the frequency of transit service in to and out of the Downtown Transit Center. Bring all routes serving the Downtown area to a headway of no greater than 30 minutes and achieve service standards if possible.

- Fund and operate improved bus service along Mason Street and capitalize on the travel patterns of commuters into the Downtown.

- Utilize parking policies and pay structures as incentives to encourage multi-occupancy vehicle trips into Downtown.

- Enhance the "walkable" elements of the Downtown environment with safe and convenient pedestrian access to all venues and places of employment.

- Implement a wayfinding system focusing on pedestrian information needs built to a pedestrian scale.

- Implement carpool and vanpool programs in conjunction with transit service to decrease travel demand into Downtown. The effectiveness of these programs will grow as the size and number of employers in Downtown increases.

- Implement a transit employee annual pass program for all Downtown employees. This could be initiated through a joint agreement between the Downtown Business Association and Transfort.

Future Commuter Rail

Transportation alternative studies for the I-25 corridor currently recommend commuter rail operations between Downtown Fort Collins and Denver Union Station in Downtown Denver. Although the implementation horizon for such services is likely 10-15 or more years away, it is important that the possibility be considered in designing an effective and comfortable Downtown environment.

The Colorado Department of Transportation has initiated an I-25 Environmental Impact Statement process that will affect the timing and viability of rail service to northern Colorado. The Fort Collins community and professional staff should engage this opportunity to participate whenever and wherever possible. It is anticipated that the future and timing of rail between Denver and Fort Collins may be determined through this process.

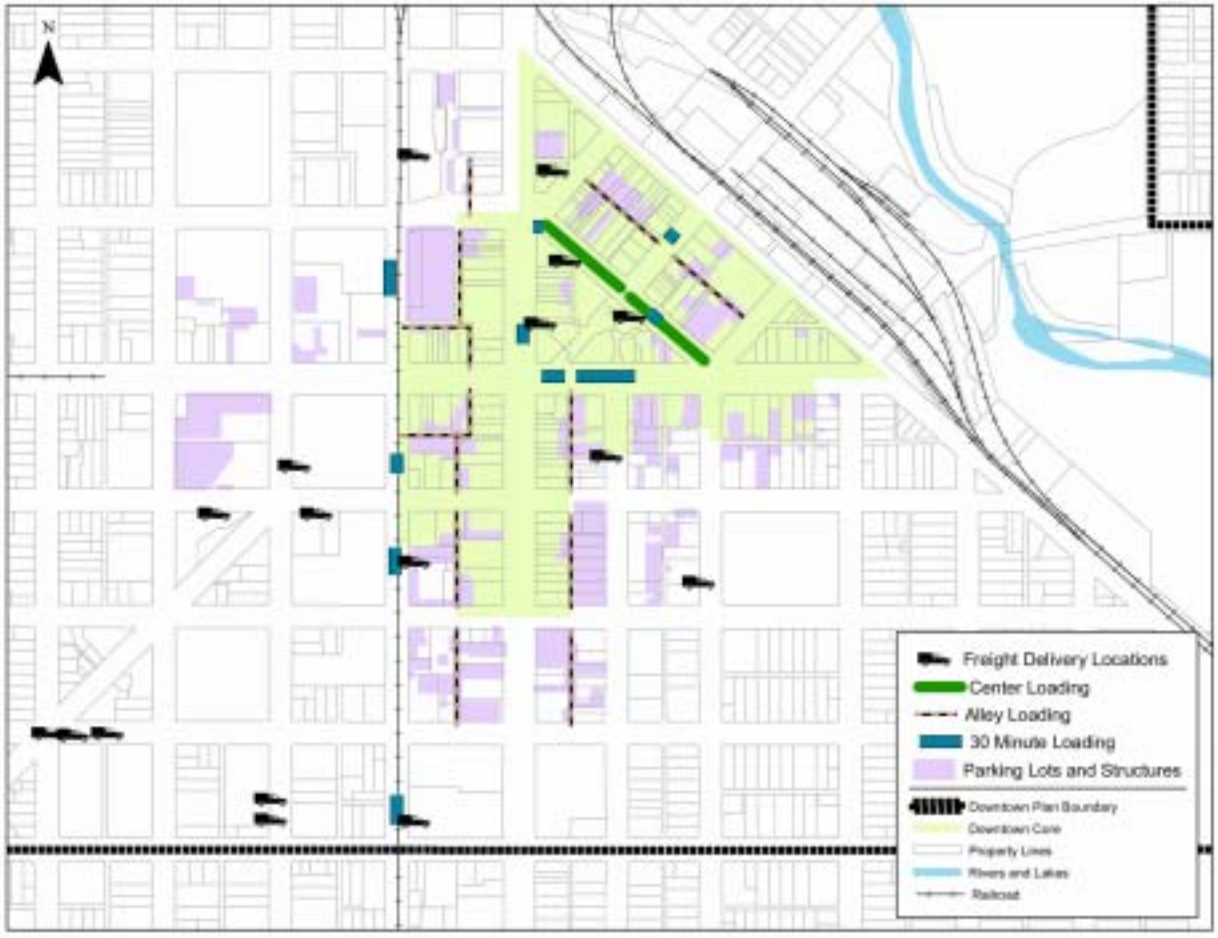
2.6 FREIGHT & MOBILITY

Existing Freight & Mobility

The freight and mobility portion of this study was conducted to identify specific issues and/or concerns about freight delivery within Downtown Fort Collins, and to determine if the current freight delivery system is working effectively. An existing conditions assessment and a user survey were conducted to evaluate the current system and to identify what improvements and/or regulatory policies should be pursued.

Citizens and Downtown business owners experience a number of delays and inconveniences associated with the current freight and delivery. People perceive that deliveries impede Downtown traffic flow, block alleyways, and inhibit pedestrian visibility. In addition, business owners note that delivery truck staging areas have been lost due to new construction throughout Downtown. Current loading zones, indicated in Figure 4.25, are inadequate in number and inconveniently located to benefit many businesses.

Figure 4.25 Existing Freight Delivery Locations: 2002



Freight Survey

The Freight Delivery & Mobility Survey (August 15 and 16, 2002) surveyed randomly chosen Downtown business establishments. The survey was designed to identify and document the issues surrounding freight delivery in the study area, as well as attitudes regarding potential delivery regulations. The results reflect the needs and opinions of business owners and operators in the study area, not necessarily the public at large or other stakeholders. This survey was an important component of an effort to form partnerships with Downtown businesses so as to develop a plan that is best supportive of the community's goals.

The survey was administered as a personal interview with businesses No confidential information was required. The survey focused on identifying delivery problems, delivery volumes, obtaining suggested improvements, and determining reactions to sample policies proposed that would either restrict or limit delivery times.

The survey form was broken down into 3 sections: Location, Freight Access, and Issues. A copy of the survey form is provided in Appendix B. Location asked general questions about the type of business and their location. Freight access survey questions outlined the location and quality of freight access (for both pick up and drop off) for the businesses questioned. The issues section asked business owners/representatives to indicate if they experienced certain issues and asked them to rate their support for or against various regulatory approaches to address the issues.

Delivery trucks lining up in alleyways cause minor delivery delays.

Passenger vehicle parking in alleyways was identified as in issue.

Summary of Findings

Figures 4.26, 4.27, and 4.28 summarize the results of the survey.

Figure 4.26 Survey Questions Pertaining to Business Type and Location: 2002

Survey was based on responses from 20 businesses.

Question	Response				
1. What is your type of business?	***Retail***	***Service***	***Eat & Drink***	***Other***	
	63%	16%	11%	11%	
2. Do you operate your own delivery fleet?	***Yes***	***No***	***Don't Know***		
	26%	74%	0%		
3. Please estimate the number of non-UPS/FedEx deliveries per week.	***0***	***1-2***	***4-10***	***15-20***	***185***
	21%	37%	21%	16%	5%
4. Please estimate the number of UPS/FedEx deliveries per week.	***1-3***	***4-8***	***10-12***	***20-30***	
	16%	58%	16%	11%	
5. Do you have a nearby parcel drop box?	***Yes***	***No***	***Don't Know***		
	53%	32%	16%		
6. What time of day do most deliveries occur?	***Morning***	***AM & PM***	***Afternoon***	***Evenly Distributed***	
	42%	26%	21%	11%	
7. What time of day do most outbound shipments occur?	***N/A***	***Afternoon***	***Evenly Distributed***		
	16%	68%	16%		
8. Do you use on-site loading docks or areas?	***Yes***	***No***	***How Many?***		
	32%	68%	0%		
9. Do you use an on-street loading zone near your business?	***Yes***	***No***	***Don't Know***		
	11%	84%	5%		
10. Do you commonly ship or receive hazardous materials?	***Yes***	***No***	***Don't Know***		
	5%	90%	5%		

Figure 4.27 Survey Questions Pertaining to Freight Access: 2002

Survey was based on responses from 20 businesses.

Question	Response				
1. Freight access to your loading areas is from:	**Alley**	**Street**	**Parking Lot**		
	63%	21%	16%		
2. What local street do shippers use for direct access to your loading area?	26% of respondents listed Mason, 16% listed Remington, Magnolia and Walnut; 5% mentioned either Mountain, Oak, College, Matthews, Linden, Laporte, Canyon, or Olive. (Responses were not always mutually exclusive.)				
3. What major arterial do shippers use for direct access to your loading area?	84% of respondents listed Mulberry; 16% listed Jefferson/Riverside; 11% listed either Mountain or College; 5% were unknown.				
4. Is a left turn across traffic required for access to or from your primary loading area?	**Yes**	**No**	**Don't Know**		
	16%	58%	26%		
5. When trucks turn into your loading area, do they have problems such as driving up on the curb, having to back up and reposition, etc?	**Always**	**Sometimes**	**Never**	**N/A**	
	11%	47%	26%	16%	
6. In your opinion, what is the level of congestion on nearby access routes to your location?	**Always Heavy**	**Sometimes Heavy**	**Moderate Sometimes**	**Light Sometimes**	**No effect**
	5%	11%	16%	47%	21%
7. In your opinion, what is the quality of freight access to your location?	**Problems Every day**	**Frequent problems**	**Occasional problems**	**Infrequent problems**	**No problems**
	0%	0%	32%	47%	21%

Figure 4.28 Survey Questions Pertaining to Freight Issues: 2002

Survey was based on responses from 20 businesses.

Question	Response				
	Yes	**No**	**Don't Know**		
1. Has freight access to your business changed recently? In what way?	16%	79%	5%		
	Comments: (1) More dumpsters in the alley have made it difficult for trucks to pass through; (2) Increased congestion in the alley due to construction of new Civic Center parking lot; (3) Access changes occurred only when it was construction related.				
	Yes	**No**	**Other**	**Don't Know**	
2. Does traffic congestion in the immediate area of your business negatively affect your freight shipping?	21%	68%	5% - minor delays	5%	
	Very	**Somewhat**	**Not Very**	**Not at All**	
3. How critical to your business is time of delivery?	21%	16%	32%	32%	
4. Rate your degree of support for the following policies using the following scale:					
	Support	**Somewhat Support**	**Neutral**	**Somewhat Oppose**	**Oppose**
a. Restrict deliveries during peak travel times.	5%	0%	42%	16%	37%
b. Time restrictions on street parking for loading/unloading during peak travel times.	11%	26%	37%	11%	16%
c. Restrictions on mid-street loading/unloading during peak travel times.	5%	32%	21%	21%	21%
d. No mid-street loading/unloading.	0%	16%	26%	16%	42%
e. Noise limits on late night deliveries.	11%	26%	53%	11%	0%
f. Restrictions on truck size on some streets.	11%	37%	32%	11%	11%
g. No trucks on certain streets	16%	11%	37%	16%	21%
5. Please describe other issues regarding freight that restrict the success of your business.	32% had no comment; 11% indicated that time restrictions would hurt their business; 11% indicated that current construction projects have caused more problems than freight; Other comments include: (1) Request that cars not be allowed in alleys – keep alleys for delivery area only – cars parked in back makes deliveries impossible; (2) Mid-street parking obstructs traffic; (3) Late deliveries hinder business – cars parked in alleyways and dumpsters block trucks; (4) There is no nearby loading zone; (5) Balance customer parking/ with business deliveries – food/beer trucks stack up daily; (6) Rear entrance to loading sometimes blocked by restaurant delivery trucks in the AM; (7) General lack of parking; (8) Congestion makes delivery parking difficult; (9) Two-hour parking limits are not customer friendly.				
6. What could be done by the City to improve freight access to your business?	32% had no comment; 16% requested more loading zones. Other comments received: (1) Restrict private vehicles from alleyways; (2) Limit construction to support businesses; (3) Allow deliveries to occur as they do now; (4) Do not restrict access for delivery times; (5) Need better access from the back of the store; (6) Provide routine maintenance in alleys – improve enforcement of parking policies; (7) Limit access on major arterials for larger trucks during peak hours – need more public parking lots; (8) Need a bypass; (9) Future development should require off-street delivery access; (10) Improvements for left turns at Mountain and Remington; (11) Provide free or inexpensive parking for Downtown employees (e.g. weekly/monthly parking rate equals cost of one parking ticket) in the Downtown parking structures.				

Freight Recommendations

The following general observations were made during the course of this study:

- Freight access to Downtown businesses ranges from poor to excellent, depending on the following factors:
  - Availability of functional alley access
  - Availability of nearby loading zones
  - Proximity to the Downtown core/ Historic Old Town
- Most businesses have multiple shipments every day, with little flexibility in the time of delivery.
- Most businesses experience some degree of difficulty with access to their individual site.
- While there is a perception of at least minor negative impacts from local congestion on delivery and shipping schedules, freight movements do occur on a regular schedule, despite any difficulties and are critical to business success.
- There is more likely a negative impact on local traffic from freight movements than vice versa, resulting from mid-street parking, double parking, backing out of alleys, etc.
- Very limited support exists for policies that would restrict freight deliveries such as timing, truck size, or prohibitions on trucks from the nearest street. These would not be seen as supportive of commercial activity. Acknowledgement exists that established truck routes are necessary, but that flexibility is required in order for businesses to receive and ship goods.

Freight and Mobility Strategies

Truck signage

Because the movement of goods and services is essential to the economic viability of Downtown, freight delivery trucks are an inevitable component of Downtown business. Freight movements can often create an environment in conflict with pedestrians, shoppers, diners and workers, the essential customers of a vibrant Downtown. Fortunately for Downtown businesses, State Highway 14 serves as a designated truck route, an alternative to Downtown streets for thru truck traffic. Because of this, the majority of Downtown truck traffic is related to the delivery of goods to local businesses. Today's delivery patterns and practices often impede local vehicle mobility, increase traffic congestion and cause diesel fumes and noise on city streets. Deliveries often block alley access when unable to utilize loading zones. Centerline parking creates confusion and congestion for traffic and pedestrians.

As new commercial uses are created, the demand for daily deliveries will rise. If the existing loading facilities are inadequate to accommodate current delivery demands, then future delivery demands will be substantially underserved. It is important that freight delivery issues be addressed in relation to future Downtown growth. If residential and employment populations significantly increase, in addition to commercial services, then the impact of growing freight operations on the number of residents or visitors Downtown increases as well.

Although freight traffic cannot be removed from Downtown, its effects can be minimized through coordinated efforts among Downtown businesses. Potential strategies for addressing delivery problems include the following:

- Sidewalk improvements such as tree canopies, benches and other amenities help to create a more secure environment for pedestrians, buffered from the movement of freight vehicles on the roadway.
- Additional on-street loading zones are an example of actions that would support rather than inhibit commerce, while at the same time helping to improve local traffic flow. These loading zones should be developed in conjunction with new business development in order to mitigate delivery problems as demand grows. They should be distinctively marked with unique signs that are consistent, understandable and easy to read.
- Designated delivery hours for all businesses in the Downtown would minimize the effects on peak period traffic congestion. However, most businesses indicated that they were not in favor of restricting freight deliveries to certain hours of the day (see paragraph below). Most traffic congestion and delivery delays were identified in high traffic areas such as along College Avenue and Mason Street and in alleyways adjacent to these busy streets.
- The movement of trucks through Downtown should rely on the well-developed Downtown street system, offering alternate routes to the arterial or collector routes used by local passenger traffic. The utilization of alternate routes during peak period times can substantially reduce traffic congestion associated with parking and delivery.

According to the survey results, local businesses recognize the critical nature of delivery timing and shipping and therefore do not want to restrict delivery times. Nonetheless, as the number of businesses grows and the impacts on local traffic and pedestrians increases, these sentiments may change. The City should continue to monitor freight issues and work with Downtown businesses over time to determine if delivery problems worsen. In addition, the City should address the freight delivery needs and issues of new businesses at the development review stage.

Section 3 – Parking

3.1 Current Parking Program Overview

Parking System Organization

The City's Parking Services Division is divided into 3 operational sections: Parking Enforcement, Customer Service, and Parking Operations. The Parking Enforcement section is tasked with enforcement related duties including issuing parking citations, vehicle immobilization, vehicle impoundment, and field representation. Employees assigned to the Parking Enforcement section also provide assistance to the other two department sections. The Customer Service section is responsible for parking facility operations including cashiering, monthly and temporary parking permit issuance, cash handling and auditing, general bookkeeping, minor equipment maintenance, and front desk operations. Finally, the Parking Operations section is responsible for handling facility maintenance issues and managing parking service agreements (e.g. facility security).

The three main operational sections, and the financial section, report to the Transportation Planning and Parking Manager. Figure 4.29 illustrates the current reporting relationships.

Figure 4.29 City of Fort Collins Parking Division: 2002

Current Parking Program Components – Overview

This section provides a brief overview of the separate components of the current Fort Collins parking program.

OFF-STREET PARKING

Downtown, the City of Fort Collins currently provides off-street parking in two parking structures and seven surface parking lots. All of the parking facilities, except the Justice Center and City 215 N. Mason office building lots, provide parking for transient and monthly customers. The Justice Center and City office building lots provide transient parking only. See Figure 4.30.

Pay-by-space parking is provided in the Mason Street surface parking lot. The transient parking provided in the other parking lots is time-restricted (two hours) except for the Jefferson lot, which is open, free all-day parking.

The City currently operates two Downtown parking structures, the Civic Center Parking Structure and Old Town Parking Structure. There are currently 12 full-time and part-time parking attendants. Parking structure hours of operation are 7:30 am to 10:00 pm, Monday through Wednesday and 7:30 am to 2:00 am, Thursday through Sunday. Parking rates in the parking structures are $.50 for the first 2 hours and $.50 for each additional hour. In 2004 the rates will change to $.50 per hour.

Figure 4.30 City of Fort Collins Parking & Loading Areas: 2003

ON-STREET PARKING

The City provides on-street parking throughout the Downtown area. The on-street parking located in the core is provided free to transient parkers for up to two hours. The on-street parking located on the periphery of Downtown is provided to transient parkers without a time limit.

CUSTOMER SERVICES

The customer services section encompasses visitor parking operations (attendants, etc.), the monthly permit parking program, and the administrative front desk. Visitor parking operations refers to hourly (or transient) off-street facility operations.

According to the Cashier Training Manual, the visitor parking operations portion of Customer Services has adopted the following goals:

- To provide a parking system that benefits customers, businesses, employees, and the general community.
- To provide quality customer service while handling multiple tasks in the booth.
- To work effectively as a team, both with crew and other members of Parking Services.
- To provide consistent, friendly, courteous, personalized community service.

The Customer Services section also manages the monthly permit parking program for the City. Monthly parking is provided in both City owned parking structures, as well as three surface lots. The parking structures use an Amano Cincinnati, Inc (ACI) parking access and revenue control system with proximity card readers. Rooftop parking is provided in both structures at a reduced rate. Monthly parking prices in the structures are currently set at $18 per month for rooftop parking and $36 per month for covered parking. Monthly parking spaces are designated for permit only parking from 8:00 am to 5:00 pm, Monday through Friday. All monthly parking spaces become transient spaces after 5:00 pm and on weekends

Finally, the Customer Services section also operates the administrative front desk for the Parking Division. The administrative front desk provides service to walk-up and telephone customers including monthly parking permit sales/service, temporary permit sales, parking citation payment, answering telephones, and customer billings.

PARKING OPERATIONS

The Parking Operations section is responsible for parking facility and equipment maintenance. One Parking Operations Coordinator and one maintenance worker, responsible for managing the maintenance and security contracts for the Parking Division, staff this section. The Parking Operations Coordinator is also responsible for the creation of Requests for Proposals or other bid documents for needed equipment or services.

In the past, the Parking Division contracted with outside vendors to provide facility cleaning and maintenance services. Currently, a full-time staff member performs these functions. Parking Operations utilizes a maintenance and cleaning checklist to ensure all daily, weekly, and monthly maintenance issues are addressed. The checklist also specifies semi-annual and annual maintenance issues. Separate outside vendors are used for elevator maintenance, fire system maintenance, and pigeon control. The Parking Division also works with other City departments to provide snow removal as required.

Parking Operations also manages the Parking Division's contract for security services. The security contractor currently provides 56 hours of officer time each week for each facility.

Current security officer hours are: Sunday through Wednesday 7:00 pm to 3:00 am, and Thursday through Saturday 8:00 pm to 4:00 am. The security coverage from the contractor includes a patrol vehicle (Civic Center Parking Structure only) and officer cellular phones.

PARKING ENFORCEMENT

City Parking Enforcement Officer positions are sworn and uniformed. Enforcement officers are issued complete uniforms by the Parking Division, and are required to be in uniform while on duty. Enforcement officers are also issued handheld citation computers, tire chalking supplies, digital cameras, and cellular phones (for field communications).

According to the City's *Parking Services Enforcement Officer Training Manual*, the Enforcement Section operates under the following mission statement:

> *"Parking Services provides customer friendly enforcement of the City of Fort Collins parking codes in Old Town and neighborhoods north of the CSU campus for timed street parking and maintained city lots and facilities."*

To support the specified mission of the section, the Parking Enforcement unit has five full-time enforcement officers and one enforcement supervisor. Enforcement officers are assigned to specific areas, and their assigned areas are rotated throughout the week. There are currently five enforcement zones in the Downtown area, and one in the mid-town area north of the Colorado State University campus. Parking citations are issued using a handheld enforcement system.

Most of the on-street public parking in Downtown Fort Collins is time limited. Enforcement officers chalk the tires of vehicles located in timed parking zones, and record license plate information in the handheld citation computers.

The Enforcement Section has the authority to immobilize and/or impound vehicles. If a vehicle is identified as having four or more outstanding citations, or citations totaling $75.00 or more, and the vehicle owner has been given at least one mailed notice, the vehicle can be immobilized using a wheel clamp (or vehicle immobilizer). The owner of the vehicle will then be required to pay all necessary fees before the clamp is removed. If the vehicle remains immobilized for over seventy-two hours, the vehicle will be impounded. The Enforcement Section can also impound abandoned vehicles, if the vehicle has not moved in three consecutive days.

The enforcement officers assist other areas of the parking operation. Other areas of assignment include:

- Collecting funds from citation payment drop boxes and surface lot pay stations.
- Assisting the Parking Services Division front desk. If the front desk is short-handed or busy, enforcement officers can be called to assist with phones to decrease customer wait times.
- Providing parking facility cashier breaks. When needed, enforcement officers can act as break attendants, giving morning, lunch and restroom breaks to the regular cashiers.
- Issuing Obstruction Permits. Enforcement officers can be responsible for issuing obstruction permits, or permits that allow for extended parking in timed parking spaces.
- Assisting with Snow Removal. Enforcement officers occasionally assist with shoveling/sweeping and chemical deicer applications in parking lots and structures.

PARKING PLANNING

As part of the Transportation Service Area, the Parking Services Division is actively involved with parking planning in Downtown Fort Collins. Parking Services, working in conjunction with Transportation Planning, provides parking planning guidance and recommendations.

COMMUNITY EDUCATION

Parking Services helps to educate the Downtown community about parking related issues through meetings with Downtown stakeholders (e.g. the Downtown Business Association, Downtown Development Authority, business owners, individual customers, etc.), printed marketing materials, and other informational outlets.

Parking Program Strengths and Opportunities for Improvement

There are several areas where the current Parking Services Division has positioned itself to provide a high level of service and support.

STRENGTHS

- Capable Staff – Parking Services has an experienced, capable staff. The department continually works to provide a positive work environment (as evidenced by relatively low staff turnover in full-time administration and customer service positions), as well as providing learning opportunities (e.g. cross training, sending staff to parking conferences, etc.)
- Strong Planning Capabilities and Support – As part of the Transportation Planning Division, Parking Services has the staff and tools needed to provide competent parking planning services. Also, the department has the ability to use advanced planning tools such as GIS to enhance planning capabilities.
- Facility Maintenance – Parking Services has improved facility maintenance through several initiatives. The department has taken an active role in planning for major maintenance through the commission of a facility condition appraisal. The department has also taken major steps in improving facility cleanliness and facility safety (through improved lighting and painting facility interiors white).
- Integration of Parking and Transportation Components – The department has actively sought ways to integrate parking and transportation alternatives through several means. For example, bike lockers are provided in each parking structure and the new Civic Center Parking Structure was located adjacent to the new Transit Center.
- Technology Planning – The department looks for new technologies to improve customer service and operational efficiency. For example, the department's use of Digital Pioneer technology (Intella-Pay Payment Station) has helped improve revenue control and customer convenience, while minimizing operating and maintenance costs.
- Consolidated Program – Parking Services is responsible for all facets of parking Downtown. The department manages on-street parking, several off-street facilities, parking enforcement, and parking planning. This consolidated program approach better allows the department to direct Downtown parking goals to meet customer and business needs.
- Community Outreach – The Parking Services Division actively works with the Downtown community to provide thoughtful and effective parking solutions. Working with Downtown business and development associations, as well as an increasing number of individual business and customers, the department effectively listens and responds to community concerns. The strong public input process for this study exemplifies the department's commitment to community involvement.

OPPORTUNITIES FOR IMPROVEMENT

- While Parking Services has improved technologies in several areas to enhance operations and service levels, the parking enforcement computer system has lagged behind. The current system provides for the issuance of parking citations using handheld computer terminals, as well as citation tracking. The manufacturer no longer supports the system (the manufacturer no longer exists), and system documentation is poor. Therefore, the current parking enforcement computer system cannot be used to its stated capabilities, and significant downtime occasionally occurs when the system malfunctions.
- The current parking signage and wayfinding system in Downtown Fort Collins should be improved to better communicate parking facility locations and availability. Improvements could be made to clarify information and improve the readability and appearance of the signage.
- The current parking pricing structure is not consistent with the goal of creating turnover of on-street spaces and increasing the utilization of off-street spaces. It is generally recommended to make on-street parking more expensive than off-street parking (on an hourly basis). This will make off-street spaces more attractive to parkers, and free up on-street spaces for short-term parking. In Fort Collins, the on-street parking is free and the off-street parking generally has a fee associated with it.
- It is widely acknowledged that the turnover of on-street spaces in Downtown Fort Collins needs to be improved. The current level of turnover is low, due to the usage of spaces by Downtown employees and a lack of incentives (or disincentives) designed to encourage short-term usage.
- The importance of parking as a vital component of the Downtown infrastructure and a key element in business attraction and retention is underappreciated. This has lead to a reduced focus on parking issues and concerns. Parking issues need to be elevated to better support the goals and objectives of *the Downtown Strategic Plan*.

3.2 CUSTOMER AND BUSINESS PARKING SURVEYS

Two surveys were completed as a part of the parking element of the Transportation Analysis. The purpose of the surveys was two fold: 1) to acquire attitudinal and behavioral information about customers, business owners and employees that park in the Downtown and 2) to understand parking policy preferences of those doing business in Downtown.

Survey Methodologies

The Customer Survey was conducted between December 9 and 13, 2002. It was conducted as an intercept survey. Intercept surveys are conducted in public and generally involve contacting people directly, intercepting them during their regular daily routines. In this instance, parkers were "intercepted" as they parked their cars on-street in Downtown Fort Collins. Those who agreed to participate were asked a short series of questions related to their parking experiences and habits.

The Business Survey was conducted between April 1 and June 8, 2003. It was conducted as a written questionnaire/mail-back survey. Each business in the Downtown was mailed a questionnaire, asked to answer a series of ten questions, and return the completed form in a prepaid envelope. The business survey focused on the issues related to increasing parking turnover in the Downtown area.

Summary of Results - Customer Survey

A total of 500 people were approached during this intercept survey. Of those, 382 agreed to participate in the survey and answered some or part of the questions posed to them. More than one-fifth of those contacted declined to answer survey questions. The following figures represent the answers provided by those participating in the survey.

A primary question asked of all respondents was, "What brings you Downtown today?" Nearly half the respondents stated they were Downtown to shop. One-fifth of the respondents were Downtown to work. While 11% of the respondents were Downtown to eat at a restaurant and another 11% were in the Downtown area for business. The remaining 10% of the respondents were Downtown as business owners, to do governmental business, or for other reasons. See Figure 4.31.

When respondents were asked how long they needed to park in the Downtown, a majority (nearly two-thirds) said two hours or less. It appears, therefore, that the common on-street two-hour time limit meets most of the respondents' needs. What is not clear is whether that is actually the time needed or whether the time limit has molded parking behavior. Another series of questions was asked later in the survey about this question. See Figure 4.32.

Figure 4.31 Primary Purpose of Visit to Downtown: December, 2002

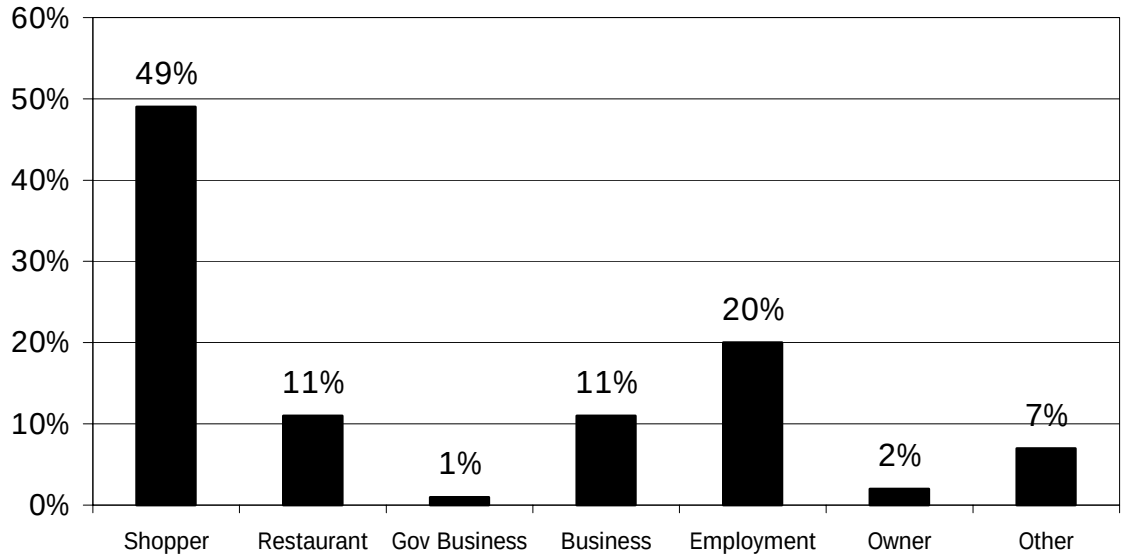
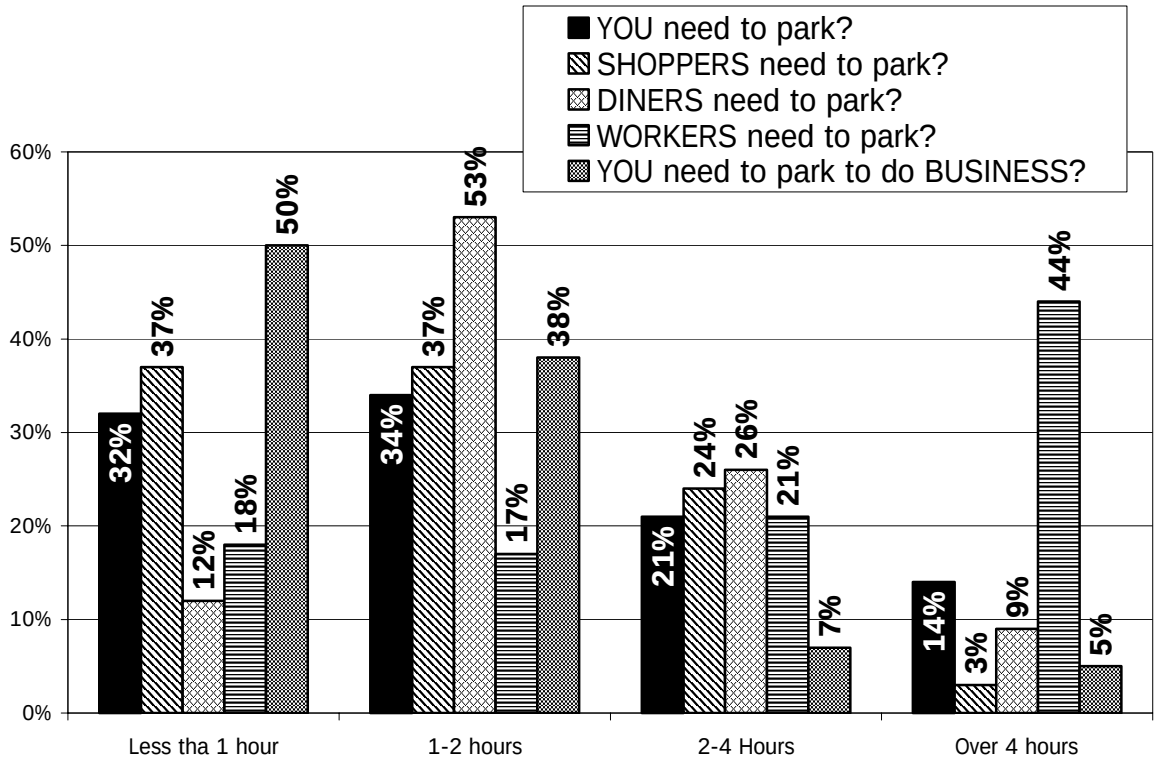


Figure 4.32 How Long Do _____?: December, 2002



A closer look at the length of time needed to park by trip purpose provides an interesting perspective for the three main groups of users in the Downtown. Those groups are 1) shoppers, 2) diners, and 3) workers.

As illustrated in Figure 4.32, the shopper identified in the survey generally makes shorter stays in Downtown. Nearly three-quarters of all shoppers surveyed indicated their parking needs can be met by the existing two-hour on-street parking resources in the Downtown core.

Diners demonstrate a different set of time needs to park their vehicles in the Downtown area. Nearly 80% of the respondents surveyed, who indicated that their primary purpose for visiting Downtown was dining, suggested that their needs encompassed a longer time frame than the shopper: between one and four hours.

Figure 4.32 also describes an interesting pattern of parking needs for respondents who said their primary purpose for being in the Downtown was to work. Surprisingly, more than half the respondents indicated the time they needed to park was four hours or less, with nearly two-thirds of those requiring less than two hours. Still, 44% of all those who said their primary purpose for being Downtown was to work, required more than four hours to park.

Figure 4.32 suggests that those doing business in the Downtown area require two hours or less to complete that business transaction. Although no attempt was made to delineate the types of business these respondents were engaged in, one could speculate that this category of respondents ran the gamut from those visiting professional services (such as legal, counseling,

banking, and accounting services) to those providing business services in the Downtown (e.g., sales).

Figure 4.33 addresses the responses about how well parking locations are meeting customer needs, and demonstrates that 71% of respondents were satisfied with the amount of time the space allowed. 91% of the respondents felt that the space they were parking in was "close enough" to their destination.

Figure 4.33 Does This Space _____?: December, 2002

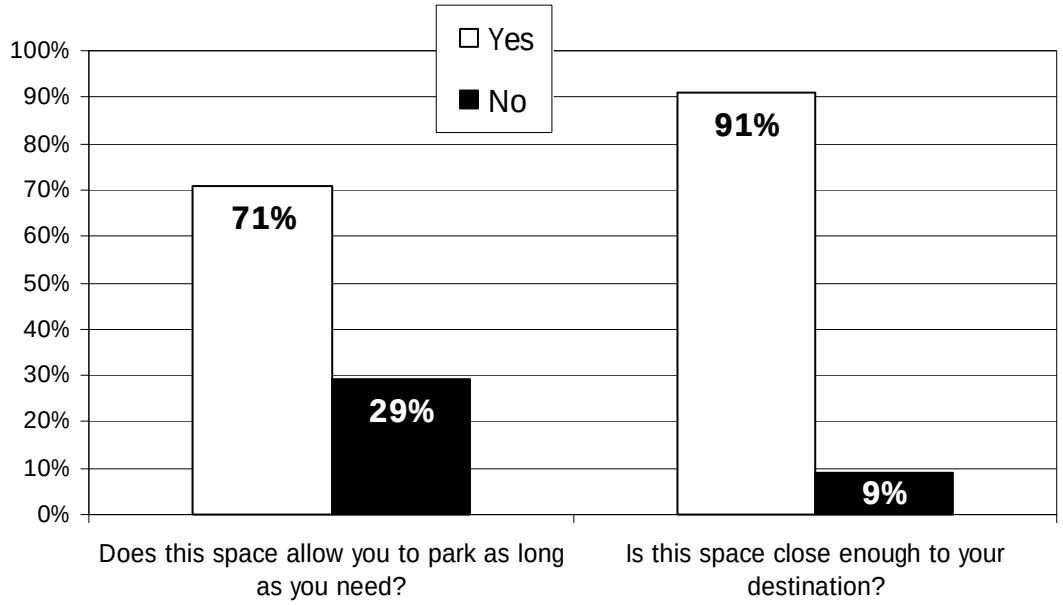
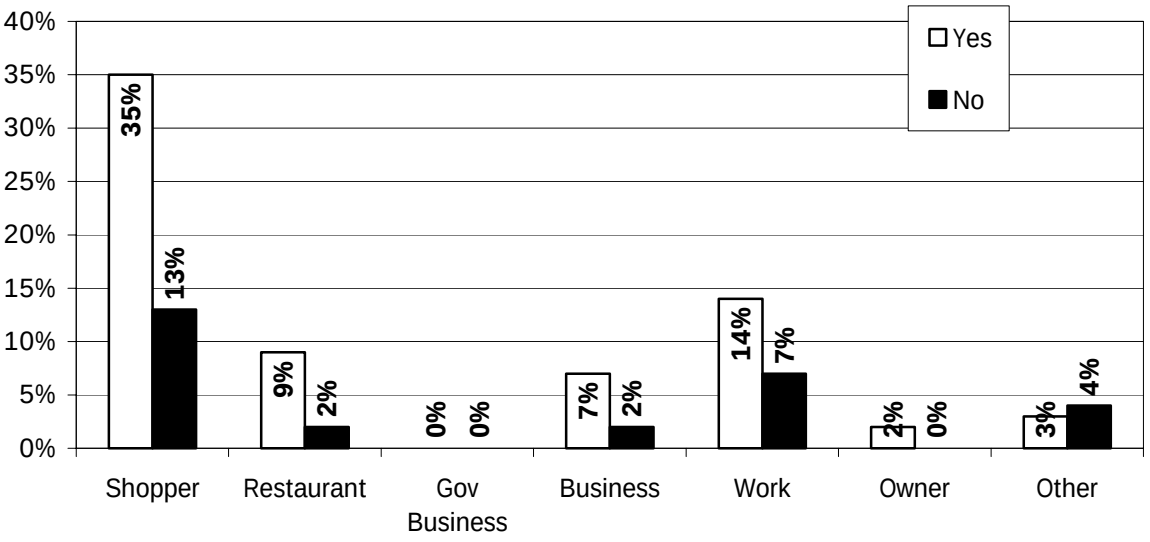


Figure 4.34 Are You Willing to Use Off-Street Parking?: December, 2002

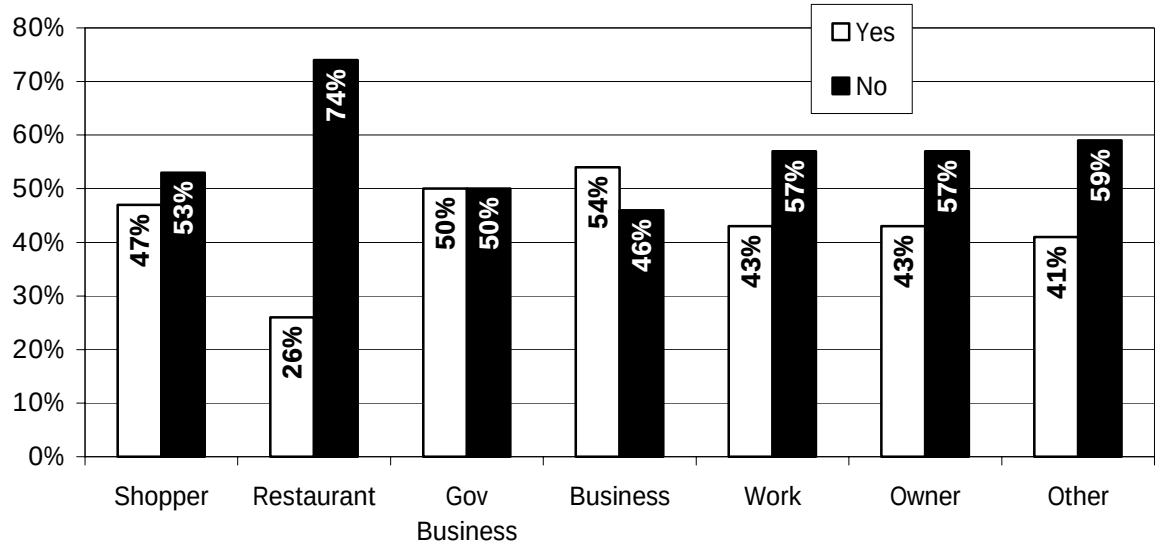


Although not presented in graph form, 71% of all respondents indicated that they would be willing to park in parking structures or other off-street parking resources. Figure 4.34 breaks down this analysis one step further to show the corresponding percent share by trip purpose.

73% of shoppers and 75% of people doing business in the Downtown said they would be willing to use parking structures and lots. These two categories of respondents are those that indicated they needed the least amount of time when parking. Those respondents whose primary purposes were dining and work indicated that they would be willing to use parking structures and lots at 80% and 58% respectively.

Finally, when asked if they would be willing to consider a small fee for on-street parking to be able to park near their destination for as long as they desired, 44% of respondents said they would be willing to do so. Figure 4.35 displays the answer to this question by trip purpose, and suggests most of the respondents felt the same way regardless of why they traveled to Downtown, with the exception of those dining.

Figure 4.35 Are You Willing to Pay for Off-Street Parking?: December, 2002



Summary of Results - Business Surveys

A total of 531 businesses were mailed the Downtown Business Parking Survey. Of those, 217 returned a completed survey, and answered some or part of the questions posed to them. Although more than half of those contacted declined to answer survey questions, the 41% return on a mail survey is nearly twice the normal return rate for surveys of this kind. The following figures represent the answers provided by those responding to the survey.

For the purpose of this survey, the Downtown was divided into high demand and lower demand areas based upon on-street parking demand. In Figure 4.36, the high demand areas are those on-street areas inside the black polygon (roughly corresponding to the Downtown core). This high demand area includes the on-street parking areas in the Downtown core.

The primary benefit of identifying a high demand zone is that those businesses that are experiencing high parking demand often can be expected to have a different set of responses to questions about parking than those whose employees and customers can park with relative ease.

Of interest in the Downtown Business Parking Survey were the general attitudes about how on-street parking is being managed in Downtown Fort Collins. Of specific interest was the question of which method(s) Downtown businesses preferred to use to address the problem of parking availability and turnover in the high demand area.

Figure 4.36 High Demand Parking Areas: April and June 2003

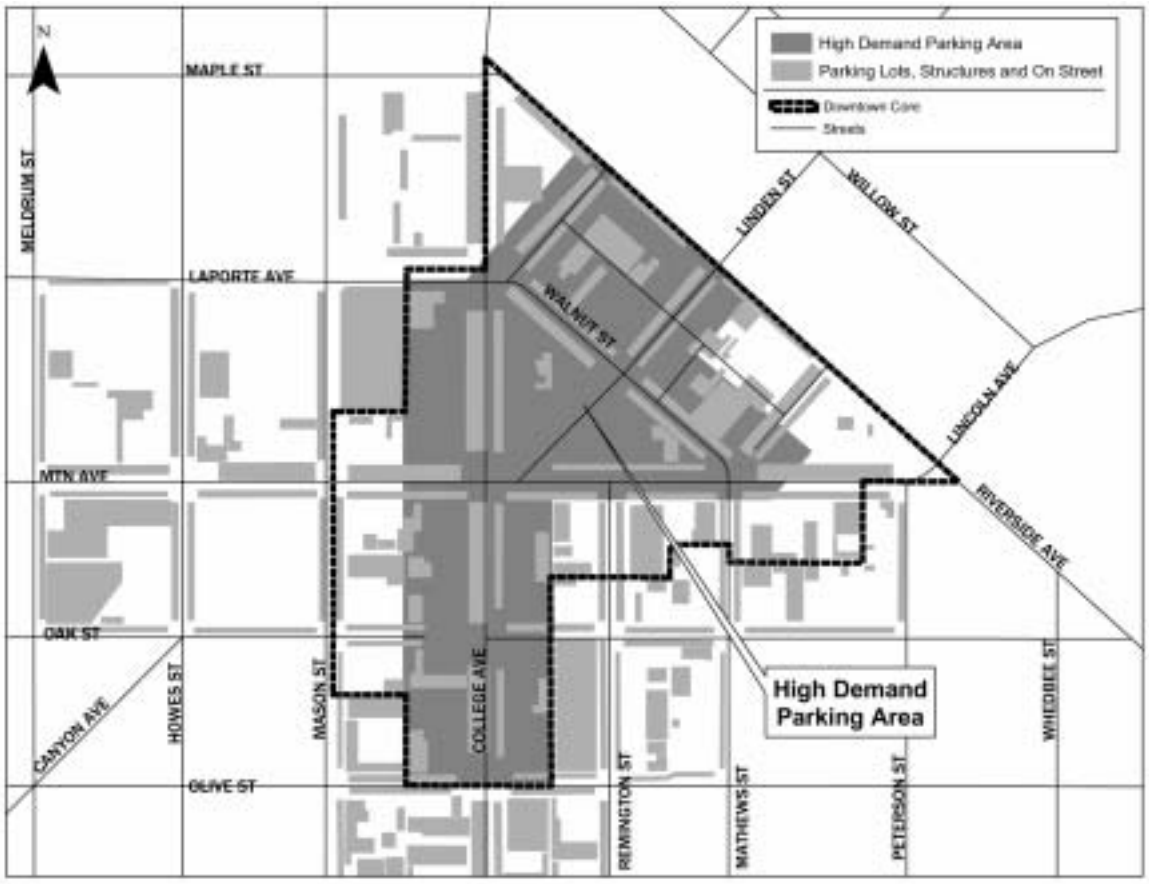


Figure 4.37 represents the distribution of all businesses responding to the survey. The predominant business type is professional/service. Over half the respondents were this business type. This type includes those in the business of offering customers services such as legal, accounting, banking, counseling, dry cleaning, repair, day care and etc.

The second most prominent group, represented in the survey, was retailers. More than a quarter of all responding businesses belonged to this group. Restaurants and an "other" category made up most of the rest of the sample.

Figure 4.37 Respondents by Business Type: April and June 2003

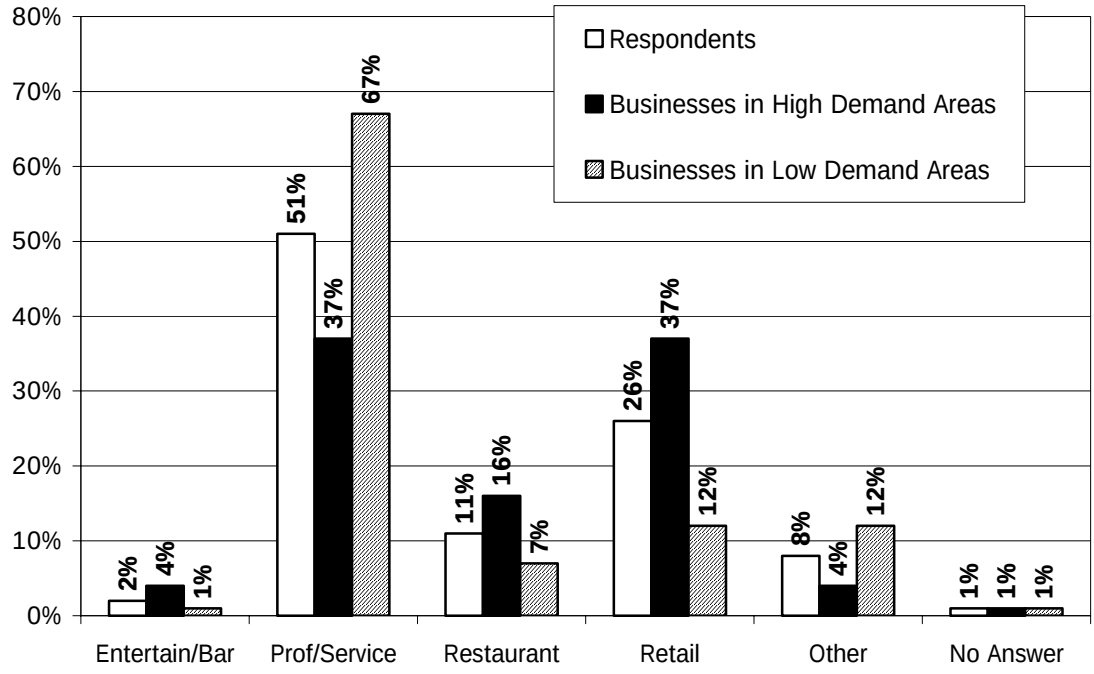


Figure 4.37 shows a distinct difference between the high and lower use areas of downtown in the composition of business types. In the areas where there is substantially higher parking demand (high use area), there is a more balanced mix of respondents to the survey. The professional/service and retail business categories are represented equally in the survey at 37% of respondents respectively. The other significant contributor from this area of Downtown is restaurants at 16%.

In the areas where there is a significantly lower level of demand for parking (lower use area), the make up of the respondents was considerably different. Responses in the lower use area were dominated by the professional/service category of businesses. In fact, this category accounted for two-thirds of all of the responses from the lower use area. Making up the majority of the rest of the respondents from this area were retailers (12%) and respondents in the "other" category (12%).

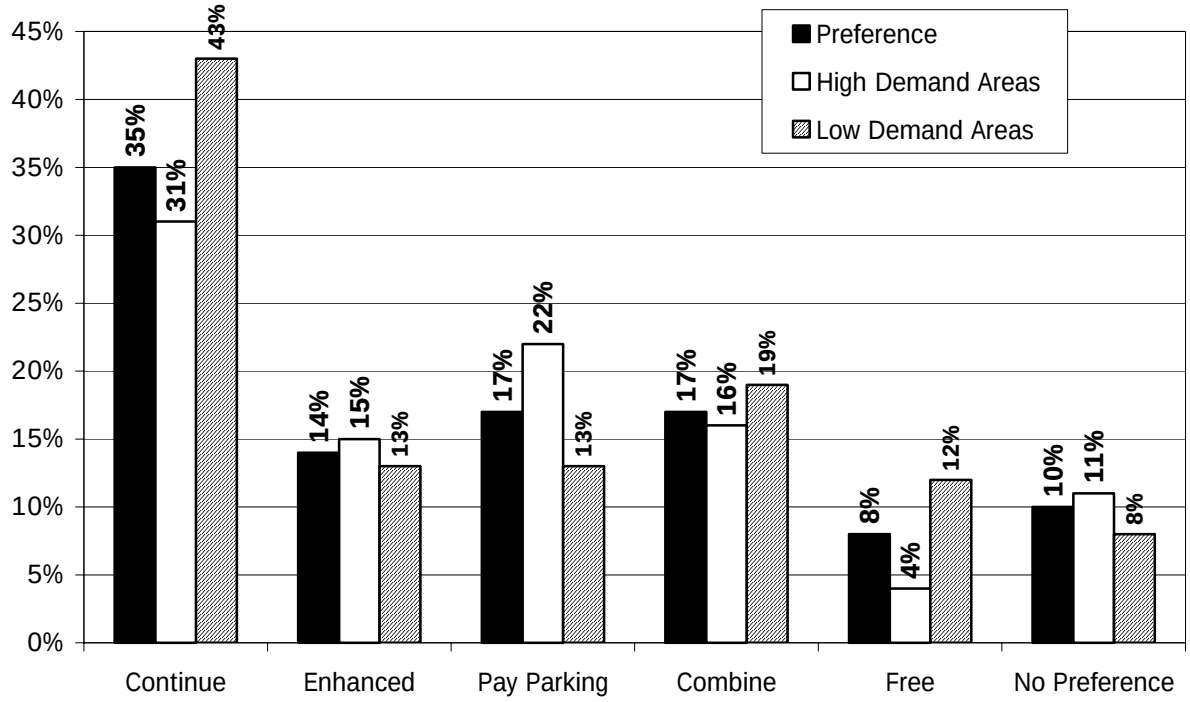
This variation in type of respondent by area is significant in that their respective parking needs are distinctively different. As the results are presented throughout the remainder of this section, the reader should keep in mind the differences in parking needs between retailers, restaurants, and professional/service businesses. In short, parking turnover and the availability of a close-in space is crucial for the retailer's clientele, less so for someone dining at a restaurant, and only somewhat important for professional/service business customers.

The Downtown Business Parking Survey examined the responses from area businesses to capture a general sense of the attitudes towards a policy change that would promote increased parking turnover in the Downtown. There were six possible responses to this series of questions in the survey. They included: 1) continue the current parking policies and programs, 2) implement an enhanced enforcement program (make it more likely parking violators will receive

tickets for infractions), 3) implement on-street pay parking (parking machines or meters), 4) implement a combination of increased enforcement and on-street pay parking, 5) make all parking free in the Downtown area, and 6) no preference.

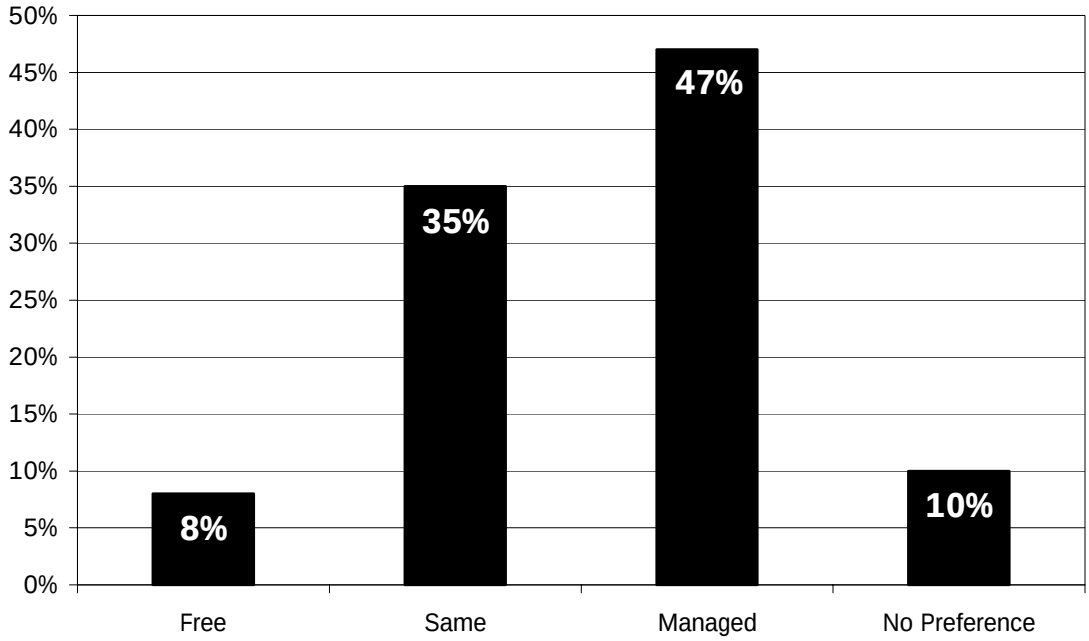
Figure 4.38 shows that, when all responses are examined without regard for the location or type of business of the respondent, 35% indicated they would like to continue with the current policies and programs. On-street pay parking and a combination approach each received 17% of the responses, while an enhanced enforcement program was preferred by 14% of the respondents. Ten percent of the respondents had no preference and 8% chose having free parking as their preferred answer.

Figure 4.38 Parking Policy Business Preferences: April and June 2003



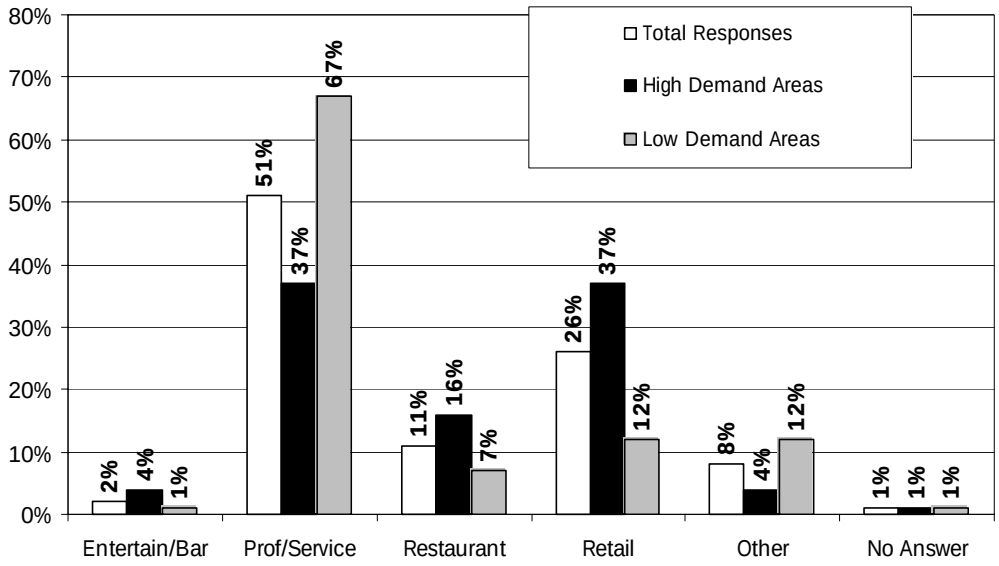
However, when one examines the six alternative responses, three of them certainly indicate a managed approach to the on-street parking supply in the Downtown. Those three responses are: 1) implement an enhanced enforcement program, 2) implement on-street pay parking, and 3) implement a combination of increased enforcement and on-street pay parking. Figure 4.39 presents the same data (all respondents) in this combined form, making it easier to identify those who support a change from current practice.

Figure 4.39 Combined Parking Policy Business Preference: April and June 2003



If responses are controlled for by location, the responses from those who would be directly affected by any change in policy (high use areas) and those affected only indirectly (lower use areas) are more clearly described. Figure 4.40 shows that in areas where there would be an enhanced level of parking enforcement, an on-street pay parking program, or some combination of both, more than half the respondents indicated a clear preference for change from the current parking policies and practices. Less than a third of those responding to the survey from this area preferred leaving parking policies and programs unchanged. Only a small percentage of respondents chose either free parking or had no preference.

Figure 4.40 Parking Policy Preferences By Business Type: April and June 2003



A look at the responses from the group of businesses that would only be indirectly affected by a change in the parking program (lower use area) provides an interesting comparison. Figure 4.40 shows the preferences from the lower use area respondents.

Even in the lower use area, 42% of respondents preferred a change from existing parking policies and programs. These respondents preferred an enforced level of parking enforcement, an on-street pay parking program, or some combination of both. Although 18% preferred free parking or had no preference, a large group of respondents (40%) preferred to stay with current policies and programs.

The significance of these findings is that regardless of location, a majority of businesses responding to the survey preferred that something be done about the current parking situation in Downtown Fort Collins.

By controlling the responses for the type of business responding to the survey (Figure 4.41), the reader can see that the entertainment/bar, professional/service, and other categories all show a relatively even split between staying with the current parking policies and programs or choosing some form of managed change in the parking situation in the Downtown area. Restaurants show a slight preference, and retailers show a strong preference for the managed approach to changing the current parking policies and programs.

Figure 4.41 Parking Policy Preference By Business Type and Zone, High Demand Areas: April and June 2003

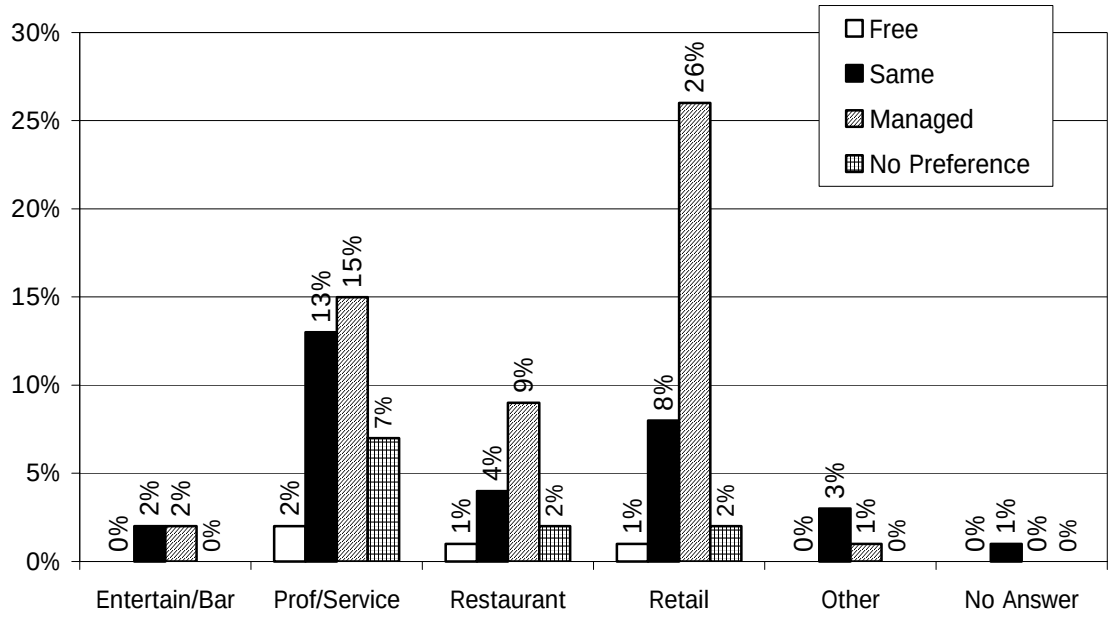
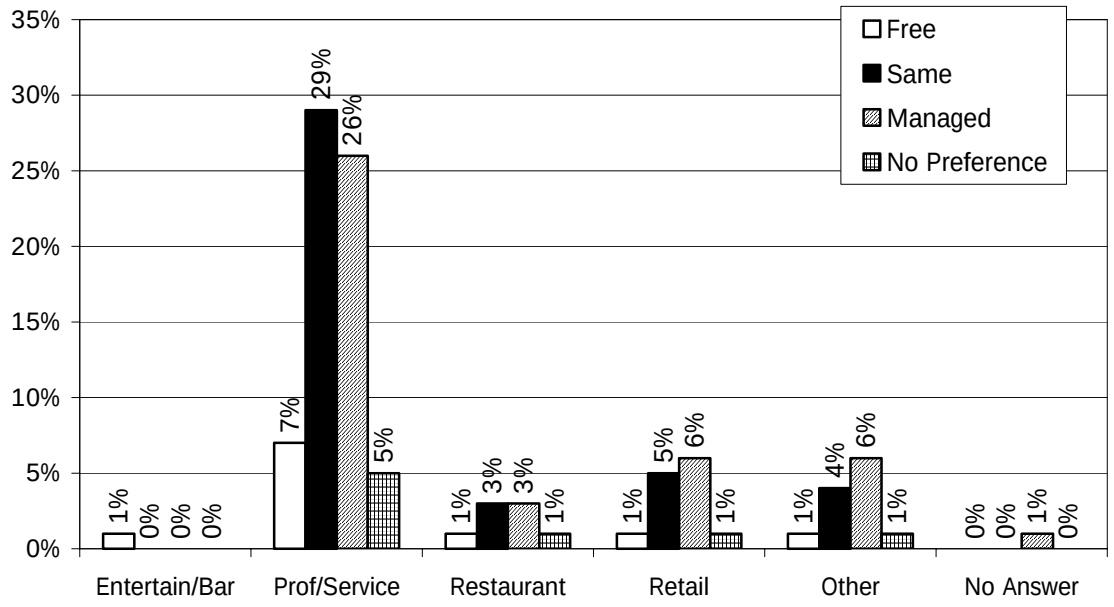


Figure 4.42 Policy Preference By Business Type and Zone, Low Demand Areas: April and June 2003



Figures 4.42 and 4.43 show the survey results of when responses were controlled for both business type and location.

Figure 4.42 shows the responses in the lower use area by business type. Most of the responses show a fairly even split between those businesses that prefer staying with the same parking policies and programs and those that prefer some form of managed change in the current parking policies and programs.

Figure 4.41, however, shows a clear preference for changing the current parking policies and programs by businesses in the high use area of Downtown. In nearly every category of business, respondents indicate a preference for managed change.

Conclusions

The Parking User Survey suggests that a majority of parking users are satisfied with the current on-street parking resources they are able to use. The system appears to satisfy their need for both time (length of time) and location (distance to their destination). The survey results also indicate that most parking users were reluctant to agree to pay for on-street parking.

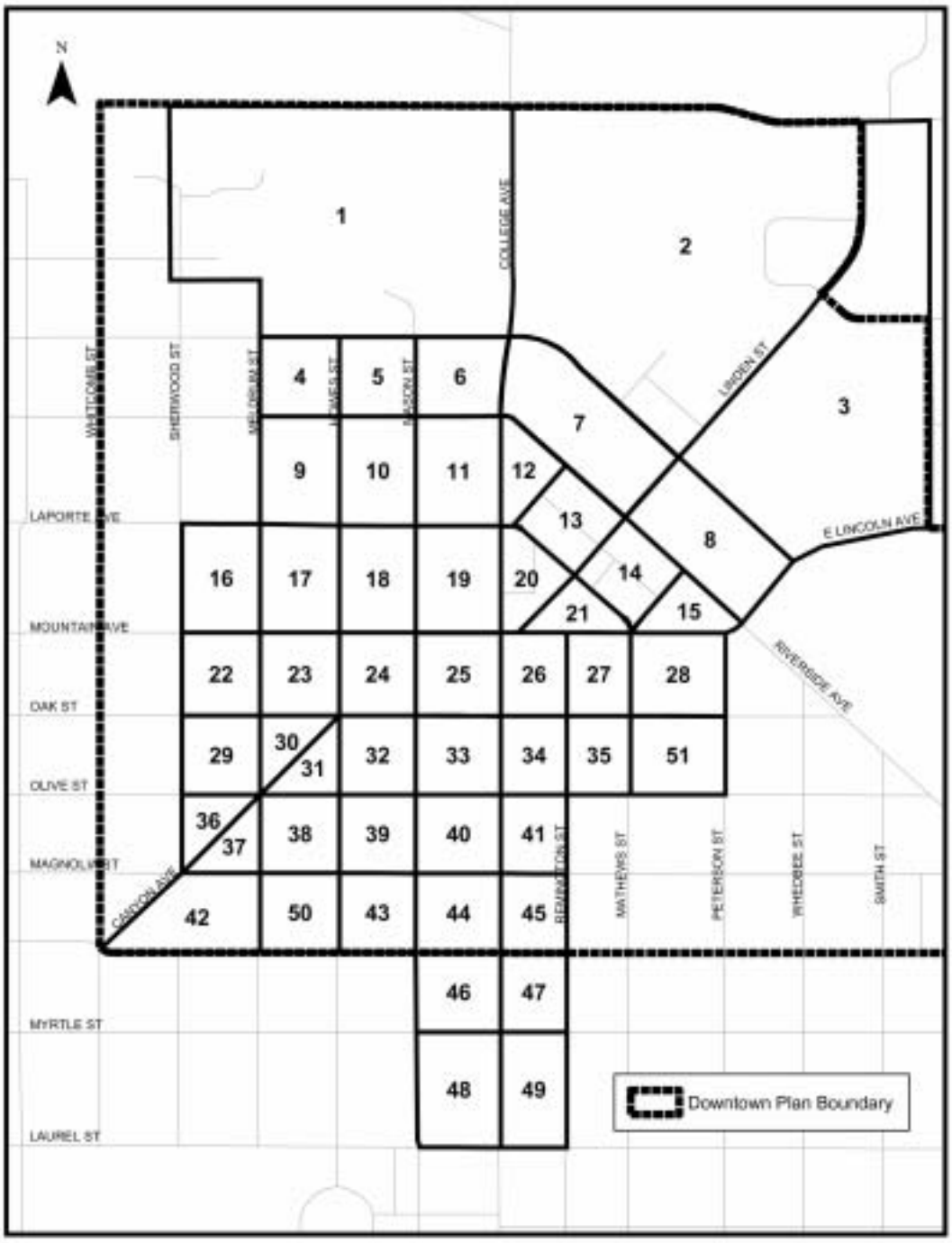
The Downtown Business Parking Survey indicated that a majority of businesses in Downtown Fort Collins agree that there needs to be change in the way parking supply is managed in Downtown. Although there appears to be a consensus that change is needed, businesses differed on their preferred approach to producing that change.

A measured and progressive approach, moving from the least intrusive (enhanced enforcement) to the most (a combination of enhanced enforcement and on-street pay parking) is most likely the right path for parking in Downtown. Implementing parking policy and programmatic change starting with enhanced enforcement, and progressing through on-street pay parking at some point in the future, appears to be the approach favored by most businesses in Downtown.

3.3 PARKING SUPPLY

One of the fundamental elements of this study is an update of current parking supply and demand conditions in the Downtown study area. The study area boundaries and parking block numbers defined for this study are depicted in the Figure 4.43.

Figure 4.43 Downtown Parking Block Map: 2002



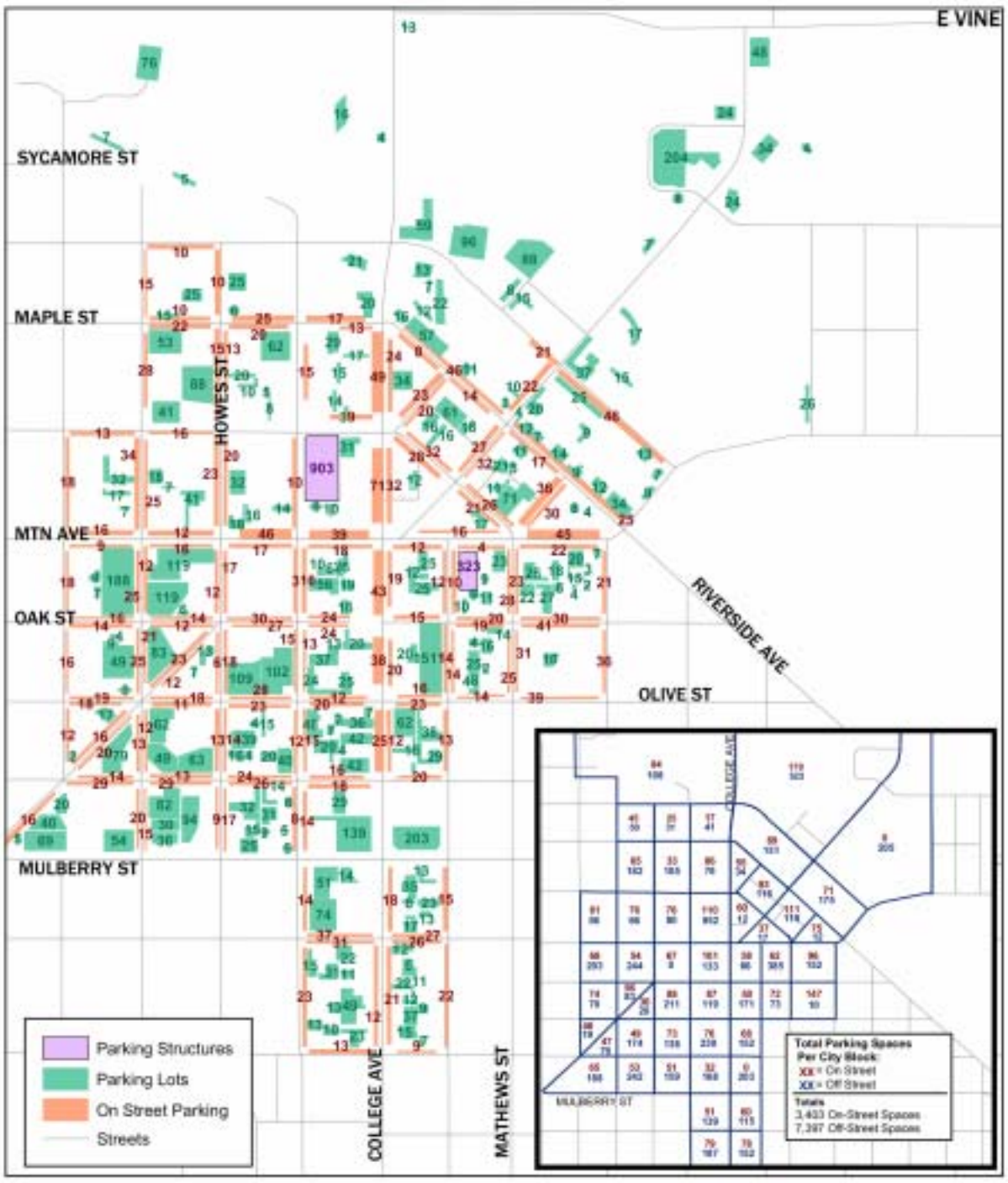
There are 9,711 parking spaces within the 48-block Downtown parking study area (Blocks 4 – 51). Of these, 3,149 are on-street spaces (32%) and 6,562 are off-street spaces (68%). Downtown Fort Collins has a high percentage of on-street spaces compared to other mid-size cities studied by the project team. Of the 6,562 off-street spaces within the study area, 1,697 (26%) are public spaces as indicated in Figure 4.44.

Figure 4.44 Public Off-Street Parking Supply: 2002

Name	Parking Spaces
Old Town Parking Structure (pay parking)	323
Civic Center Parking Structure (pay parking)	903
City Building Lot	62
Mason Street Lot (pay parking)	56
Justice Center Lot	32
Oak/Remington Lot (some permit spaces)	151
Jefferson Street Lot (some permit spaces)	57
Chestnut Lot (some permit spaces)	59
DMA Lot (some permit spaces)	54
Total	**1,697**

The public parking supply of 4,733 spaces (1,697 off-street spaces + 3,036 on-street spaces) represents 49% of the total parking supply within the study area. The parking supply is illustrated in Figures 4.45 and 4.46. (Also see Tables 1 and 2 in the Appendix A.)

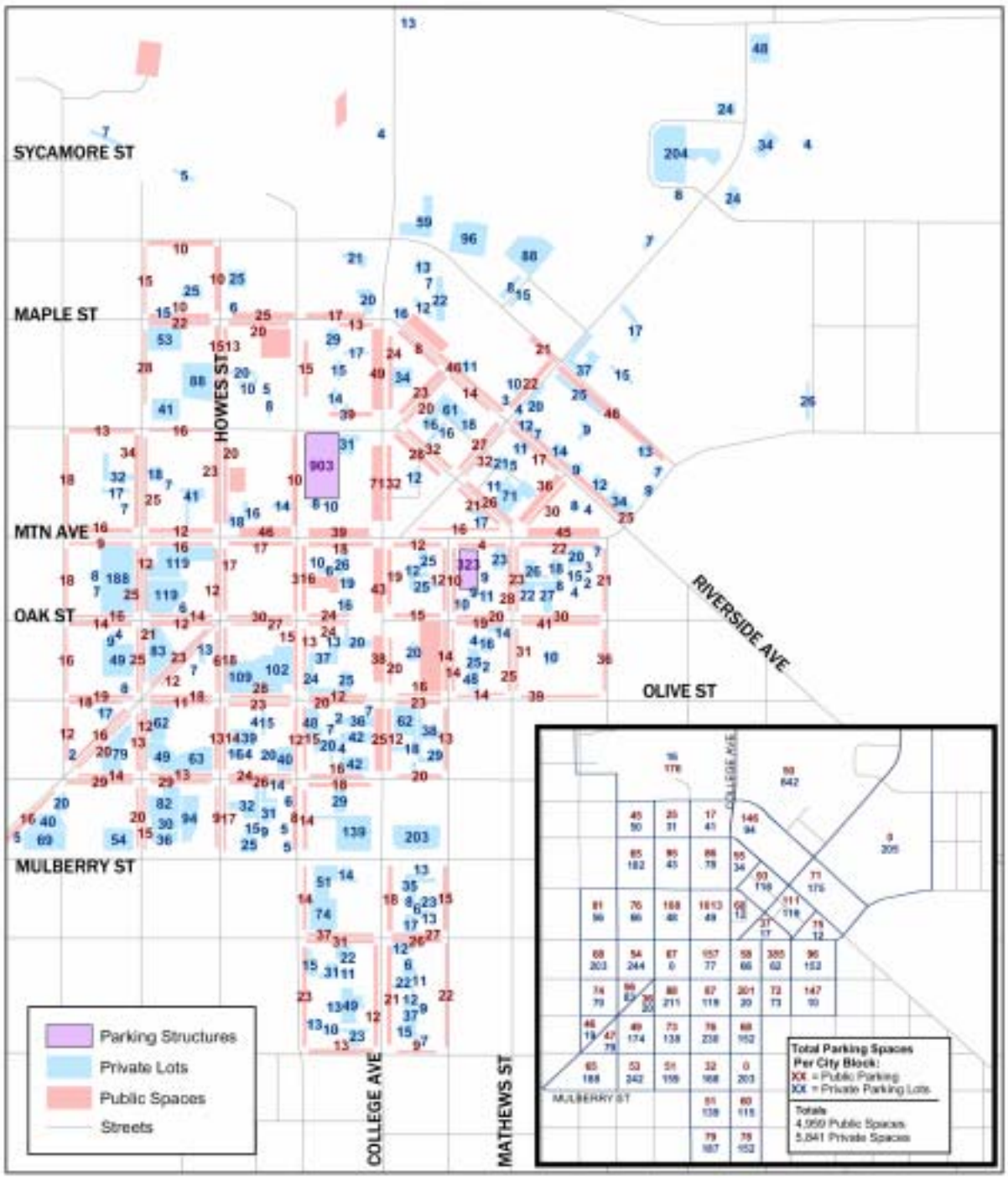
Figure 4.45 Off-Street and On-Street Parking: 2002



Parking: On Street/Off Street

Downtown Strategic Plan

Figure 4.46 Public/Private Parking: 2002



3.4 PARKING OCCUPANCY

Parking occupancy counts were conducted on the following 4 days in 2002, as part of this study:

1. Thursday, May 2, 2002 from 10:00 AM to 5:00 PM (Appendix - Tables 3 and 3A)
2. Thursday, May 9, 2002 from 10:00 AM to 5:00 PM (Appendix - Tables 4 and 4A)
3. Friday, May 3, 2002 from 5:00 PM to 9:00 PM (Appendix - Tables 5 and 5A)
4. Saturday, May 4, 2002 from 10:00 AM to 5:00 PM (Appendix - Tables 6 and 6A)

Thursday is regarded as the busiest day of the week in Downtown Fort Collins. The peak hour for parking on Thursday, May 2nd was 12:00 Noon when 5,452 vehicles were parked in 9,358 spaces (58.3% occupancy level). The on-street spaces were 64.3% occupied and the off-street spaces were 55.2% occupied at that time.

The peak hour for parking on Thursday, May 9th was also 12:00 Noon when 5,370 vehicles were parked in 8,912 spaces (60.3% occupancy level). The on-street spaces were 63.7% occupied and the off-street spaces were 58.6% occupied.

18 blocks were included in a survey of parking occupancy on Friday evening, May 3rd from 5:00 PM to 9:00 PM (Blocks 13, 14, 18, 19, 20, 21, 24, 25, 26, 27, 33, 34, 37, 38, 40, 41, 42 and 50). These blocks are primarily in Old Town and along College Avenue. The peak hour for parking was 8:00 PM when 2,735 of 4,372 spaces were occupied (62.6% occupancy level). The on-street spaces were 77.4% occupied and the off-street spaces were 56.6% occupied.

The same 18 blocks were slightly busier at 12:00 Noon on May 9th when 2,734 vehicles were parked in 4,342 spaces (63.0% occupancy level). However, nine of the 18 blocks surveyed (14, 21, 24, 25, 27, 34, 37, 42 and 50) were busier in the evening on May 3rd than at 12:00 Noon on May 9th.

The peak hour for parking on Saturday, May 4th was 5:00 PM when 3,267 vehicles were parked in 9,553 spaces (34.2% occupancy level). The on-street spaces were 45.2% occupied and the off-street spaces were 28.9% occupied.

With the exception of Friday evening (May 3rd), when the public off-street parking included in the occupancy survey was filled to near capacity, the public off-street parking and private off-street parking had similar utilization levels.

While overall parking occupancy levels are well below parking capacity, there are parking “Hot Spots” Downtown that are graphically illustrated in Figures 4.47 to 4.48. Block faces and parking facilities are color coded to reflect documented hourly occupancy levels from 10:00 am to 5:00 pm and at 8:00 pm. Dark orange areas are 81% to 90% occupied and red areas are 91% to 100% occupied.

Figure 4.47 Parking Occupancies: 10:00 am – 2:00 pm

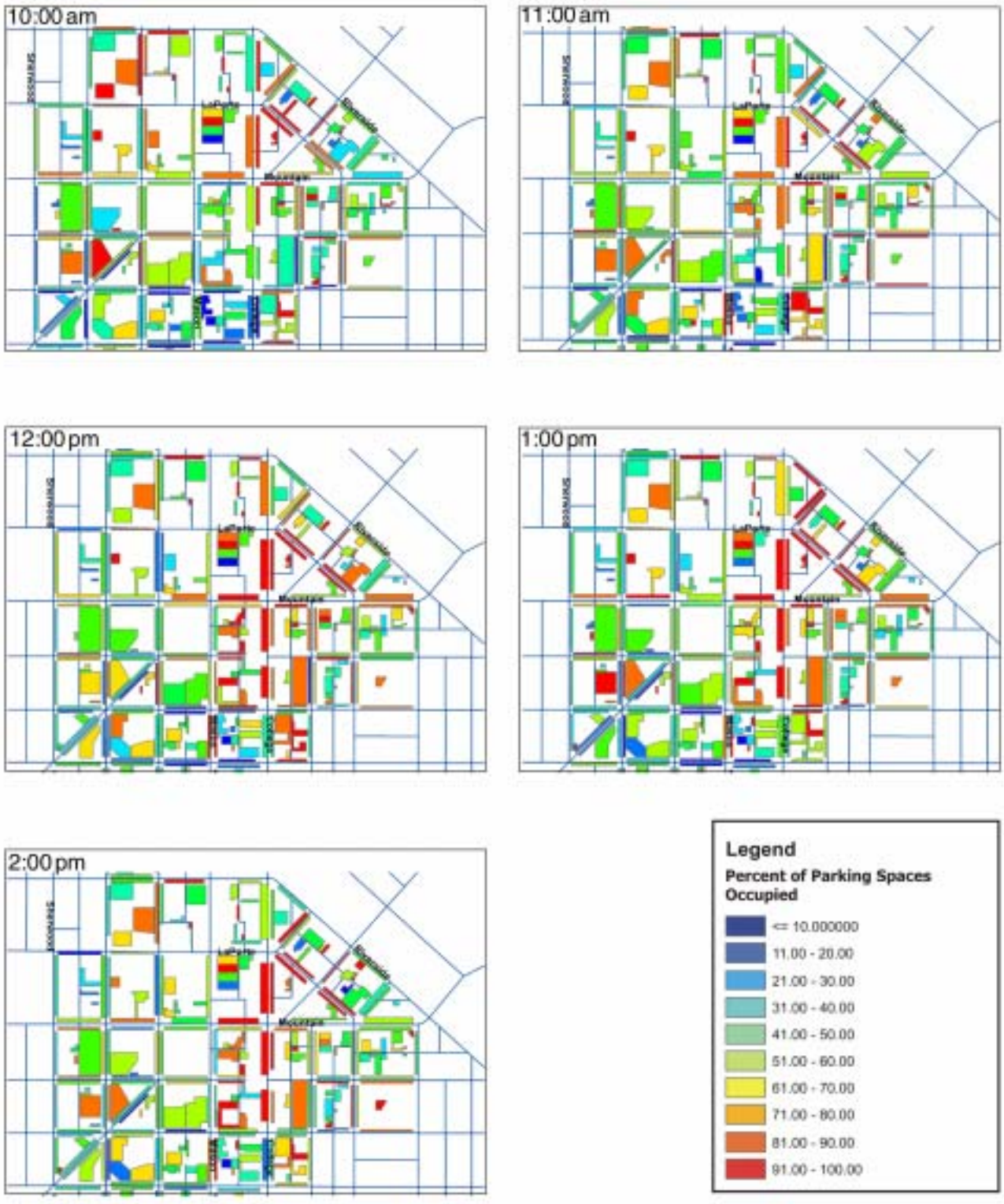


Figure 4.48 Parking Occupancies: 3:00 pm – 8:00 pm

3.5 Design - Day Parking Conditions

Design-day parking conditions represent typical peak activity that may be exceeded occasionally during the year. It is neither practical nor economical to design for the absolute peak of activity. An analysis of hourly parking revenues by month for the city's pay parking facilities indicates that May (the survey month) is a peak month for parking activity. Therefore, the maximum observed peak-hour parking occupancy from both Thursdays (May 2nd and May 9th) is used to represent "design-day" parking conditions in Downtown Fort Collins (refer to Appendix A - Table 7). At 12:00 Noon on the design day there is estimated demand for 6,251 spaces. This represents a 64.4% occupancy level based on the current parking supply.

3.6 Effective Parking Supply

The Downtown parking system should be evaluated from the perspective of its "effective" capacity. A parking system is considered at optimum efficiency when occupancy is at a level below its absolute capacity. This "effective supply cushion" keeps the time required to find a parking space within acceptable levels and reduces the perception of a "parking shortage". The margin also allows for: (1) the activity of vehicles moving in and out of parking stalls during busy periods; (2) surges in short-term parking activity; (3) the unavailability of private parking and reserved spaces to the general public; and (4) the temporary loss of spaces due to improperly parked vehicles, construction activity, snow piling, etc.

When parking occupancy exceeds these levels, there may be delays and frustration in finding a space. To avoid delays, parkers may be forced to use a space that is too far from their destination or does not offer a comfortable walking distance. For this study, an effective parking supply of 75% of the actual supply is recommended for the private off-street parking, 90% is suggested for the public off-street parking, and 85% is recommended for the on-street parking.

3.7 Current Parking Adequacy

Adequate parking exists to support current levels of activity in Downtown Fort Collins. The effective parking supply of 8,150 spaces exceeds design-day demand of 6,251 spaces by 1,899 spaces (refer to Appendix A - Table 8). Only 7 of the 48 blocks in the study area have parking deficits.

For the purposes of analyzing land-use data, other transportation elements, and future parking demand, the study area was divided into Transportation Analysis Zones (TAZ).

As shown in Figure 4.50, there are 6 TAZs within the parking study area (101, 102, 103, 105, 108 and 141). There are parking surpluses ranging from 53 to 641 spaces in five of the six TAZs. There is an 83-space deficit currently in TAZ 103 (refer to Appendix A - Table 9).

3.8 LAND USES

There are approximately 3.8 million square feet of occupied space within the parking study area (please note that this area is different from the *Downtown Plan* boundary). Currently, there is only a 4% vacancy rate within the study area. The occupied square footage by land-use category is presented in Figure 4.49.

Figure 4.49 Downtown Land Use: 2002

Use	Square Feet	Percent
Government	1,154,098	30%
Office/Financial	909,126	24%
Retail	476,314	13%
Residential	475,182	12%
Eating/Drinking	245,927	12%
Social/Religious	186,810	5%
Service	79,785	2%
Recreation/Entertainment	69,170.	2%
Automotive	66,909	2%
Convenience	66,156	2%
Industrial/Warehouse	50,392	1%
Other	20,009	<1%
Total:	3,804,878	100%

The current parking demand for 6,251 spaces represents a parking demand ratio of 1.64 spaces per 1,000 square feet of occupied space (6,251 ÷ 3,804.9 = 1.64). The overall parking demand ratio provides an indication of the appropriate ratios to use when projecting future parking demand by land-use category in Downtown.

3.9 PARKING TURNOVER AND DURATION

License plate numbers were recorded each hour on 1,011 spaces on May 2nd and 867 spaces on May 9th to determine parking turnover and duration of stay (refer to Appendix A - Tables 10 and 11). The majority of the spaces surveyed had two-hour limits. This represents most of the parking in the central Downtown area. Because an hourly survey does not provide an accurate indication of turnover for the 20- and 30-minute spaces, an additional survey of the short-term spaces was conducted June 21st (refer to Appendix A - Table 12). There was definite abuse of short-term spaces by long-term parkers (employees and business owners) on the survey days, as indicated below:

20-min. spaces:	2 spaces on 6/21/02 had 5 violations representing 3.64 hours ÷ .33 hour (20 minutes) = 11 more vehicles could have been accommodated.
30-min. spaces:	8 spaces on 6/21/02 had 22 violations representing 34.5 hours ÷ .50 hour (30 minutes) = 69 more vehicles could have been accommodated
2-hr. spaces:	865 spaces on 5/2/02 had 288 violations representing 1,132 hours ÷ 2 hours = 566 more vehicles could have been accommodated.
2-hr. spaces	763 spaces on 5/9/02 had 276 violations representing 1,038 hours ÷ 2 hours = 519 more vehicles could have been accommodated.

The analysis indicates approximately 8% abuse of the two-hour spaces by long-term parkers. However, several block faces and center-street parking areas exhibited much higher abuse of the two-hour spaces by long-term parkers. The block faces with the highest levels of abuse were, not surprisingly, along College Avenue and in Old Town. These surveys observed, but did not track the moving of vehicles to avoid parking enforcement, so actual abuse is undoubtedly higher than the data indicates.

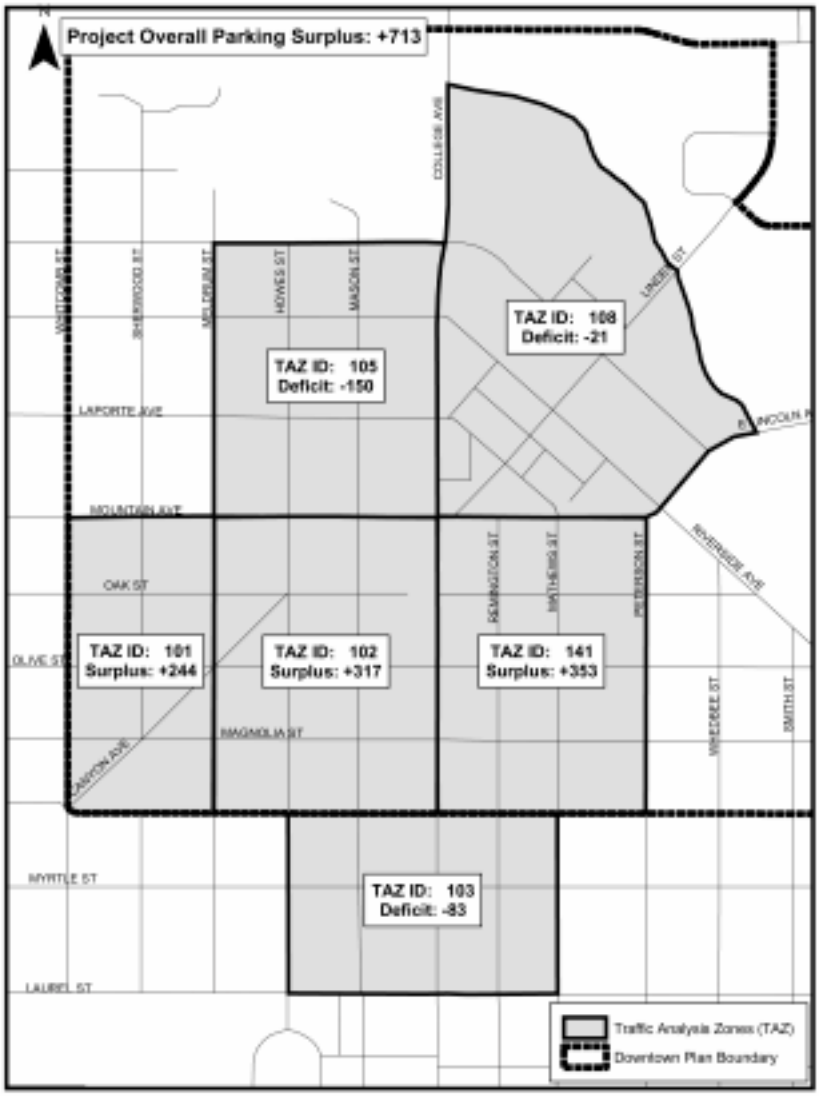
3.10 Near-Term (5 to 7 Years) Development and Parking Adequacy

There are numerous development projects planned within the parking study area for the next five to seven years. Information on future development is shown by TAZ. For modeling purposes, near-term projects are predicted for TAZs 102, 104, 105, 108 and 127. These anticipated developments include 400 housing units, 150 hotel rooms, a 120,000 square foot Performing Arts Center, 53,000 square feet of retail space, and 260,000 square feet of non-retail space.

For modeling future parking demand, TAZ 102 was identified as a hotel site. In addition, a new Performing Arts Center is identified for TAZ 105, and various residential, retail and non-retail projects are anticipated in each of the TAZs (refer to Appendix A - Table 13). The listed developments are projected to generate the demand for 1,362 more parking spaces based on the parking demand ratios listed in the Figure 4.50.

The existing peak-hour (12:00 Noon) parking surplus of 1,899 spaces will decrease to 713 spaces with the development of these projects (refer to Appendix A - Table 14). Deficits totaling 254 spaces are indicated in TAZs 103, 105 and 108. The remaining TAZs within the study area have near-term parking surpluses ranging from 53 to 353 spaces. The analysis does not take into account the loss of parking associated with new development, as exact locations for new parking facilities have not been determined. Existing surface lots can often provide prime development sites.

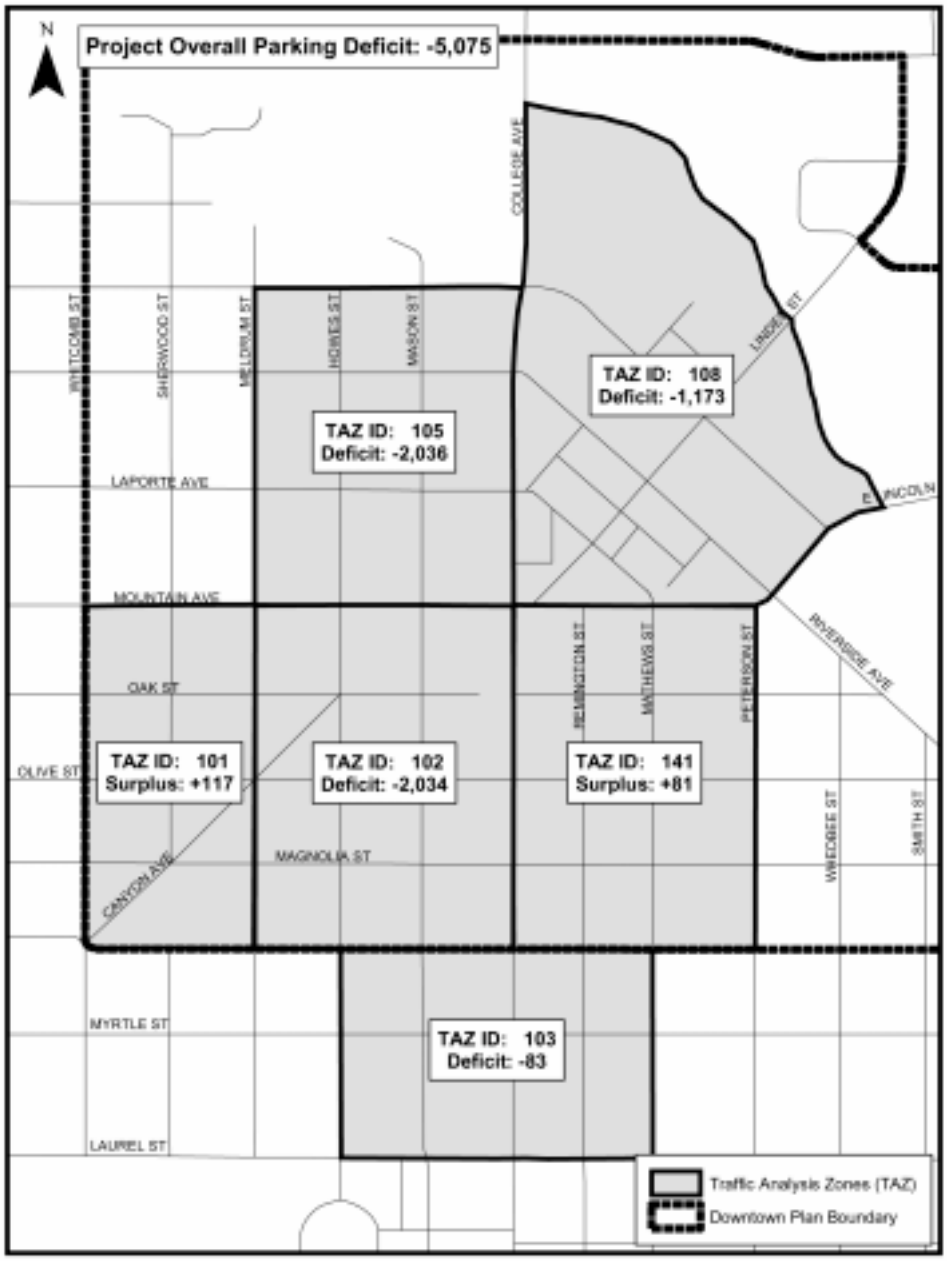
Figure 4.50 Parking Conditions by TAZ: Near Term (5-7 Years)



3.11 FUTURE 2025 DEVELOPMENT AND PARKING ADEQUACY

Long term land use projections were made for modeling purposes. New development is projected to include 1,073 housing units and 2,240,034 square feet of non-retail space in TAZs 101, 102, 105, 108 and 141 by 2025. These projects are estimated to generate the demand for 5,788 more parking spaces, and will have a significant impact on parking in Downtown (refer to Appendix A - Table 15). By 2025 there will be an estimated overall parking deficit of 5,075 spaces if these development assumptions are realized. Large deficits are projected for TAZs 102, 105 and 108 (refer to Appendix A - Table 16). Moderate parking surpluses are projected for the remaining TAZs. The analysis does not take into account the loss of parking associated with this development on pre-existing surface parking lots. See Figure 4.51.

Figure 4.51 Parking Conditions by TAZ: Future 2025



3.12 KEY PARKING PROBLEM IDENTIFICATION

As stated in the previous section, parking supply is adequate to meet the current demands in Downtown; in fact there is a surplus of approximately 1,899 spaces overall. Over the next five to seven years this surplus will decrease to approximately 713 spaces based on development assumptions.

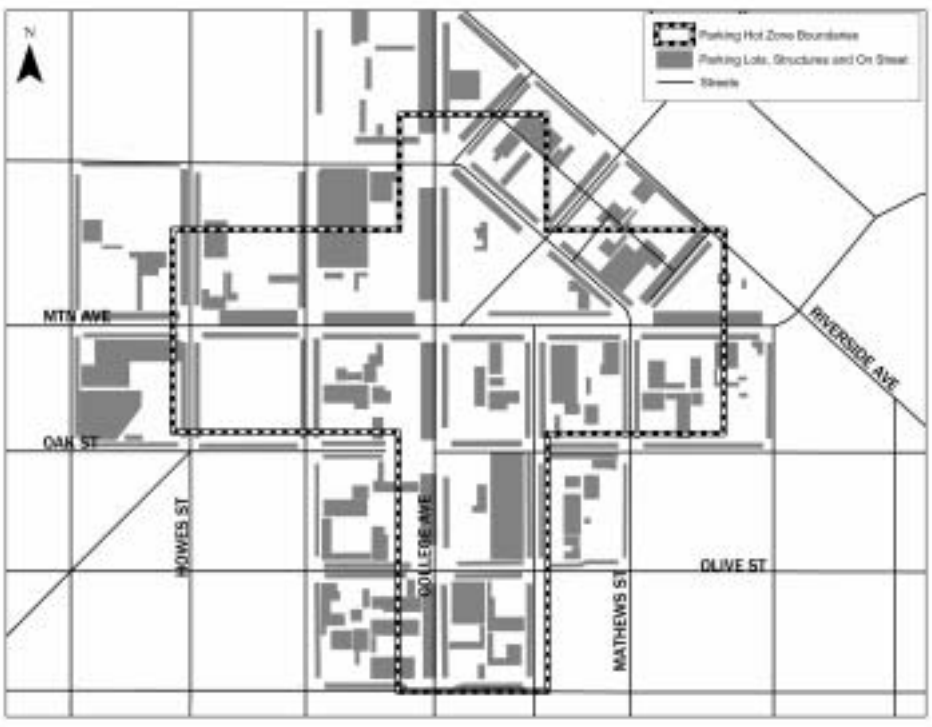
However, there are "hot spots" where parking demand approaches or exceeds available supply. Of immediate concern is the need to address the issues related to the parking "hot zone," see Figure 4.52. In this area there are four key, interrelated parking issues: turnover, pricing policy, regulations/technology and long-term parking in short-term spaces. A brief discussion of each issue is provided below.

Turnover

Parking, transportation, land-use and marketing experts agree that improving parking turnover of the on-street parking spaces in the Downtown core (College Avenue and Mountain Avenue) is of vital importance to business retention and attraction.

This area of high parking utilization is called the "hot zone". City Council discussed options for increasing on-street parking turnover at a Study Session in May, 2003. The direction from this meeting was to pursue a short-term strategy of providing enhanced and more aggressive parking enforcement to better promote parking space turnover. Long-term, a strategy involving implementation of pay on-street parking could be considered. A recommended on-street parking strategy will be discussed later in this document.

Figure 4.52 Parking Hot Zone: 2002



Pricing Policy is Upside-down

A significant issue facing the Fort Collins parking program is the fact that the most convenient and valuable parking spaces are free while there is a charge to park in the less convenient off-street parking spaces. In other words, the parking pricing policy is "upside-down". There is a direct relationship between parking pricing policies and promoting the parking behaviors that are in the best interest of a healthy and vital Downtown activity center. Two advantages that Fort Collins has over some peer cities are the facts that the City has an integrated parking program i.e., the City manages both on and off street parking programs, and the City currently owns a significant percentage of the parking in the Downtown area.

Insufficient Regulations and Technologies

Another critical piece of this puzzle is the need to strengthen the regulations and technologies related to on-street parking enforcement. The goal is to provide the Parking Services Division with the tools required to legally and practically implement a program that will provide the desired results in support of the *Downtown Plan* goals and objectives.

Long-term Parkers in Short-term Spaces

Based on the results of the parking turnover analysis discussed earlier, discouraging employees and business owners from parking all day in on-street spaces is a key priority. This common Downtown parking problem requires a combination of incentives and disincentives to be effectively resolved. Requiring a fee for on-street parking, while taking advantage of advances in parking enforcement and on-street parking management systems, are strategies that can reduce abuse of short-term parking spaces. However, reasonably priced and reasonably convenient employee parking must be provided by the City simultaneously to ensure an effective and sustainable system.

All of these problems are inter-related, and therefore the recommended solutions are also linked. Developing a long-range on-street pay parking program will help correct the upside-down pricing policy. In the short-term, revising parking statutory regulations in conjunction with enhanced on-street parking management tools and improved enforcement technology, puts in place mechanisms to improve enforcement program effectiveness without risking the perception of being overly aggressive in the eyes of Downtown visitors. Creating cost effective and convenient parking options for Downtown employees (along with disincentives to using valuable on-street parking spaces) rounds out the recommended parking strategy that is discussed in the following section, 3.14 Recommended Future Parking Development Strategies.

3.13 PARKING PEER CITY REVIEW

A review of parking programs in peer cities was conducted to assess Fort Collins' parking system related to other cities and to identify potential improvements. The general criteria used to identify peer cities included:

- Location in the West
- Similar or slightly larger urbanized area population
- Presence of major university in proximity to Downtown
- Parking programs with at least one public parking structure
- Parking programs with on-street parking resources
- Cities with innovative parking programs

The selected peer cities included:

- Boise, ID
- Eugene, OR
- Spokane, WA
- Tempe, AZ

Other cities reviewed because of their innovative programs included:

- Kalamazoo, MI
- Portland, OR
- Santa Monica, CA

A brief overview of each city is given below. A few recommendations related to the on-going use of the peer city data include:

1. Establish a limited parking benchmarking program with these peer cities related to key operational elements such as operating costs per space in off-street facilities, maintenance costs per space in off-street facilities, parking space turnover for on-street spaces, parking citation collection ratios, etc.

2. Establish relationships between the parking managers in these cities to develop a networking resource for sharing of experiences and lessons learned among parking professionals in similar environments.

Conduct reciprocal "program peer reviews" of parking operations. This is a cost effective means of enhancing parking peer relationships and improving parking operations. An outside objective assessment of a city's parking operation almost always identifies opportunities for improvement or generates new ideas for program enhancements. The "lessons learned" from failed or modified program initiatives and experiences related to the implementation of new technologies can be very valuable.

The following is brief overview of areas of interest related to each peer city.

Boise, ID

The off-street component of the Downtown public parking system in Boise is managed by the urban renewal agency known as the Capital City Development Corporation (CCDC). The on-street program is managed by the City of Boise. The Capital City Development Corporation has an impressive record not only of spurring development in the Downtown area, but also of using Tax Increment Financing funds to develop well planned and strategically located public parking facilities as an incentive to attract additional development. With over 5,000 structured parking spaces in the Downtown core (75% of which are public facilities), Downtown Boise has seen significant growth over the past decade.

Downtown Boise

The on-street program, which has over 1,100 metered parking spaces, recently upgraded their meters to new POM electronic meters. These meters feature a 20-minute free button and a smart-card payment option. On-street and off-street rates are calibrated to make long-term parking more attractive in the off-street resources thereby promoting increased turnover and utilization of on-street spaces.

Although Boise has some of the cleanest and best managed facilities in the country, the CCDC is embarking on a new program to focus on: enhancing customer service programs, revision of their parking validation program, upgrading parking system technology to improve management information, strengthening communications with key Downtown stakeholders, and creating a positive parking public information and marketing program.

A long-term challenge for the Boise parking system is to integrate the on-street and off-street parking programs.

Eugene, OR

Eugene has an urbanized area population of approximately 140,000 and a Downtown office worker population of approximately 4,000. With the University of Oregon campus (enrollment of nearly 19,100) nearby, Eugene most closely resembles Fort Collins of the selected peer cities. Like Fort Collins, Eugene was also involved in the development a Downtown strategic/master plan in 2003.

Eugene's off-street parking system has approximately 3,200 spaces with only one public parking structure. The on-street parking program has a total of 3,840 spaces. Of this total, 1,217 spaces (primarily located in the Downtown core) are metered. Duncan single-space meters are currently used.

The City performs the overall parking system planning and management, but they contract with a private parking operator, Diamond Parking System, to provide day-to-day transient and monthly parking revenue collections. Parking fees are set by

the City at a rate to cover parking system operating expenses as well as to generate reserve funds to meet future capital project needs.

Spokane, WA

Spokane is a city pursuing a revitalization of Downtown partially through an aggressive Downtown mall project known as River Park Square. The River Park Square project, although successful in many ways, became somewhat infamous due to lawsuits resulting from the inability of the parking structure to generate the revenues originally projected. Based on the projected revenues, the City pledged on-street parking system revenues (from 2,500 metered parking spaces) to guarantee bond payments, and is now involved on on-going legal actions to recover these funds.


Downtown Spokane

On-street parking rates in Spokane ($0.75/hr.) are 50% lower than off-street parking rates ($1.50/hr.) contributing to a lower-than-desired turnover rate for on-street spaces. Spokane has a combined public/private management approach to its Downtown parking system.

Tempe, AZ

The Business Improvement District known as Downtown Tempe Community, Inc. (DTC) manages the parking system in Tempe. DTC has consolidated virtually all private parking in the Downtown to be managed as a comprehensive parking system to meet the needs of Downtown businesses and municipal buildings. The City does not own any public parking structures. The DTC has succeeded in turning a collection of individually owned private parking lots and parking structures and City owned on-street parking spaces into a cohesive and seamlessly run parking system, complete with a successful validation program common to all facilities and an integrated marketing and promotional campaign.


Downtown Tempe

The parking system has over 9,300 off-street parking spaces and over 600 metered spaces. Of particular interest in Tempe is their experience with on-street parking system technologies. A few years ago DTC launched a program to convert all on-street and many off-street parking lots to a pay-by-space payment system based on “multi-space meter technology” (VenTech). This technology, while much improved in recent years, is still considered fairly progressive and can be difficult to use and understand. Tempe did an excellent job of educating the public and marketing the new concept. Overall, the program worked well but always suffered from one major complaint –inconvenience for the customers.

Tempe has recently made the decision to abandon multi-space meters, in favor of dual headed, single space electronic Duncan parking meters. The bottom-line advantage, according to DTC Executive Director Rod Keeling, is that everyone intuitively understands standard single-space parking meters and the convenience to his customers cannot be matched by the multi-space meter technologies.

3.14 Recommended Future Parking Development Strategies

During this study, several strategies emerged regarding how parking should be integrated into the larger Downtown development picture. This section will discuss the various recommended concepts.

Park Once/Pedestrian First Concept

The vision of integrating transportation and parking elements as part of the larger strategic vision for Downtown supports a "Park Once – Pedestrian First" planning concept. Three key elements make up this concept:

1. Modify Downtown streets and sidewalks to serve the needs of pedestrians, transit users, bicyclists and cars with the focus on serving pedestrians first. This planning element is supported by the following actions:

    - Creation of safe, attractive and inviting pedestrian linkages to connect and extend Downtown "energy zones".
    - Identify and improve key alleyways to enhance pedestrian connectivity within the Downtown and to create a more pedestrian friendly environment.
    - "Pedestrian priority" signage installed throughout the Downtown.
    - Fund and operate a Downtown transit route within the Downtown core. The route is envisioned as being bi-directional free, and fun, while providing high service levels (5-10 minute headways).
    - Amenities such as improved lighting, signage, street furniture, or landscaping, provided in public rights-of-way to support and encourage pedestrian activity.
    - Bicycle racks, lockers, bike racks on busses and other bicycle friendly facilities provided throughout the Downtown.

2. Develop, manage and operate parking as an essential civic infrastructure, and reduce overall parking ratios over time to create a "Park Once" environment. This planning element is supported by the following actions:

    - Develop and institute a "Park-Once Strategy" which includes a "shared use" parking program for both public and private structures/lots, and which investigates the most effective way to provide and manage parking facilities throughout Downtown (both public and private).
    - Maximize on-street parking throughout the Downtown; in the long-term, support the installation of parking meters to promote customer (as opposed to employee) use of on-street spaces, and encourage turnover of this critical parking resource for the Downtown businesses.
    - Locate future long-term parking structures near entrances to the core and strategically locate short-term parking throughout the Downtown district.
    - Incorporate ground floor commercial activity into all new parking structures.

- Institute a prohibition on new revenue-generating commercial surface parking lots in the Downtown core. (An exception to this recommendation is the Downtown Parking Cooperative, discussed in the following section 3.15 Recommended Parking Management Strategies.)
- Improve existing surface parking lots in the Downtown (paving, landscaping, lighting, etc.).

3. Enhance the accessibility into Downtown and publicly promote its transportation options. This planning element is supported by the following actions:

    - Actively promote new Downtown attractions and developments including parking availability, parking validation programs and intermodal transportation options.
    - Establish and promote an express shuttle between Downtown and Colorado State University.
    - Fund and operate improved bus service along the Mason Transportation Corridor connecting suburban Fort Collins (from a transit center south of Harmony Road) to Downtown.
    - Develop and implement a Downtown informational and directional (wayfinding) signage program with a special emphasis on available parking resources.

Core Periphery Parking Concept

As development projects increase the need for more parking, new parking facilities should be located along the periphery of the core. Close proximity to businesses is critical to attracting new business and retaining existing businesses.

Figure 4.53 How Far Should Patrons Have To Walk After They Park?: 2002

Source: Parking Structures, Third Edition, Chest, Smith, Bhuyan, Monahan, Iqbal.

	Level of Services Conditions			
Environment	A	B	C	D
Climate Controlled	1,000’	2,400’	3,800’	5.200’
Outdoor Covered	500’	1,000’	1,500’	2,000’
Outdoor Uncovered	400’	800’	1,200’	1,600’
Through Surface Lot	350’	700’	1,050’	1,400’
Inside Parking Facility	300’	600’	900’	1,200’

As shown in Figure 4.53, the issue of walking distance is affected by two primary factors: environment and desired level of service. Environment includes such factors as climate, topography, surroundings, and area interest (walking past interesting retail shops vs. traversing a blighted area). In a Downtown environment such as Fort Collins a “Level of Service” A is generally recommended.

The Downtown environment can generally be characterized as “outdoors, uncovered, level terrain, with comfortable sidewalks, interesting street level retail and well-landscaped areas”. A walking distance from parking to most destinations should not exceed 600 - 800 feet.

Parking Signage and Wayfinding

One element that needs improvement in Fort Collins is directional signage to off-street parking facilities. Many people using College Avenue are unaware that there are parking structures with available parking within two blocks.

The existing signage is not easy to read and is not readily identifiable as parking directional signage.

The City should develop and implement a comprehensive parking signage system that enhances drivers' abilities to locate available Downtown parking resources. Directional signs should be visible to patrons upon entering Downtown. With a signage system that provides clear direction to parking facilities, patrons planning to visit Downtown for longer periods of time can avoid congestion, reduce their travel time, and park for longer periods. The signage system should be designed as part of the comprehensive wayfinding plan as well as recognizable and easily understandable.

An improved parking directional signage system will reduce traffic congestion caused by drivers circling and searching for parking spaces throughout Downtown by re-directing drivers directly from primary thoroughfares to off-street parking facilities.

Examples of other municipal parking signage programs are described below.

The first photo is the new parking facility identification sign type being adopted by the Capital City Development Corporation for the Downtown public parking system in Boise, Idaho. This distinctive sign clearly identifies the structure as one the facilities in the public parking system.

The second photo is part of the new Downtown comprehensive signage plan developed for Kalamazoo, Michigan. Here, the Downtown has been divided into "districts", each with its own unique character: Arcadia, South Town, Haywood, Bronson Park, etc. This concept is similar to Fort Collins' Old Town. The sign to the right is from the Arcadia district.

Existing Parking Signage

Boise, Idaho.

Arcadia District, Kalamazoo, MI.

On-Street Parking Management Strategies

When long-term parkers park in short-term spaces, the lost revenues to Downtown merchants can be significant. The following example, conservatively developed to fit the Fort Collins environment, illustrates the point:

- There are approximately 8,400 employees in Downtown.
- If only 5% of those workers use customer parking spaces, 420 spaces would be unavailable to shoppers.
- If each space turned over four times per day, they would accommodate 1,680 personal trips.
- If each car carried 1.5 customers, there would be 2,520 customers.
- If a quarter those customers went elsewhere to shop and each customer spent $10.00, the total loss per day would be $6,300.
- Annualized at six shopping days each week, the total loss would amount to nearly $2 million in Downtown revenue.

As discussed earlier, the Fort Collins City Council was presented with the issues related to the need to improve on-street parking turnover in the core area on May 27, 2003. Council was presented with three basic options:

The Null Alternative (Maintain Current Approach)
Pursue Enhanced Enforcement as a means to achieve the desired turnover.
Implement On-street Pay Parking

Council expressed significant concerns over the budget limitations, and directed staff to pursue a short-term strategy of evaluating enhanced enforcement technologies and a more aggressive approach to parking enforcement to better promote parking space turnover. Long-term, a strategy involving implementation of on-street pay parking could be considered.

SHORT-TERM STRATEGY - ENHANCED ENFORCEMENT

Two key elements are needed to enhance enforcement in the near-term:

1. Computerized Parking Enforcement System

Based on a review of parking system technologies, the parking enforcement computer system currently in use in Fort Collins is inadequate to meet current needs. Pursuing an enhanced enforcement strategy, at a minimum, requires replacement of the current system with a newer system that incorporates the latest advances in parking enforcement software and wireless communications capabilities. The best system is one that provides for the issuance of parking citations using downloadable handheld computer terminals, on-line, real-time (in the field) citation history tracking, and direct communications to the centralized enforcement database. The manufacturer of the City's current system is no longer in business and original system documentation is poor. Therefore, the current parking enforcement computer system cannot be used to its full capabilities, and significant downtime occurs due to system malfunctions.

2. Escalating Fine Structure

Figure 4.54 shows a recommended escalating on-street parking fine structure for Fort Collins.

Figure 4.54 Recommended Escalation On-Street Parking Fine Structure

Number of overtime violations within last 180 days	Proposed Amount	After 8 days, fine increase to:
First	Warning	n/a
Second	$10	$20
Third	$25	$50
Fourth	$50	$75
Fifth or more	$100	$150

3. Other potential elements of an enhanced enforcement program might include:

- Longer hours of enforcement (evenings, Sundays, holidays), although this option generally is not favored by most Downtown businesses.
- More geographical coverage of enforcement. There are many areas Downtown where the Parking Services Division has received requests for additional enforcement, but the resources to provide that enforcement do not currently exist.
- More parking enforcement officers.

Parking meter technologies

LONG-TERM STRATEGY – ON-STREET PAY PARKING

On-street pay parking in not a recommendation in this plan, but it is a strategy that could be considered in the future. On-street pay parking does offer some solutions to the parking issues that exist Downtown, but it must also fit with the overall direction and philosophy of the Downtown economic community. At this point in time, most members of that community feel that on-street pay parking is premature. The following discussion is offered as educational information so that when it is time to consider on-street pay parking, enough background information will be available to evaluate all the options.

When considering implementation of an on-street pay parking program to better manage on-street parking resources, the first step is to conduct an extensive technology review. The first decision in on-street parking technologies is whether to invest in single space or multi-space meter technologies.

Figure 4.55 compares these two technology options based on several evaluation criteria.

Figure 4.55 Program Options to Improve On-Street Parking Turnover.

Program Features/ Objectives	Current Program	Enhanced Enforcement	On-Street Pay Parking: Single Space Electronic Meters	On-Street Pay Parking: Multi-Space Meters
Easy to understand/use	High	Med	High	Low
Effectively promotes space turnover	Low	Med	High	High
Requires add'l signage and/or pavement markings	No	Yes	On-meter only	Yes
Initial capital investment	n/a	Med	Med	High
Programmable rates	n/a	No	Yes	Yes
Allows multiple payment options (cash, smartcards, etc.)	n/a	n/a	Yes	Yes
Corrects upside down rate condition	No	Yes via fines	Yes	Yes
Generates add'l parking system revenue	No	Yes via fines	Yes	Yes
Less confrontation with parkers	n/a	No	Yes	Yes
Can provide improved management data	n/a	Yes	Yes	Yes
Customer convenience	High	High	High	Med
Confusing to first-time users	No	No	No	Yes
If maintenance problems occur, it affects multiple spaces	n/a	n/a	No	Yes
Maintenance costs	n/a	Minimal	Low	Med
Streetscape clutter	Low	Med	Med	Med
Improves enforcement efficiency	No	No	Yes	Yes
On-going operating expenses	Low	Med	Med	Med
Potential advertisement/promotional opportunity	No	No	Yes	No

ON-STREET PAY PARKING STRATEGY FOR FUTURE DISCUSSION

The future on-street pay parking strategy for Fort Collins may include the following:

Utilize single space electronic parking meters, mounted two meters per pole. (Another option would be to employ a technology that uses one meter to serve two adjacent spaces. The user selects an arrow pointing to the correct space.)

Rationale:

- Single space meters are extremely convenient for users as they are located immediately in front of the parking stall.
- Customers intuitively know that there is a fee required and they intuitively understand how to use the meters.
- Electronic meters have extremely flexible rate schedules and can even give the first ten or fifteen minutes free, if desired.
- Alternative payment methods are possible (smart cards, "Cash Key", etc.)
- Dual mounting on a single meter pole reduces the perceived streetscape clutter.
- Single space meters do not require additional signage or pavement markings.
- These meters come with an optional, attached signage frame that can be used to promote the Downtown area or local businesses.

Incorporate vehicle detection technology for on-street metered spaces. There are two primary system options: Induction loop technology (Suggested vendor: InnovaPark), and wireless cellular based technology (Suggested vendor: VehicleSense).

Rationale:

- These systems provide detailed on-street parking management information including parking duration and turnover, number, location and extent of over-time violations, etc.
- These systems also help combat potential "meter feeding". Vehicles must be relocated after the maximum time-limit has been reached.
- Revenue can be increased without raising rates. When a vehicle leaves the space the meter resets time to zero.

1. Incorporate decorative meter pole coverings.

Rationale:

- These meter pole covers are attractive and complement the overall image of Downtown Fort Collins.
- The meter pole coverings also act as a deterrent to meter theft.

College and Mountain Avenues - Centerline Parking

If the on-street pay parking ideas above are pursued, the layout of the centerline parking in the Downtown core becomes problematic. The current configuration does not lend itself to single space meter use. Keeping the centerline parking as time-limited parking is not recommended, as there would be two systems which could be confusing to visitors.

Multi-space meters could be incorporated in all areas, but we feel this technology is not as user friendly, and using multi-space meters for the centerline parking and single space meters for the curbside parking again requires multiple systems.

There are three general possible solutions to this problem:

1. Reconfigure the centerline parking from angled spaces to parallel spaces on both sides of the centerline. This option is neutral regarding the number of spaces available when compared to today's diagonal parking design. This design can accommodate single or dual space meters along a centerline promenade. See Hermosa Beach, CA Photo.

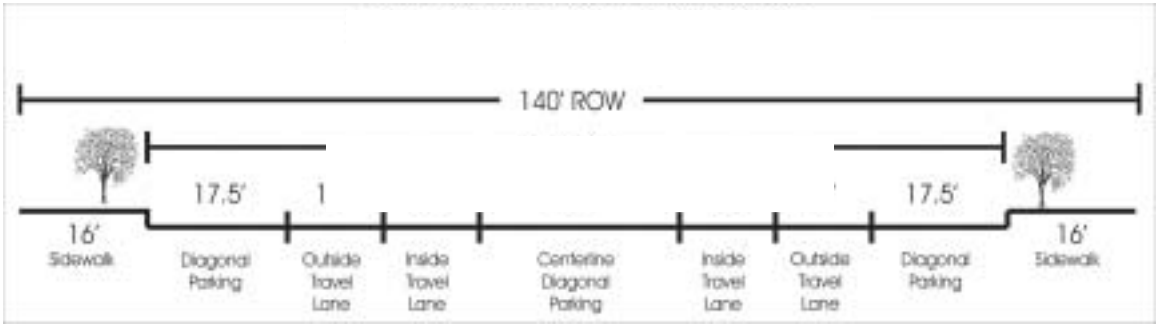
Hermosa Beach, CA.

2. Reconfigure the centerline parking from angled spaces to parallel spaces on one side of the centerline, using the excess room for either a wider curb/sidewalk that could function as a pedestrian walk and a landscaped planting strip. This option would decrease the number of spaces, but would accommodate single space meters.

3. Eliminate the centerline parking altogether and use the space to beautify the Downtown environment. This option, if politically unfeasible now, might be considered in the future as additional convenient off-street parking is developed.

A combination of elements is shown on a cross section of College Avenue (100 block north) in Figure 4.56.

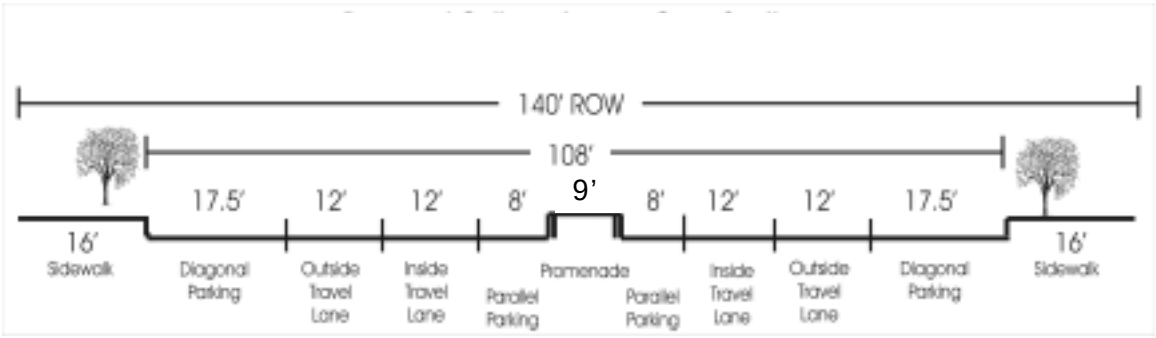
Figure 4.56 College Avenue Cross Section, 100 Block of North College: 2002



Even without adjusting the size of the travel lanes on College which are each 12' wide, there is ample room to incorporate changes in the design of the centerline parking along College and Mountain Avenues.

The proposed changes include eliminating the centerline diagonal parking and replacing it with two 8' wide parallel parking lanes, 6" curbs, and an 8' wide tree-lined promenade. The new cross section is reflected in the Figure 4.57.

Figure 4.57 College Avenue Cross Section, 100 Block of North College: Proposed



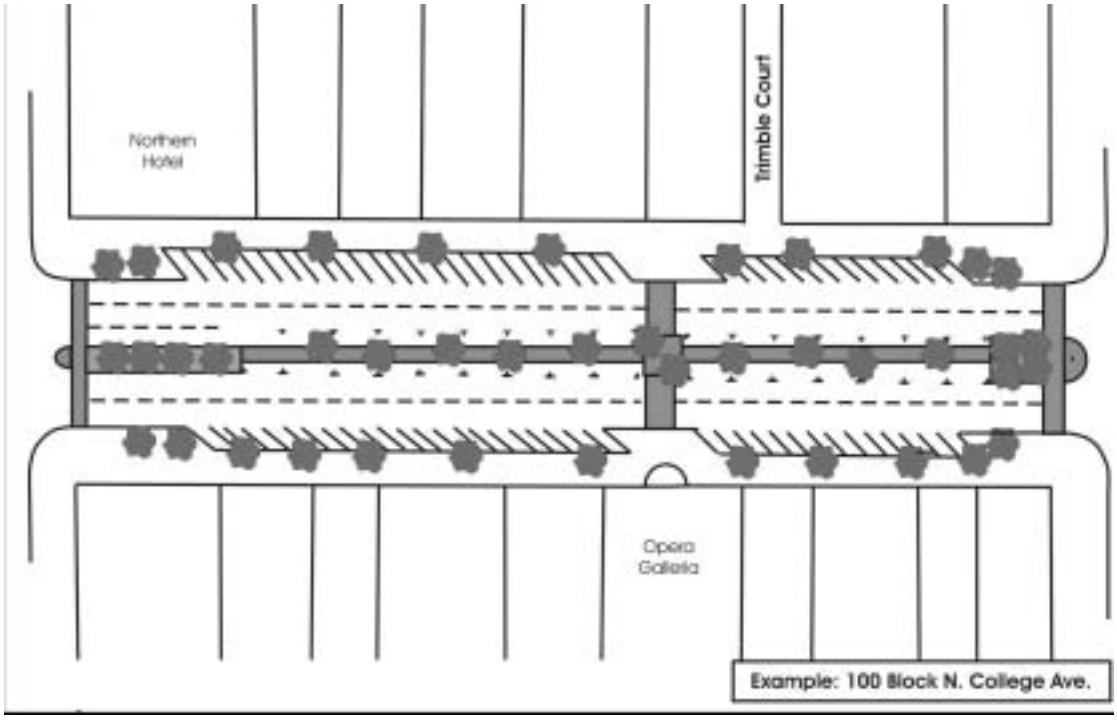
In Figure 4.58, the centerline diagonal parking has been converted to parallel with an 8' promenade added. This design which includes a mid-block crossing has a number of benefits when compared to the current design. Those benefits include:

- Increased Safety – The center promenade allows automobile drivers and passengers the opportunity to funnel to the corners or the mid-block to cross traffic on College or Mountain Avenues. Although this design does not offer a fool proof way of managing pedestrians, it is a significant improvement over the current "all block crossing" created with diagonal centerline parking.

- Increased Parking Capacity – The current count of 29 parking spaces in the test block (100 N. College Avenue) increases to approximately 30-32 spaces, even with the installation of a new mid-block crossing.
- Traffic Friction – Although some additional friction will occur as a result of the parallel parking routine, other friction in traffic will be reduced by the elimination of cut-through traffic using diagonal parking spaces.
- Future On-Street Pay Parking – The new design accommodates on-street pay parking machines such as meters for the centerline spaces supporting the long-term goal of on-street pay parking for the parking system in Downtown.
- Beautification and Urban Design – Implementing this design dramatically enhances the urban design in Downtown to include more livable space, more natural features, and more opportunities for human interaction. The development of centerline promenades throughout Downtown will also dramatically enhance the beauty of Downtown Fort Collins.

The centerline parking described in this section is still conceptual and currently is not a recommendation. A more thorough study and public outreach process is needed if and when on-street pay parking is recommended, or if safety and urban design issues warrant further consideration of this idea.

Figure 4.58 Centerline Parallel Parking & Promenade: 100 Block of N College Av



OFF-STREET PARKING MANAGEMENT STRATEGIES

Even though the overall current supply of parking spaces in Downtown is sufficient to meet overall demand, certain areas do, in fact, experience parking shortages. These areas are primarily in the core of Downtown, and are what staff refers to as the "hot zone." The hot zone includes the areas around the intersection of College Avenue and Mountain Avenue, as well as the Old Town areas on Linden Street, Walnut Street, Remington Avenue and Pine Street. Within these areas, additional short-term strategies need to be combined with the "enhanced enforcement" recommendations of this plan in order to meet parking demand.

Enhanced enforcement is a way to implicitly increase parking supply by increasing parking space turnover. A more direct way to increase parking supply could be achieved through a concept that staff has informally labeled the "Downtown Parking Cooperative." This concept recognizes that most parking spaces in the Downtown core are privately owned and underutilized, and the potential exists for public/private partnerships to make the spaces more usable.

The occupancy studies that were done as part of this plan suggest that most of the private lots in the Downtown core are, on average, about half full most of the time. These lots, which predominantly are found in alleys behind retail establishments, are for the most part owned by businesses that use them for their own employees. The lots are generally substandard in design and appearance, and are underutilized because they are reserved for the employees of the business that owns them, and there are not enough employees at that business to fill the lot.

The "Downtown Parking Cooperative" would encourage owners of these private lots to partner with the City to upgrade the lots and make them available to a larger number of users. Business that agreed to be part of the parking cooperative would receive a guarantee that their needs would be met. Any additional spaces would be managed by the cooperative and sold through a parking permit program to employees of other Downtown businesses. The revenue stream generated by the permit sales would be used to upgrade the lots, adding amenities like paving, lights, signs, and pedestrian linkages to places of employment.

The advantages of a "Downtown Parking Cooperative" are many. It would expand the parking supply, improve the appearance of blighted areas in the alleyways of Downtown, and create a sense of community between business and government in the parking arena that does not always exist in the current adversarial parking climate.

Recommended Future Parking Development Strategies

The following strategies related to future parking development are recommended:

- Pursue parking in conjunction with development projects.
- Support the formation of public/private partnerships between the City and developers to construct parking supply for public use in conjunction with Downtown development.
- Promote maximization of potential shared-use parking opportunities among retail, non-retail and residential uses.
- In identifying land parcels for potential parking development, recognize that while these parcels may begin as surface parking lots, they may in the future evolve into sites for structured parking. With this in mind, establish site footprint criteria that could result in the development of efficiently designed parking structures.

For example, consider a 1,000 space parking structure constructed at $25/square foot. An efficient design that achieves 300 sq. ft. per car would save the City $1,250,000 in design efficiency alone when compared to the same structure at 350 sq. ft per car.

Fee In-Lieu of Parking

Another concept, for consideration regarding future parking development, is "Fee In-Lieu of Parking".

Some cities allow developers the option to pay a fee in lieu of providing parking spaces required by zoning ordinances, and use this revenue to finance public parking spaces to replace the private parking spaces the developers would have been required to provide.

These in-lieu programs can reduce the cost of development, encourage shared parking, improve urban design, support historic preservation, and allow development of sites that cannot physically accommodate the required parking. Establishment of in-lieu fees also reveals that the cost of complying with minimum parking requirements is more than four times the cost of the impact fees that cities levy for all other public purposes combined. The high cost of meeting parking requirements suggests other promising in-lieu policy options that allow developers to reduce parking demand rather than increase the parking supply and provide a mechanism to support alternative transportation modes that help accomplish that goal. Reducing parking demand can cost far less than increasing the parking supply.

However, for Fort Collins' Downtown, a fee-in-lieu would have some major limitations. First and foremost is the fact the there are no parking requirements for non-residential projects Downtown. A fee-in-lieu would be an option only if the City established a minimum parking requirement for non-residential projects. While parking may be a requirement of private development financing, there is no guarantee that a developer could use a fee-in-lieu to forego the parking requirements of private financing.

Second, a fee-in-lieu would probably have to be prohibitively high in order to generate enough revenue to fund even one parking structure. For instance, the Civic Center Parking Structure cost approximately $10 million. Using a liberal estimate of twenty new development projects of the same size, the fee would need to be about $500,000 for each project to fund the structure.

Lastly, the fee-in-lieu would increase risk for the developer or the City/DDA. Because the actual number of new development projects would not be known, the City could not provide certainty over when the new parking would be constructed. In addition, the developer could not be certain whether the parking would be conveniently located near the project. On the other hand, if the City or DDA were to construct the parking and attempt to reimburse the funding through the fee-in-lieu, then the City/DDA would be at risk if the fee is insufficient to retire the debt.

ADVANTAGES OF IN-LIEU FEES

In-lieu fees have five major advantages for both cities and developers.

1. In-lieu fees give developers an alternative to meeting the parking requirements on sites where providing all the required parking spaces would be difficult or extremely expensive. However, as mentioned above, in Fort Collins this is less of an advantage for non-residential developments because there are no existing parking requirements.

2. Shared parking. Public parking spaces allow shared use among different sites where the peak parking demands occur at different times. Shared public parking is more efficient and cost effective than single-use private parking because fewer spaces are needed to meet the total peak parking demand. Shared parking also allows visitors to leave their cars parked while making multiple trips on foot, and is one of the easiest ways to make better use of scarce urban land.

3. Better urban design. Cities can put public parking lots and structures where they have the lowest impact on vehicle and pedestrian circulation. Less on-site parking allows continuous storefronts without "dead" gaps for adjacent surface parking lots. To improve the streetscape, some cities dedicate the first floor of the public parking structures to retail uses. Developers can undertake infill projects without assembling large sites to accommodate on-site parking, and architects have a greater range of design options that can translate into more attractive buildings.

4. Fewer variances. Developers often request parking variances when providing the required parking would be difficult. These variances create unearned economic windfalls, granted to some but denied to others. If developers can pay cash rather than provide the required parking, cities do not have to grant parking variances and can therefore treat all developers consistently.

5. Historic preservation. In-lieu fees allow adaptive reuse of historic buildings where the new use requires additional parking that is difficult to provide. The in-lieu policy therefore makes it easier to preserve historic buildings and rehabilitate historic areas.

DISADVANTAGES OF IN-LIEU FEES

Officials in many cities recommended in-lieu fees, but some report that developers were initially skeptical. The following four points summarize the potential disadvantages mentioned by developers.

1. Lack of on-site parking. Parking is a valuable asset for any development. A lack of on-site, owner-controlled parking can reduce a development's attractiveness to tenants and customers. While a lack of on-site parking is a real disadvantage, developers who are concerned about this problem can normally provide the parking rather than pay the fee.

2. High fees. Cities may not construct and operate parking facilities as efficiently as the private sector. For example, cities may pay extra to improve the architectural design of parking lots and structures. The resulting in-lieu fees may be high. Although some cities charge high in-lieu fees, most set their in-lieu fees lower than the market cost of providing a public parking space. Because the fixed cost for ramps, elevators, stairwells, and curb cuts can be spread among more spaces in large public parking structures, economies of scale in building these structures can further reduce the in-lieu fees.

3. No guarantees. Cities may intend to use the in-lieu fee revenue to finance public parking, but they do not guarantee when or where the parking spaces will be provided. To address this concern, some cities build public parking structures before receiving the in-lieu fees. The in-lieu fees are then used to retire the debt incurred to finance the structures. Other cities return the in-lieu fees if they do not provide the parking within a certain time. A city can also delay collecting the in-lieu fees until the revenue is needed to construct the public parking.

4. Fewer parking spaces. In-lieu fees will reduce the parking supply if cities provide fewer than one public parking space for each in-lieu fee paid. A smaller parking supply can put an area at a competitive disadvantage. Cities may not provide one public parking space for each in-lieu fee paid, but if a city uses in-lieu fees to build public parking spaces rather than grant variances to reduce parking requirements, the in-lieu policy will increase rather than decrease the parking supply. Even if an in-lieu policy does reduce the parking supply, shared public parking reduces the parking supply needed to meet the sum of all individual peak parking demands. (Note, in Fort Collins, this issue applies only to residential projects Downtown.)

While the developers' concerns cannot be ignored, officials in most of the surveyed cities said that the fees had become a form of administrative relief for developers who do not want to provide the required parking spaces. In practice, the in-lieu fees have benefited developers by offering them an alternative to building expensive parking spaces.

FEE IN-LIEU PARKING PROGRAM EXAMPLES

Miami's Coconut Grove, Florida (an upscale neighborhood in Miami)

Coconut Grove adopted a fee-in-lieu program in 1993 and has experienced considerable success. The fee is $10,000 per stall, or payments of $50/month/stall. Developers have opted out of 938 spaces, generating approximately $3 million in revenues. The majority of the funds were used to develop a 416-space structure with ground floor retail. The fund also paid for a $250,000 study for a Downtown circulator, and $100,000 for a Parking Mitigation Project, that included landscaping changes and installation of traffic control devices to improve parking and pedestrian access. Business licenses can be revoked after 90 days of non-payment.

Lake Forest, Illinois

Lake Forest has had a fee-in-lieu policy for about 15 years. All funds generated must pay for parking acquisition or development. The impetus was a desire to preserve the historic character of the Downtown. The fee was recently increased from $14,000 to $22,000 per stall. The parking requirements are also relatively high in Lake Forest, at four spaces per thousand. Still, developers want to use the option because of the scarcity of developable land.

The City considers the program effective, and developers use the option frequently. Originally, it was an automatic opportunity for developers to pay instead of building.

However, due to limited opportunities for the city to provide new facilities, they recently restricted the fee-in-lieu option to a special use permit.

Jackson, Wyoming

Jackson, Wyoming adopted a fee-in-lieu policy in 1994, in conjunction with a new Comprehensive Plan and the adoption of parking minimums. The fee-in-lieu option was in response to concerns that the parking minimums would hinder economic development. The per-stall fee ranges from $1,000 (up to four stalls) to $10,000 (more than 41 stalls), depending on the number of stalls being opted out. The City does not have a specific obligation regarding timeline or proximity of new parking, but the funds raised are restricted to construction of parking only.

The policy is used frequently. When the fee-in-lieu was adopted, existing properties that did not have parking were given transferable parking credits, so that even as the properties have been

redeveloped, there has been no parking requirement. The City Planner interviewed felt that a Local Improvement District would have been more effective for providing parking.

Bend, Oregon
Bend's policy was adopted in 1992. It was initiated due to concerns about constrained land for development. Developers have the option of building, leasing off-site, or paying the fee. The option has been used frequently but the fee was set very low ($510 per stall). There are no specific obligations regarding timeline or proximity, but the fees must go into the parking fund and can pay for parking only (no TDM) either in, or adjacent to, the CBD. They are currently having their policy evaluated, with consideration of increased fees. The limited funds generated have become problematic with expectations from property owners for the city to provide for parking.

Skokie, Illinois
Skokie adopted its fee-in-lieu policy in 1976. It was used primarily in the early 1980s, and once in the 90s, but not since. The city has high Downtown vacancy rates (up to 40%), and parking shortages were not severe. The impetus for the policy was a desire to maintain the urban landscape, and to encourage employee parking in the periphery of the core. The fee was set at $3,500, which most businesses consider "outrageous". There were no specific guarantees regarding proximity, timeline, etc, but the money was limited to parking only. Developers do not have an option to variance out: they must either build parking or pay the fee. With adoption of a Downtown redevelopment plan, the parking requirements were modified to a uniform requirement of one stall per 400 sq. ft. (commercial) and one per unit (residential). Most of the development recently has been mixed-use with residential, so developers have provided the required parking.

Kirkland, Washington
The City of Kirkland adopted a fee-in-lieu policy in the late 1970's for use in the Downtown core. The fee is set at $6,000 per stall, and has generated approximately $300,000. Some of the funds were used to conduct various parking studies. In addition, a portion of the funds was contributed to a parking structure the city recently built, but it was not a significant share. The city has no specific obligations regarding proximity or timeline, but has not had problems with expectations on the part of property owners. The impetus was to create shared parking facilities. The primary use of the program has been for changes in existing properties to uses that require more parking (such as changing retail to restaurant). It has not been used for new development or redevelopment projects, and therefore the funds generated have been limited.

City of Parksville, BC, Canada
The City of Parksville adopted the following specific amendments to their cash-in-lieu parking program:

Within the area identified as "Downtown core" in the Official Community Plan, the Municipal Council will accept cash payment in lieu of the provision of on-site parking in the amount of $9,800 per space.

Notwithstanding the foregoing, 100% of the parking requirement may be met through cash-in-lieu payment, or a combination of cash payment in lieu of parking and the provision of on-site parking is acceptable.

All monies received pursuant to the requirements of this Section shall be placed in a reserve fund established under Section 378 of the Municipal Act for the provision of new and existing off-street parking space, and the City is mandated to use such funds only for that purpose.

Sources (Fee In-Lieu Section):

- Excerpts from: *Journal of Planning Education and Research* 18:307-320. © 1999 Association of Collegiate Schools of Planning. Donald C. Shoup

- Carl Walker, Inc. Database

3.15 RECOMMENDED PARKING MANAGEMENT STRATEGIES

Parking Guiding Principles

Create a Downtown parking system built around the following principles:

- The Downtown parking system should be customer-oriented, not violator- or revenue-oriented (although parking revenue and enforcement are still important). If customers see the system as fair and friendly, visits to Downtown will increase, Downtown vitality will be increased and parking revenues will be enhanced.

- The Downtown parking system should seek to provide customers with "an experience worth having." All aspects of Downtown parking should reflect an understanding of what the Downtown customer desires in terms of a positive and memorable Downtown experience. Parking should be friendly, not free.

- The Downtown parking system should be seen as an essential and integral part of the community's economic vitality strategies and programs.

- The Downtown parking system should be better promoted and marketed. The investments in parking infrastructure should be actively promoted and celebrated.

- Develop a set of "Guiding Principles" for the parking system to address the following areas:

    - Alignment of Parking Division mission with *Downtown Plan* objectives
    - Parking System funding strategies
    - Inter-institution and inter-departmental relationships
    - Responsibility/authority for parking operations
    - Rate setting guidelines and methodologies
    - Options for allocating and developing parking resources
    - Inclusion of parking in strategic and master planning processes
    - Evaluation and effective use of new technologies
    - Procedures for managing losses of parking supply (both temporary and long-term)
    - Implementing integrated and complementary parking and transportation demand management strategies
    - Definition and communication of parking rules and regulations
    - Parking marketing and promotion (within the larger context of Downtown Marketing efforts)

- Enforcing and adjudicating parking rules and regulations consistent with promotion of larger *Downtown Plan* Objectives
- Effective parking facility maintenance
- Insuring parking facility security
- Cooperatively addressing special event parking needs; including coordination with private parking operators in the Downtown
- Fort Collins should set its sights high – in other words, seek to create an award-winning "best-in-class" parking system

CITY OF FORT COLLINS - PARKING PRINCIPLES

1. Parking services shall be considered a key public infrastructure for the Downtown. As such, parking will be subsidized by the City, the County, and the Downtown Development Authority for the purpose of covering capital costs for new parking facilities. Whenever possible, the City will use public/private partnerships to fund parking facility capital costs. Aside from capital cost obligations, Parking will generate revenues sufficient to cover its operating and maintenance expenses, including the funding of parking facility capital maintenance reserve funds.

2. The Downtown parking system shall continue to be customer-oriented, not violator- or revenue-oriented. The Downtown parking system should be seen as an essential and integral part of the community's economic vitality strategies and programs.

3. The Downtown parking system shall continue its consolidated, centralized management structure (i.e., manages on-street, off-street, parking enforcement and planning elements). Parking should continue to be recognized as an important component in the health and vitality of the Downtown area.

4. Operational funding shall be addressed through price structures of monthly parking permits, visitor rates, service charges, fines and ultimately through the implementation of on-street pay parking. To support the investment in parking as a public infrastructure, to promote the strategic location of parking facilities that can leverage maximum shared parking efficiencies, and in recognition of the desire to offer an alternative to parking development requirements Downtown, a parking "fee in-lieu-of" and other financing programs should be investigated.

5. The Parking Services Division shall administer all public parking services in Downtown Fort Collins; other City departments will not run their own public parking operations.

6. Transient, monthly and special events parking rates will be variable, based on time, demand, location, or the service provided. Parking rates shall be established to cover direct and indirect parking costs. Parking rates shall be consistent with local market rates. Parking rates shall be at levels that will encourage rather than discourage access to the Downtown. In the long-term, on-street parking rates should be higher than off-street parking rates to promote turnover of on-street spaces.

7. Other City departments and Downtown businesses may participate in daily and/or hourly validation programs for their visitors and patrons. The cost of validation programs may be discounted to promote program use and active business participation and promotion.

8. The Parking Division shall be included in all long-range Downtown strategic planning. Temporary and permanent parking revenue losses due to construction and new development shall be addressed in the planning process.

9. Fines shall be established to discourage illegal parking and promote on-street parking turnover. The Parking Division will review peer city parking fine rates when recommending modifications to the City of Fort Collins parking fine structure.

10. City departments and other entities that sponsor events in the Downtown will pay the actual direct and indirect costs associated with requested parking services as determined by the Parking Division and verified through the annual budget process. A sponsoring department shall notify the Parking Division of the services required for a scheduled event no less than thirty days preceding the date of the event, and shall pay within thirty days upon receiving a bill for those services.

11. The Parking Division shall work towards the creation of a public/private partnership that can manage and/or influence the entire Downtown parking system – both public and private.

12. The Parking Division will work closely with the Downtown Business Association (DBA) and the Downtown Development Authority (DDA), and the community at large to develop programs that meet the strategic goals of the Downtown as well as the customer expectations of the Downtown community. The Parking Division will promote and market parking services in Downtown Fort Collins. The Parking Division will strive to create a "best in class" parking program.

13. At some point in the future, when long-term on-street pay-parking strategies are implemented, the Parking Division will work to establish a self-sufficient budget (excluding debt-service obligations) so that revenues from fines and fees are sufficient to support the costs of operating the Parking Division.

14. The Parking Division will actively pursue staff development and training to improve the level of staff knowledge, professionalism and efficiency.

Alignment of Parking Strategies with the *Downtown Strategic Plan*

In the context of the *Downtown Plan*, different areas will require different parking management strategies including different management approaches, programs and levels of intensity.

The following are examples of specific parking management programs by area. This is not intended to an exhaustive or definitive list; but is simply illustrative of the types of parking management programs that might be required.

PROTECT AND MANAGE
CORE – COLLEGE AVENUE/OLD TOWN

- In the long-term, consider implementation of on-street pay parking to actively promote parking space turnover and discourage long-term on-street employee parking.
- Provide reduced-cost long-term parking for Downtown employees as an incentive to use structured parking or reduced-rate surface lots.
- Construct a parking pricing strategy to provide Downtown employees multiple cost options. Pricing levels should directly correspond to location/convenience/amenities.
- Recognize that to achieve the goals of protecting the most convenient spaces (on-street) for the benefit of the Downtown merchants, a consistent, fair, and relatively high profile parking enforcement program is essential.
- Improve the overall consistency, utilization and identification of on-street parking spaces in the Downtown.
- In the long-term, use a portion of potential new revenues generated by a possible on-street parking program to support other Downtown goals, such as Downtown marketing programs, improved signage, streetscape amenities, and future parking facility development.

LEVERAGE POTENTIAL GROWTH AREAS
DOWNTOWN GROWTH AREAS – COLLEGE AVENUE TO HOWES ST. / CHERRY ST. TO MULBERRY ST.

- Consider the proactive development of new parking resources in infill areas as a strategy to stimulate development.
- In identifying land parcels for potential parking development, recognize that while these parcels may begin as surface parking lots, they may in the future evolve into sites for structured parking. With this in mind establish site footprint criteria that could result in the development of efficiently designed parking structures.
- The City's parking program should have the administrative authority to structure and implement certain management practices, including setting permit and hourly price structures, parking time limits, locations of special use zones (in consultation with the City Traffic Engineer), and other management tools, in a manner that reflects the rapidly changing parking environment in the Downtown area.

BLEND WITH ADJACENT NEIGHBORHOODS
INFILL DEVELOPMENT AREAS – APPROXIMATELY TWO BLOCKS IN ALL DIRECTIONS FROM THE PROPOSED NEW DEVELOPMENT DISTRICT, INCLUDING JEFFERSON ST. TO THE RIVER

- Investigate the implementation of neighborhood (residential) parking permit programs to preserve on-street parking in neighborhoods for residents and their visitors, particularly in areas where parking pressure from activities in the Downtown area impact adjacent neighborhoods.

Transportation Appendix A

Table 1.
Parking: On-Street/Off-Street

Block #	On-Street	Off-Street	Total
4	45	50	95
5	25	31	56
6	17	41	58
7	89	151	240
8	71	175	246
9	65	182	247
10	33	105	138
11	86	78	164
12	55	34	89
13	93	116	209
14	111	119	230
15	75	12	87
16	81	56	137
17	76	66	142
18	76	80	156
19	110	952	1,062
20	60	12	72
21	37	17	54
22	68	203	271
23	54	244	298
24	67	0	67
25	101	133	234
26	58	66	124
27	62	385	447
28	96	152	248
29	74	70	144
30	56	83	139
31	36	20	56
32	88	211	299
33	87	119	206
34	50	171	221
35	72	73	145
36	46	19	65
37	47	79	126
38	49	174	223
39	73	138	211
40	76	230	306
41	68	152	220
42	65	188	253
43	51	159	210
44	32	168	200
45	0	203	203
46	51	139	190
47	60	115	175
48	79	187	266
49	78	152	230
50	53	242	295
51	147	10	157
Total	3,149	6,562	9,711
Percent	32%	68%	100%

Table 2.
Parking: Public/Private

Block #	Public	Private	Total
4	45	50	95
5	25	31	56
6	17	41	58
7	146	94	240
8	71	175	246
9	65	182	247
10	95	43	138
11	86	78	164
12	55	34	89
13	93	116	209
14	111	119	230
15	75	12	87
16	81	56	137
17	76	66	142
18	108	48	156
19	1,013	49	1,062
20	60	12	72
21	37	17	54
22	68	203	271
23	54	244	298
24	67	0	67
25	157	77	234
26	58	66	124
27	385	62	447
28	96	152	248
29	74	70	144
30	56	83	139
31	36	20	56
32	88	211	299
33	87	119	206
34	201	20	221
35	72	73	145
36	46	19	65
37	47	79	126
38	49	174	223
39	73	138	211
40	76	230	306
41	68	152	220
42	65	188	253
43	51	159	210
44	32	168	200
45	0	203	203
46	51	139	190
47	60	115	175
48	79	187	266
49	78	152	230
50	53	242	295
51	147	10	157
Total	4,733	4,978	9,711
Percent	49%	51%	100%

Table 3.
Parking Occupancy by Hour (10:00 AM to 5:00 PM)
Thursday, May 2, 2002

Hour	On-Street (3,118 Spaces) Occupied	% Occupied	Off-Street (6,240 Spaces) Occupied	% Occupied	Total (9,358 Spaces) Occupied	% Occupied
10:00 AM	1,822	58.4%	3,090	49.5%	4,912	52.5%
11:00 AM	1,934	62.0%	3,407	54.6%	5,341	57.1%
12:00 PM	**2,006**	**64.3%**	3,446	55.2%	**5,452**	**58.3%**
1:00 PM	1,907	61.2%	**3,476**	**55.7%**	5,383	57.5%
2:00 PM	1,840	59.0%	3,385	54.2%	5,225	55.8%
3:00 PM	1,772	56.8%	3,291	52.7%	5,063	54.1%
4:00 PM	1,605	51.5%	3,088	49.5%	4,693	50.1%
5:00 PM	1,440	46.2%	2,253	36.1%	3,693	39.5%

Table 4.
Parking Occupancy by Hour (10:00 AM to 5:00 PM)
Thursday, May 9, 2002

Hour	On-Street (2,896 Spaces) Occupied	% Occupied	Off-Street (6,016 Spaces) Occupied	% Occupied	Total (8,912 Spaces) Occupied	% Occupied
10:00 AM	1,567	54.1%	2,946	49.0%	4,513	50.6%
11:00 AM	1,736	59.9%	3,445	57.3%	5,181	58.1%
12:00 PM	**1,846**	**63.7%**	**3,524**	**58.6%**	**5,370**	**60.3%**
1:00 PM	1,801	62.2%	3,383	56.2%	5,184	58.2%
2:00 PM	1,724	59.5%	3,407	56.6%	5,131	57.6%
3:00 PM	1,637	56.5%	3,283	54.6%	4,920	55.2%
4:00 PM	1,624	56.1%	2,963	49.3%	4,587	51.5%
5:00 PM	1,437	49.6%	2,378	39.5%	3,815	42.8%

Table 3A.
Peak-Hour (12:00 Noon) Parking Occupancy by Block
Thursday, May 2, 2002

	On-Street			Off-Street			Total		
Block #	Spaces	Occupied	% Occupied	Spaces	Occupied	% Occupied	Spaces	Occupied	% Occupied
4	45	20	44.4%	50	26	52.0%	95	46	48.4%
5	25	20	80.0%	31	25	80.6%	56	45	80.4%
6	17	15	88.2%	41	24	58.5%	58	39	67.2%
7	89	64	71.9%	107	84	78.5%	196	148	75.5%
8	71	15	21.1%	175	66	37.7%	246	81	32.9%
9	65	28	43.1%	182	102	56.0%	247	130	52.6%
10	33	29	87.9%	62	58	93.5%	95	87	91.6%
11	71	49	69.0%	78	74	94.9%	149	123	82.6%
12	55	53	96.4%	34	24	70.6%	89	77	86.5%
13	93	83	89.2%	98	50	51.0%	191	133	69.6%
14	111	88	79.3%	119	84	70.6%	230	172	74.8%
15	75	41	54.7%	12	3	25.0%	87	44	50.6%
16	81	50	61.7%	56	15	26.8%	137	65	47.4%
17	76	39	51.3%	59	39	66.1%	135	78	57.8%
18	76	25	32.9%	80	54	67.5%	156	79	50.6%
19	110	108	98.2%	934	503	53.9%	1,044	611	58.5%
20	60	57	95.0%	12	12	100.0%	72	69	95.8%
21	37	37	100.0%				37	37	100.0%
22	68	41	60.3%	203	99	48.8%	271	140	51.7%
23	54	23	42.6%	125	63	50.4%	179	86	48.0%
24	64	55	85.9%	0	0	0.0%	64	55	85.9%
25	101	90	89.1%	133	113	85.0%	234	203	86.8%
26	58	51	87.9%	66	49	74.2%	124	100	80.6%
27	62	43	69.4%	385	204	53.0%	447	247	55.3%
28	96	51	53.1%	119	63	52.9%	215	114	53.0%
29	74	20	27.0%	70	60	85.7%	144	80	55.6%
30	56	37	66.1%	83	55	66.3%	139	92	66.2%
31	36	11	30.6%	20	12	60.0%	56	23	41.1%
32	88	43	48.9%	211	127	60.2%	299	170	56.9%
33	87	78	89.7%	119	89	74.8%	206	167	81.1%
34	50	42	84.0%	171	70	40.9%	221	112	50.7%
35	72	43	59.7%	73	36	49.3%	145	79	54.5%
36	46	10	21.7%	19	12	63.2%	65	22	33.8%
37	47	18	38.3%	79	46	58.2%	126	64	50.8%
38	36	18	50.0%	174	106	60.9%	210	124	59.0%
39	73	20	27.4%	134	83	61.9%	207	103	49.8%
40	76	47	61.8%	223	84	37.7%	299	131	43.8%
41	68	44	64.7%	152	104	68.4%	220	148	67.3%
42	65	45	69.2%	188	81	43.1%	253	126	49.8%
43	51	26	51.0%	159	89	56.0%	210	115	54.8%
44	32	8	25.0%	168	53	31.5%	200	61	30.5%
45	0	0	0.0%	203	73	36.0%	203	73	36.0%
46	51	45	88.2%	139	51	36.7%	190	96	50.5%
47	60	36	60.0%	115	51	44.3%	175	87	49.7%
48	79	52	65.8%	187	157	84.0%	266	209	78.6%
49	78	48	61.5%	140	55	39.3%	218	103	47.2%
50	53	31	58.5%	242	111	45.9%	295	142	48.1%
51	147	109	74.1%	10	7	70.0%	157	116	73.9%
Total	3,118	2,006	64.3%	6,240	3,446	55.2%	9,358	5,452	58.3%

Table 4A.
Peak-Hour (12:00 Noon) Parking Occupancy by Block
Thursday, May 9, 2002

	On-Street			Off-Street			Total		
Block #	Spaces	Occupied	% Occupied	Spaces	Occupied	% Occupied	Spaces	Occupied	% Occupied
4	45	21	46.7%	50	21	42.0%	95	42	44.2%
5									
6									
7									
8									
9	65	30	46.2%	182	120	65.9%	247	150	60.7%
10	33	26	78.8%	105	41	39.0%	138	67	48.6%
11	86	53	61.6%	78	52	66.7%	164	105	64.0%
12	55	35	63.6%	34	13	38.2%	89	48	53.9%
13	93	81	87.1%	116	69	59.5%	209	150	71.8%
14	111	82	73.9%	119	93	78.2%	230	175	76.1%
15	75	53	70.7%	12	3	25.0%	87	56	64.4%
16	81	43	53.1%	56	16	28.6%	137	59	43.1%
17	76	34	44.7%	59	44	74.6%	135	78	57.8%
18	76	48	63.2%	80	36	45.0%	156	84	53.8%
19	110	105	95.5%	934	500	53.5%	1,044	605	58.0%
20	60	59	98.3%	12	12	100.0%	72	71	98.6%
21	37	31	83.8%	17	10	58.8%	54	41	75.9%
22	68	43	63.2%	203	104	51.2%	271	147	54.2%
23	54	15	27.8%	244	68	27.9%	298	83	27.9%
24	67	44	65.7%	0	0	0.0%	67	44	65.7%
25	101	89	88.1%	133	114	85.7%	234	203	86.8%
26	58	39	67.2%	66	46	69.7%	124	85	68.5%
27	58	43	74.1%	355	196	55.2%	413	239	57.9%
28	96	61	63.5%	152	81	53.3%	248	142	57.3%
29	74	27	36.5%	70	53	75.7%	144	80	55.6%
30	56	32	57.1%	83	63	75.9%	139	95	68.3%
31	36	11	30.6%	20	17	85.0%	56	28	50.0%
32	88	47	53.4%	211	109	51.7%	299	156	52.2%
33	87	82	94.3%	119	89	74.8%	206	171	83.0%
34	50	32	64.0%	171	136	79.5%	221	168	76.0%
35	72	56	77.8%	73	29	39.7%	145	85	58.6%
36	46	11	23.9%	19	10	52.6%	65	21	32.3%
37	33	9	27.3%	79	60	75.9%	112	69	61.6%
38	49	15	30.6%	174	112	64.4%	223	127	57.0%
39	73	23	31.5%	138	80	58.0%	211	103	48.8%
40	76	30	39.5%	223	96	43.0%	299	126	42.1%
41	68	38	55.9%	152	140	92.1%	220	178	80.9%
42	49	28	57.1%	114	48	42.1%	163	76	46.6%
43	34	1	2.9%	159	86	54.1%	193	87	45.1%
44	32	3	9.4%	168	53	31.5%	200	56	28.0%
45	0	0	0.0%	203	79	38.9%	203	79	38.9%
46	51	28	54.9%	139	119	85.6%	190	147	77.4%
47	60	50	83.3%	115	95	82.6%	175	145	82.9%
48	79	79	100.0%	187	176	94.1%	266	255	95.9%
49	78	78	100.0%	140	129	92.1%	218	207	95.0%
50	53	25	47.2%	242	97	40.1%	295	122	41.4%
51	147	106	72.1%	10	9	90.0%	157	115	73.2%
Total	2,896	1,846	63.7%	6,016	3,524	58.6%	8,912	5,370	60.3%

Table 5.
Parking Occupancy by Hour (5:00 PM to 9:00 PM)
Friday, May 3, 2002

Hour	On-Street (1,255 Spaces) Occupied	% Occupied	Off-Street (3,117 Spaces) Occupied	% Occupied	Total (4,372 Spaces) Occupied	% Occupied
5:00 PM	830	66.1%	1,260	40.4%	2,090	47.8%
6:00 PM	814	64.9%	1,388	44.5%	2,202	50.4%
7:00 PM	929	74.0%	1,569	5.0%	2,498	57.1%
8:00 PM	**971**	**77.4%**	**1,764**	**56.6%**	**2,735**	**62.6%**
9:00 PM	922	73.5%	1,630	52.3%	2,552	58.4%

Table 5A.
Peak-Hour (8:00 PM) Parking Occupancy by Block
Friday, May 3, 2002

	On-Street			Off-Street			Total		
Block #	Spaces	Occupied	% Occupied	Spaces	Occupied	% Occupied	Spaces	Occupied	% Occupied
13	93	68	73.1%	98	25	25.5%	191	93	48.7%
14	111	94	84.7%	119	99	83.2%	230	193	83.9%
18	76	38	50.0%	66	24	36.4%	142	62	43.7%
19	110	111	100.9%	934	375	40.1%	1,044	486	46.6%
20	60	57	95.0%	12	10	83.3%	72	67	93.1%
21	37	37	100.0%	17	14	82.4%	54	51	94.4%
24	64	54	84.4%	0	0	0.0%	64	54	84.4%
25	101	81	80.2%	133	124	93.2%	234	205	87.6%
26	58	36	62.1%	66	39	59.1%	124	75	60.5%
27	62	45	72.6%	385	332	86.2%	447	377	84.3%
33	75	65	86.7%	119	85	71.4%	194	150	77.3%
34	50	45	90.0%	171	164	95.9%	221	209	94.6%
37	47	39	83.0%	79	48	60.8%	126	87	69.0%
38	49	16	32.7%	174	73	42.0%	223	89	39.9%
40	76	50	65.8%	216	10	4.6%	292	60	20.5%
41	68	46	67.6%	152	85	55.9%	220	131	59.5%
42	65	57	87.7%	134	111	82.8%	199	168	84.4%
50	53	32	60.4%	242	146	60.3%	295	178	60.3%
Total	1,255	971	77.4%	3,117	1,764	56.6%	4,372	2,735	62.6%

Table 6.
Parking Occupancy by Hour (10:00 AM to 5:00 PM)
Saturday, May 4, 2002

Hour	On-Street (3,127 Spaces) Occupied	On-Street (3,127 Spaces) % Occupied	Off-Street (6,426 Spaces) Occupied	Off-Street (6,426 Spaces) % Occupied	Total (9,553 Spaces) Occupied	Total (9,553 Spaces) % Occupied
10:00 AM	1,198	38.3%	1,534	23.9%	2,732	28.6%
11:00 AM	1,295	41.4%	1,669	26.0%	2,964	31.0%
12:00 PM	1,406	45.0%	1,836	28.6%	3,242	33.9%
1:00 PM	1,374	43.9%	1,783	27.7%	3,157	33.0%
2:00 PM	1,395	44.6%	1,802	28.0%	3,197	33.5%
3:00 PM	1,373	43.9%	1,780	27.7%	3,153	33.0%
4:00 PM	**1,412**	**45.2%**	1,834	28.5%	3,246	34.0%
5:00 PM	**1,412**	**45.2%**	**1,855**	**28.9%**	**3,267**	**34.2%**

Table 7.
Maximum Observed Peak-Hour (12:00 Noon) Parking Occupancy

	On-Street			Off-Street			Total	
Block #	Parking Supply	Maximum Observed Occupancy	Occupied Spaces	Parking Supply	Maximum Observed Occupancy	Occupied Spaces	Estimated Parking Demand	Percent Occupied
4	45	46.67%	21	50	52.00%	26	47	49.5%
5	25	80.00%	20	31	80.65%	25	45	80.4%
6	17	88.24%	15	41	58.54%	24	39	67.2%
7	89	71.91%	64	151	78.50%	119	183	76.3%
8	71	21.13%	15	175	37.71%	66	81	32.9%
9	65	46.15%	30	182	65.93%	120	150	60.7%
10	33	87.88%	29	105	93.55%	98	127	92.0%
11	86	69.01%	59	78	94.87%	74	133	81.1%
12	55	96.36%	53	34	70.59%	24	77	86.5%
13	93	89.25%	83	116	59.48%	69	152	72.7%
14	111	79.28%	88	119	78.15%	93	181	78.7%
15	75	70.67%	53	12	25.00%	3	56	64.4%
16	81	61.73%	50	56	28.57%	16	66	48.2%
17	76	51.32%	39	66	74.58%	49	88	62.0%
18	76	63.16%	48	80	67.50%	54	102	65.4%
19	110	98.18%	108	952	53.85%	513	621	58.5%
20	60	98.33%	59	12	100.00%	12	71	98.6%
21	37	100.00%	37	17	58.82%	10	47	87.0%
22	68	63.24%	43	203	51.23%	104	147	54.2%
23	54	42.59%	23	244	50.40%	123	146	49.0%
24	67	85.94%	58	0	0.00%	0	58	86.6%
25	101	89.11%	90	133	85.71%	114	204	87.2%
26	58	87.93%	51	66	74.24%	49	100	80.6%
27	62	74.14%	46	385	55.21%	213	259	57.9%
28	96	63.54%	61	152	53.29%	81	142	57.3%
29	74	36.49%	27	70	85.71%	60	87	60.4%
30	56	66.07%	37	83	75.90%	63	100	71.9%
31	36	30.56%	11	20	85.00%	17	28	50.0%
32	88	53.41%	47	211	60.19%	127	174	58.2%
33	87	94.25%	82	119	74.79%	89	171	83.0%
34	50	84.00%	42	171	79.53%	136	178	80.5%
35	72	77.78%	56	73	49.32%	36	92	63.4%
36	46	23.91%	11	19	63.16%	12	23	35.4%
37	47	38.30%	18	79	75.95%	60	78	61.9%
38	49	50.00%	25	174	64.37%	112	137	61.4%
39	73	31.51%	23	138	61.94%	85	108	51.2%
40	76	61.84%	47	230	43.05%	99	146	47.7%
41	68	64.71%	44	152	92.11%	140	184	83.6%
42	65	69.23%	45	188	43.09%	81	126	49.8%
43	51	50.98%	26	159	55.97%	89	115	54.8%
44	32	25.00%	8	168	31.55%	53	61	30.5%
45	0	0.00%	0	203	38.92%	79	79	38.9%
46	51	88.24%	45	139	85.61%	119	164	86.3%
47	60	83.33%	50	115	82.61%	95	145	82.9%
48	79	100.00%	79	187	94.12%	176	255	95.9%
49	78	100.00%	78	152	92.14%	140	218	94.8%
50	53	58.49%	31	242	45.87%	111	142	48.1%
51	147	74.15%	109	10	90.00%	9	118	75.2%
Total	3,149	69.36%	2,184	6,562	61.98%	4,067	6,251	64.4%

Table 8.
Current Parking Adequacy by Block

Block #	Design-Day Parking Demand	Parking Supply	Effective Supply (1)	Surplus/ Deficit
4	47	95	80	33
5	45	56	47	2
6	39	58	47	8
7	183	240	206	23
8	81	246	199	118
9	150	247	198	48
10	127	138	119	-8
11	133	164	140	7
12	77	89	78	1
13	152	209	175	23
14	181	230	195	14
15	56	87	80	24
16	66	137	119	53
17	88	142	122	34
18	102	156	137	35
19	621	1,062	954	333
20	71	72	66	-5
21	47	54	48	1
22	147	271	217	70
23	146	298	234	88
24	58	67	64	6
25	204	234	204	0
26	100	124	105	5
27	259	447	396	137
28	142	248	205	63
29	87	144	123	36
30	100	139	115	15
31	28	56	49	21
32	174	299	242	68
33	171	206	172	1
34	178	221	198	20
35	92	145	123	31
36	23	65	58	35
37	78	126	104	26
38	137	223	177	40
39	108	211	173	65
40	146	306	245	99
41	184	220	179	-5
42	126	253	203	77
43	115	210	168	53
44	61	200	156	95
45	79	203	152	73
46	164	190	153	-11
47	145	175	143	-2
48	255	266	215	-40
49	218	230	188	-30
50	142	295	232	90
51	118	157	147	29
Total	6,251	9,711	8,150	1,899

(1) On-street parking supply x 0.95, public off-street parking supply x 0.90, and private off-street parking supply x 0.75.

Table 9.

Existing Parking Conditions by TAZ

TAZ	Study Area Blocks	Parking Demand	Parking Supply	Effective Supply	Surplus/ Deficit
100	16	66	137	119	53
101	22, 29, 36, 37, 42	461	859	705	244
102	23, 24, 25, 30, 31, 32, 33, 38, 39, 40, 43, 44, 50	1,590	2,744	2,231	641
103	46, 47, 48, 49	782	861	699	-83
104	None				
105	4, 5, 6, 9, 10, 11, 17, 18, 19	1,352	2,118	1,844	492
108	7, 8, 12, 13, 14, 15, 20, 21	848	1,227	1,047	199
127	None				
141	26, 27, 28, 34, 35, 41, 45, 51	1,152	1,765	1,505	353
Total		6,251	9,711	8,150	1,899

Table 10.

Summary of Parking Turnover and Duration

Thursday, May 2, 2002

Type of Space	Number of Spaces	Total Vehicles Parked	Total Duration (Hours)	Average Turnover Per Space	Average Duration Per Space (Hours)
20-minute	2	10	16	5.00	1.60
30-minute	10	45	60	4.50	1.33
2-Hour	865	3,502	5,091	4.05	1.45
Loading	4	8	11	2.00	1.38
Accessible	26	57	105	2.19	1.84
Permit	34	34	174	1.00	5.12
Reserved	4	5	12	1.25	2.40
Unrestricted	66	126	405	1.91	3.21
Total	1,011	3,787	5,874	3.75	1.55

Table 11.

Summary of Parking Turnover and Duration

Thursday, May 9, 2002

Type of Space	Number of Spaces	Total Vehicles Parked	Total Duration (Hours)	Average Turnover Per Space	Average Duration Per Space (Hours)
20-minute	2	14	14	7.00	1.00
30-minute	7	36	44	5.14	1.22
2-Hour	763	3,418	4,891	4.48	1.43
Loading	6	16	18	2.67	1.13
Accessible	22	39	59	1.77	1.51
Permit	34	30	166	0.88	5.53
Reserved	6	12	27	2.00	2.25
Unrestricted	27	58	168	2.15	2.90
Total	867	3,623	5,387	4.18	1.49

Table 12.

Parking Turnover and Duration at Short-Term Spaces

Friday, June 21, 2002

	Length of Stay						Total	Total	Average	Average Duration
Type of Space	0.33 0.5	0.66 1.0	1.0 1.5	2.0	2.5	3.0	Vehicles Parked	Duration (Hours)	Turnover Per Space	Per Space (Hours)
20-minute	14						14	4.7	14.0	0.33
20-minute	4	4	1				9	5.0	9.0	0.56
Total	18	4	1	0	0	0	23	9.7	11.5	0.42
30-minute	5	1	1				7	5.0	7.0	0.71
30-minute	5				1		6	5.0	6.0	0.83
30-minute	4	1	1		1		7	7.0	7.0	1.00
30-minute	9	1		1			11	7.5	11.0	0.68
30-minute	2			2		1	5	8.0	5.0	1.60
30-minute	1	2		1	1		5	7.0	5.0	1.40
30-minute	2	3	1				6	5.5	6.0	0.92
30-minute		2	1				3	3.5	3.0	1.17
Total	28	10	4	4	3	1	50	48.5	6.25	0.97
Loading		1		1			2	3.0	2.0	1.50
Loading	5						5	2.5	5.0	0.50
Loading	2	1					3	2.0	3.0	0.67
Loading	5			1			6	4.5	6.0	0.75
Loading		1					1	1.0	1.0	1.00
Loading	4	1					5	3.0	5.0	0.60
Total	16	4	0	2	0	0	22	16.0	3.67	0.73

Table 14.

Near-Term (5 - 7 Years) Parking Conditions by TAZ

TAZ	Study Area Blocks	Parking Demand	Effective Supply	Surplus/ Deficit
100	16	66	119	53
101	22, 29, 36, 37, 42	461	705	244
102	23, 24, 25, 30, 31, 32, 33, 38, 39, 40, 43, 44, 50	1,914	2,231	317
103	46, 47, 48, 49	782	699	-83
104	None			
105	4, 5, 6, 9, 10, 11, 17, 18, 19	1,994	1,844	-150
108	7, 8, 12, 13, 14, 15, 20, 21	1,068	1,047	-21
127	None			
141	26, 27, 28, 34, 35, 41, 45, 51	1,152	1,505	353
Total		7,437	8,150	713

Table 13.

Near-Term (5 - 7 Years) Development and Estimated Parking Demand

Development

TAZ	Housing (Units)	Hotel (Rooms)	Performing Arts Center (Sq. Ft.)	Retail (Sq. Ft.)	Non-Retail (Sq. Ft.)
102	51	150			94,500
104	12			13,000	25,000
105	203		120,000	20,000	65,500
108	134			20,000	35,000
127					40,000
Total	400	150	120,000	53,000	260,000

Estimated Parking Demand

	Parking Demand Ratios					
TAZ	0.80 space per unit	0.50 space per room	2.5 spaces per 1,000 s.f.	1.8 spaces per 1,000 s.f.	2.2 spaces per 1,000 s.f.	Estimated Parking Demand
102	41	75	0	0	208	324
104	10	0	0	23	55	88
105	162	0	300	36	144	642
108	107	0	0	36	77	220
127	0	0	0	0	88	88
Total	320	75	300	95	572	1,362

Table 15.

Future (2025) Development and Estimated Parking Demand

Development

TAZ	Housing (Units)	Non-Retail (Sq. Ft.)
101	61	35,340
102	289	963,480
105	280	755,326
108	331	403,363
141	112	82,525
Total	1,073	2,240,034

Estimated Parking Demand

TAZ	Parking Demand Ratios		Estimated Parking Demand
	0.80 space per unit	2.2 spaces per 1,000 s.f.	
101	49	78	127
102	231	2,120	2,351
105	224	1,662	1,886
108	265	887	1,152
141	90	182	272
Total	859	4,929	5,788

Table 16.

Future (2025) Parking Conditions by TAZ

TAZ	Study Area Blocks	Parking Demand	Effective Supply	Surplus/ Deficit
100	16	66	119	53
101	22, 29, 36, 37, 42	588	705	117
102	23, 24, 25, 30, 31, 32, 33, 38, 39, 40, 43, 44, 50	4,265	2,231	-2,034
103	46, 47, 48, 49	782	699	-83
104	None			
105	4, 5, 6, 9, 10, 11, 17, 18, 19	3,880	1,844	-2,036
108	7, 8, 12, 13, 14, 15, 20, 21	2,220	1,047	-1,173
127	None			
141	26, 27, 28, 34, 35, 41, 45, 51	1,424	1,505	81
Total		13,225	8,150	-5,075

Table 17 – Cost/Revenue Comparison – One-time Capital Costs

The following spreadsheets/graphs represent an analysis that was completed comparing two parking management options to the current parking program. The two alternatives analyzed were: 1) Time Limits with Enhanced Enforcement and 2) On-Street Pay Parking with Moderate Enforcement. In both instances, a progressive fine structure was imposed upon repeat offenders.

		Incremental Operating & Maintenance Costs	Total Incremental Capital Costs	Total Incremental Costs	Incremental Revenue Operations	Increment al Revenue Civic Center	Incremental Revenue Old Town	Total Incremental Revenue	Net Revenues-Expenditures
2004	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	-$300,000	-$300,000	$37,000	$36,400	$18,800	$92,200	-$207,800
	3. On-Street Pay Parking with Moderate Enforcement	-$85,800	-$600,000	-$685,800	$77,000	$36,400	$20,800	$134,200	-$551,600
2005	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	$0	$0	-$33,000	$41,400	$21,800	$30,200	$30,200
	3. On-Street Pay Parking with Moderate Enforcement	-$90,090	$0	-$90,090	$83,000	$44,400	$22,800	$150,200	$60,110
2006	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	$0	$0	-$42,000	$45,400	$23,800	$27,200	$27,200
	3. On-Street Pay Parking with Moderate Enforcement	-$94,595	$0	-$94,595	$89,000	$55,400	$26,800	$171,200	$76,606
2007	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	$0	$0	-$49,000	$49,400	$25,800	$26,200	$26,200
	3. On-Street Pay Parking with Moderate Enforcement	-$99,324	$0	-$99,324	$95,000	$62,400	$34,800	$192,200	$92,876
2008	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	$0	$0	-$43,000	$54,400	$27,800	$39,200	$39,200
	3. On-Street Pay Parking with Moderate Enforcement	-$104,290	$0	-$104,290	$95,000	$79,400	$43,800	$218,200	$113,910

Table 18 – Cost/Revenue Comparison – Annual Capital Costs

		Incremental Operating & Maintenance Costs	Total Incremental Capital Costs	Total Incremental Costs	Incremental Revenue Operations	Incrementa l Revenue Civic Center	Incremental Revenue Old Town	Total Incremental Revenue	Net Revenues-Expenditures
2004	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	-$60,000	-$60,000	$37,000	$36,400	$18,800	-$92,200	$32,200
	3. On-Street Pay Parking with Moderate Enforcement	-$85,800	-$40,000	-$125,800	$77,000	$36,400	$20,800	-$34,200	$8,400
2005	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	-$60,000	-$60,000	-$33,000	$41.400	$21,800	$30,200	-$29,800
	3. On-Street Pay Parking with Moderate Enforcement	-$90,090	-$40,000	-$130,090	$83,000	$41,400	$22,800	$150,200	$20,110
2006	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	-$60,000	-$60,000	-$42,000	$45,400	$23,800	$27,200	-$32,800
	3. On-Street Pay Parking with Moderate Enforcement	-$94,595	-$40,000	-$134,595	$89,000	$55,400	$26,800	$171,200	$36,606
2007	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	-$60,000	-$60,000	-$49,000	$49,400	$25,800	$26,200	-$33,800
	3. On-Street Pay Parking with Moderate Enforcement	-$99,324	-$40,000	-$139,324	$95,000	$62,400	$34,800	$192,200	$52,876
2008	1. Null Alternative - Continue Today's Parking Program	$0	$0	$0	$0	$0	$0	$0	$0
	2. Time Limits with Enhanced Parking Enforcement	$0	-$60,000	-$60,000	-$43,000	$54,400	$27,800	$39,200	-$20,800
	3. On-Street Pay Parking with Moderate Enforcement	-$104,290	-$40,000	-$144,290	$95,000	$79,400	$43,800	$128,200	$73,910

Transportation Appendix B

Freight Mobility Survey

Purpose

The purpose of the Freight Mobility Survey is to assess the existing conditions, adequacy, growth potential, access and regulatory issues regarding freight mobility and loading facilities in the Downtown Ft. Collins area. The results of the survey will be used in conjunction with the balance of the Downtown Strategic Plan to determine what the area needs in order to remain up-to-date, competitive, and attractive to desired uses. Further, the survey will help determine if a conflict exists between existing and envisioned uses.

Methodology

The survey is being administered as a personal interview with selected businesses in the Downtown area. Fort Collins is actively engaged with the business community to develop a plan that is supportive of business and accommodating to a healthy Downtown over the long-term. A summary of the results of the survey will be freely available. However, no confidential information will be required and information linked to a specific business will not be publicly available. This survey is an important component of our effort to form partnerships with Downtown businesses so as to develop a plan that is best supportive of the community's goals. The survey is expected to take approximately 20 minutes to complete.

Your Help Is Needed!

Please take a few minutes to answer some questions about your needs and issues regarding the delivery of freight in the Downtown area. This will help us all as we plan to move our city to the next level of success. If you have any questions regarding this survey, please call one of our Co-Project Managers:

Timothy Wilder, City Planner
Advance Planning Department
221-6756

Clark Mapes, City Planner
Advance Planning Department
221-6225

Thanks for your help!

YOUR LOCATION

1. Business Name _____
   - Address _____
   - Type of business
     - ❑ Retail
     - ❑ Convenience Food
     - ❑ Eating and Drinking
     - ❑ Services
     - ❑ Other _____
   - What general type of commodity is most commonly shipped or received _____

2. Do you operate your own delivery fleet? Yes ❑ No ❑ Don't know ❑

3. Please estimate the total number deliveries/shipments per week, not including package delivery services such as Federal Express, UPS, etc. _____

4. Please estimate the total # of package deliveries per week such as Federal Express, UPS, etc. _____

5. Do you have nearby access to a parcel drop box? Yes ❑ No ❑ Don't know ❑

6. What time of day do most of your deliveries occur?
   - ❑ Morning
   - ❑ Afternoon
   - ❑ Evening
   - ❑ Night
   - ❑ Weekends
   - ❑ Evenly distributed or unpredictable

7. What time of day do most of your outbound shipments occur?
   - ❑ Morning
   - ❑ Afternoon
   - ❑ Evening
   - ❑ Night
   - ❑ Weekends
   - ❑ Evenly distributed or unpredictable

8. Do you use on-site loading docks or areas? Yes ❑ No ❑ How many? _____

9. Do you use an on-street loading zone near your business? Yes ❑ No ❑ Don't know ❑

10. Do you commonly ship or receive hazardous materials? Yes ❑ No ❑ Don't know ❑

ACCESS

1. Freight access to your loading area is from:
   - ❑ Alley
   - ❑ Your Parking Lot
   - ❑ Neighboring Properties
   - ❑ Street
   - ❑ Other

2. What local street do shippers use for direct access to your loading area?

3. What major arterial do shippers use to access the highway system from the Downtown

4. Is a left turn across traffic required for ingress/egress to your primary loading area?
   Yes ❑ No ❑ Don't know ❑

5. When trucks turn into your loading area, do they have problems such as driving up on the curb, having to back up and reposition, etc?
   - ❑ 1 - Always
   - ❑ 2 - Sometimes
   - ❑ 3 - Never
   - ❑ 4 - Does not apply

6. In your opinion, what is the level of congestion on nearby access routes to your location?
   - ❑ 1 – Heavy congestion usually or always delays or prevents timely deliveries throughout the day
   - ❑ 2 - Heavy congestion sometimes delays or prevents timely deliveries
   - ❑ 3 – Congestion is moderate and sometimes affects our deliveries
   - ❑ 4 – Occasional light congestion has little effect on our deliveries
   - ❑ 5 – Congestion has no effect on our deliveries

7. In your opinion, what is the quality of freight access to your location?
   - ❑ 1 – Problems occur every day and my business suffers financially and operationally because of them
   - ❑ 2 – Frequent problems regularly disrupt my business operations
   - ❑ 3 – Occasional problems cause some interference with my business operations
   - ❑ 4 – There are infrequent minor problems that are easily handled
   - ❑ 5 – No problems – trucks can easily access, park, unload/load without restriction

ISSUES

1. Has freight access to your business changed recently? Yes ❑ No ❑ Don't know ❑
   In what way?

   _____

   _____

   _____

   _____

2. Does traffic congestion in the immediate area of your business negatively affect your freight shipping? Yes ❑ No ❑ Don't know ❑
   Explain:
   - ☐ Shipments take longer
   - ☐ Timing of shipments has been adjusted
   - ☐ Costs have escalated due to increased shipping times
   - ☐ Other? Describe _____

3. How critical to your business is time of delivery?
   - ❑ 1 – Our products must be delivered/shipped on demand
   - ❑ 2 – Our products must be delivered/shipped frequently and at a certain time of day
   - ❑ 3 - We have deliveries/shipments every day, but the specific time is less important
   - ❑ 4 – Deliveries/shipments are not particularly time-sensitive

4. Rate your degree of support for the following policies using the following scale:

   1 – I totally support this
   2 - I somewhat support this
   3 – Neutral
   4 - I somewhat oppose this
   5 – I totally oppose this

   - ☐ Restrictions on deliveries during peak travel times
   - ☐ Time restrictions on street parking for deliveries during peak travel times
   - ☐ Restrictions on mid-street loading/unloading during peak travel times
   - ☐ No mid-street loading/unloading
   - ☐ Noise limits on late night deliveries
   - ☐ Restrictions on truck size on some streets
   - ☐ No trucks on certain streets

5. Please briefly describe other issues regarding freight shipping that restrict the success of your business.

6. What could be done by the City to improve freight access to your business?