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The 2017 Fort Collins

Downtown Plan



A photograph of a man with long hair and a beard, wearing a red t-shirt and jeans, riding a black bicycle down a narrow, cobblestone-paved alleyway at night. The alleyway is flanked by a white brick building on the left and a red brick building on the right. String lights are strung across the alleyway, and a street lamp is visible on the right. Flower boxes with green plants and purple flowers are attached to the white building. The sky is dark blue with some clouds.

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

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

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

Fort Collins Planning Services:
970.221.6750 or fcgov.com/planning

Downtown Development Authority:
downtownfortcollins.org

Downtown Business Association:
downtownfortcollins.com

This Plan online:
fcgov.com/downtownplan

Adopted March 21st, 2017



A Commitment to Our Shared Vision

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

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

Vision. Ideas. Initiative. Risks. Relentless efforts. Complex partnerships for complex challenges. These are the things I want to recognize as we publish this latest plan about how to continue Downtown's success over the coming years.

The 2017 Downtown Plan reflects the input of engaged residents, businesses and community partners. And this time, unlike in the 1980s when the first Downtown Plan was created, individuals and groups are already expending effort on almost every issue and idea that has come up. It's exciting to see so much positive momentum!

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

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

Sincerely,

Darin Atteberry
City Manager



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PREVING		
WYTHES		
ENVIRONMENTAL		
HEALTH		
FINANCE		

DESTROY
EARTH

Section 1: Introduction

Interactive fountains at Oak Street Plaza

Introduction

Along the historic blocks, in and out of restaurants and shops, on brewery patios, across Old Town Square and Oak Street Plaza, at the Poudre riverbank and through the steam of a coffee cup, you can see and hear the singular essence of Downtown Fort Collins.

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

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

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

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

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

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

Plan Organization

Section 1: Introduction

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

Section 2: Topic Areas

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

Urban Design

Key Considerations:

- Buildings
- Streetscapes
- Outdoor spaces

Transportation + Parking

Key Considerations:

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

Market + Economy

Key Considerations:

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

Arts + Culture

Key Considerations:

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

Energy + Environment

Key Considerations:

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

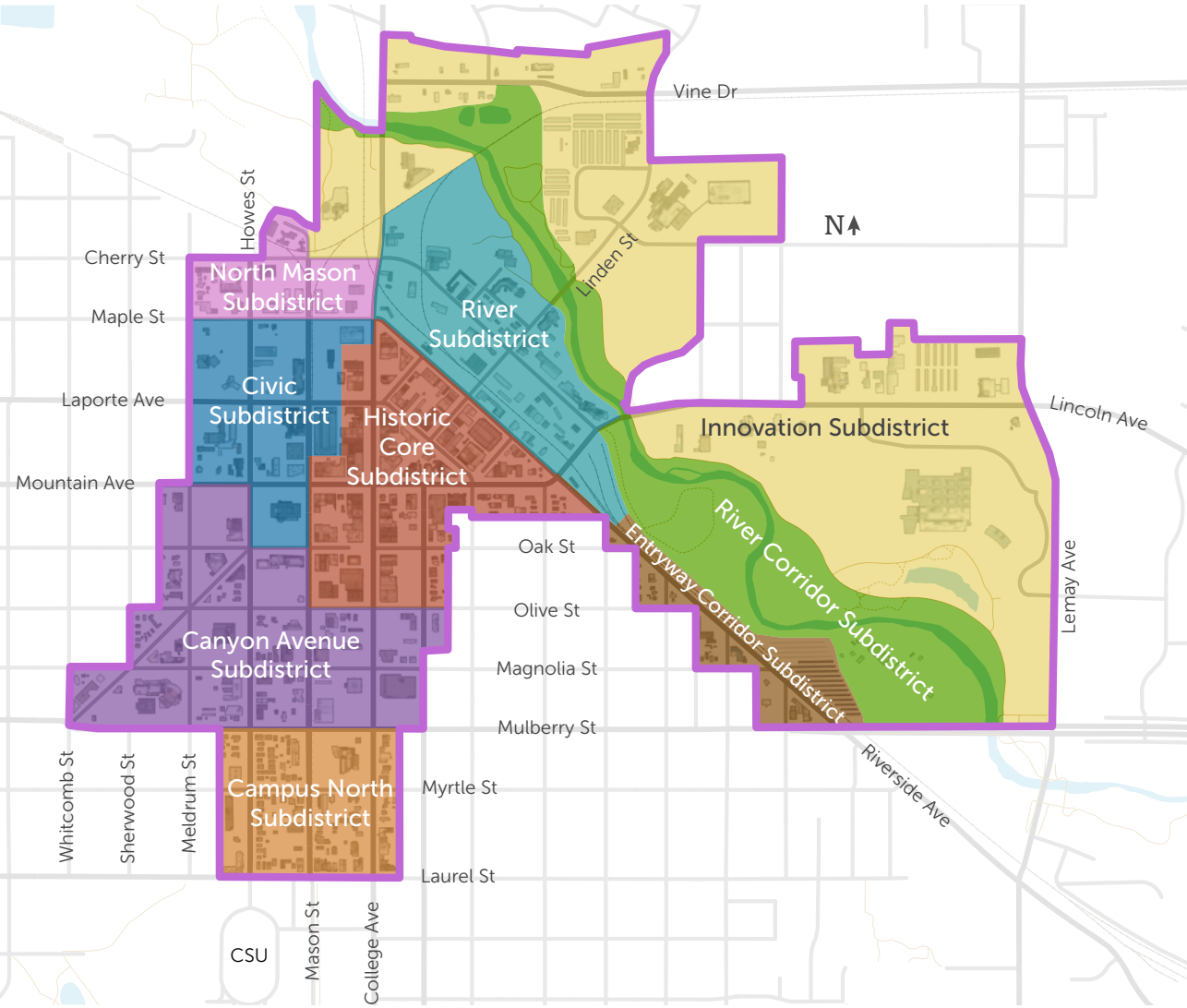
Management + Maintenance

Key Considerations:

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

Section 3: Character Subdistricts

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



Section 4: Implementation

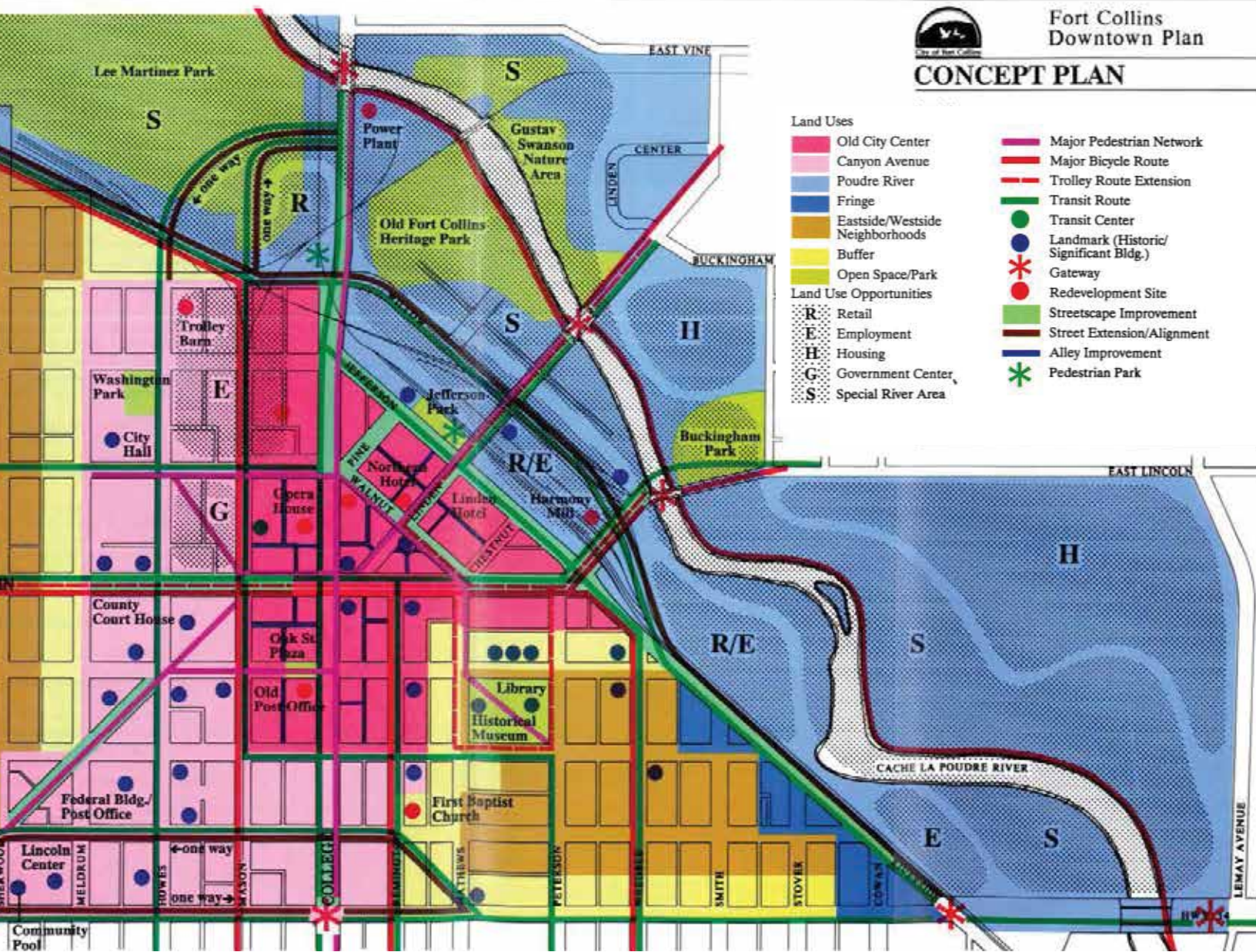
The community’s vision for Downtown will only be realized through the sustained, intentional effort of numerous City departments, private and non-profit partners, Downtown property owners and stakeholders. The Implementation section of the plan contains specific actions to support the principles and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

1989 Downtown Plan

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

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

Below: Framework from the 1989 Downtown Plan



Why a new plan?

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

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

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

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

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



Who is this plan for?

This Plan should be a living and evolving policy document. As an element of Fort Collins' Comprehensive Plan, the Downtown Plan coordinates needs and priorities for the Downtown area with broader community goals. The purpose of the Downtown Plan is to:

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

The recommendations contained in this Plan should inform decisions by City Council, the Downtown Development Authority (DDA), the Downtown Business Association (DBA), the Planning & Zoning Board, other City boards and commissions, staff, key partners, residents, property owners, developers and other stakeholders in the Downtown area.

Staff & Decision-Makers: The City, DDA and DBA should reference the Plan when developing work plans, allocating funding for programs and projects, reviewing development proposals, and adopting new regulations that impact this area.

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

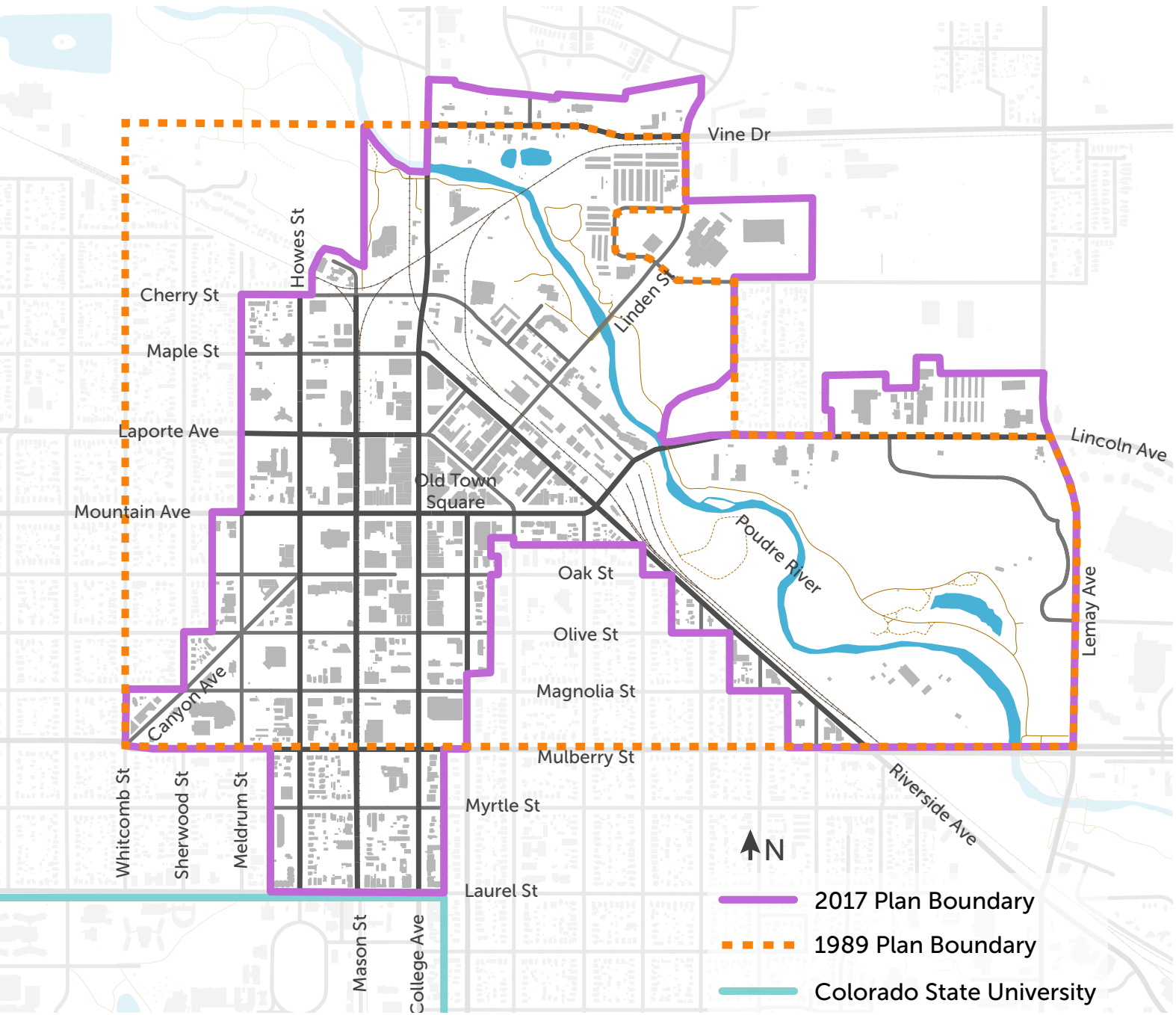
Developers: Applicants for building and development projects should reference the Plan when proposing new infill or redevelopment projects and as a starting point for a dialogue with neighbors and stakeholder groups about such proposals.

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

Downtown Plan Area

The Downtown Plan encompasses more than the historic core of "Old Town." The Plan boundary incorporates areas planned and zoned for commercial activities, stretching from Vine Drive south to the Colorado State University campus and from Canyon

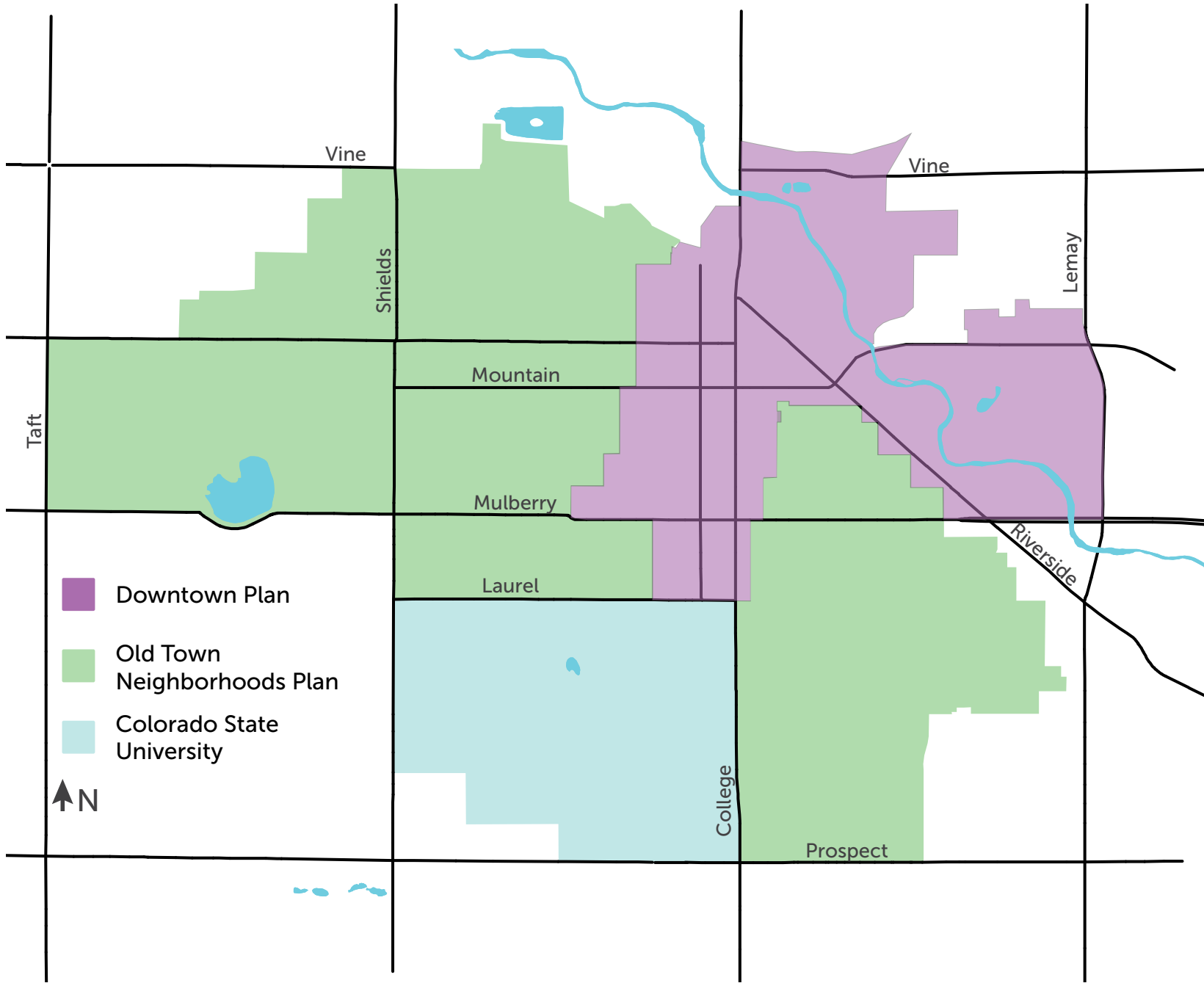
Avenue eastward to Lemay Avenue. The boundary has evolved since the 1989 Downtown Plan to include additional commercial areas, to correspond to zoning boundaries, to exclude residential areas and to reduce overlap with the Old Town Neighborhoods Plan.



Adjacent Influences

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

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





Community Engagement and Outreach

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

Working Groups

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

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



Plan Development Timeline

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

- 1 Issues Identification** – To kick off the Downtown Plan and explore key issues, the first phase of the planning process asked community members to describe what they love about the Downtown area and what could be improved. One-on-one stakeholder interviews, open houses, text message questionnaires, a First Friday event and booths at other community events helped reach a broad cross-section of Downtown residents, business owners, visitors and employees.
- 2 A Renewed Vision** - Phase 2 culminated in a renewed vision for Downtown. At festivals, through online questionnaires, at farmers' markets and at public meetings, community members shared their ideas about the future of Downtown. Walking tours of the character subdistricts explored how different parts of Downtown might look, feel and develop over time.
- 3 Choices & Strategies** - The third planning phase asked difficult questions about which choices and strategies could best achieve the renewed vision for Downtown. A series of open houses and workshops facilitated in-depth community conversations about the benefits and trade-offs of key strategies to address parking, Climate Action Plan implementation, building compatibility and more. An online questionnaire and a multi-day character subdistrict charrette provided additional guidance for the implementation of the Downtown Plan.
- 4 Document Development** – In the draft phase, members of the six working groups provided their expertise to refine the overall direction of the Plan, draft content and review draft policies and action items. A roundtable of all working group members provided an opportunity for collaboration across topic areas as policies and action items were being developed.
- 5 Implementation & Plan Adoption** – Prior to adoption by City Council, the public reviewed the draft Downtown Plan at two open houses and a series of informal "coffee hours" in convenient locations around Downtown. The draft Plan was also available online for a 6 week public comment period. The Plan was further refined to reflect comments received from the community and from City Boards and Commissions, who also offered recommendations to City Council prior to plan adoption.

Engagement by the Numbers

The Downtown Plan used a broad range of public engagement approaches and techniques including public events, small group meetings, online and mobile engagement, participation in community events, and broadcast notification and outreach. See Appendices A-E for additional information.



Community Engagement

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



Public Events

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



Online & Mobile Activities

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



Broadcast Outreach

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

Where Are We Now?

Issues & Opportunities

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

S
Strengths

- Lincoln Center, museums, other art and music venues
- Full of destinations and attractions for residents and visitors
- Close proximity to recreational opportunities and natural settings
- Unique shops; local businesses
- Compact, walkable and bikeable
- Vibrant, authentic and unique character
- Historic buildings

W
Weaknesses

- Lack of organizational support for arts, culture and the creative network
- Disruptive behavior
- Aging water and sewer infrastructure
- Decreasing affordability of housing and commercial space
- Perception that there is not enough parking
- New construction lacking “charm” and compatibility

O
Opportunities

- Reinforce the creative network
- Improve wayfinding
- Pilot greenhouse gas reduction strategies
- Increase residential development
- Investigate additional transit service frequency, especially for MAX
- Balance higher densities and mixed use development with “small-town feel”
- Encourage adaptive reuse of older buildings

T
Threats

- Competition from the region for arts, culture and creative industries
- Potential for “event fatigue”
- Overuse of Poudre River corridor
- Competition from nearby malls and potential “corporatization” Downtown
- Impact of growth on traffic of all kinds
- Potential loss of character, historic charm and distinctive sense of place

Economic Insights

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

Who Lives Downtown?

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

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

Who Works Downtown?

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

Downtown Employment

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

Top 5 Job Types Downtown

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

Vacancy Rates

2016	Downtown	Fort Collins
Residential vacancy	1% or less	2%
Office vacancy	2.9%	4.1%
Industrial vacancy	0.9%	6.2%
Retail vacancy	1%	5.8%

Who Visits Downtown?

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

Downtown Events:

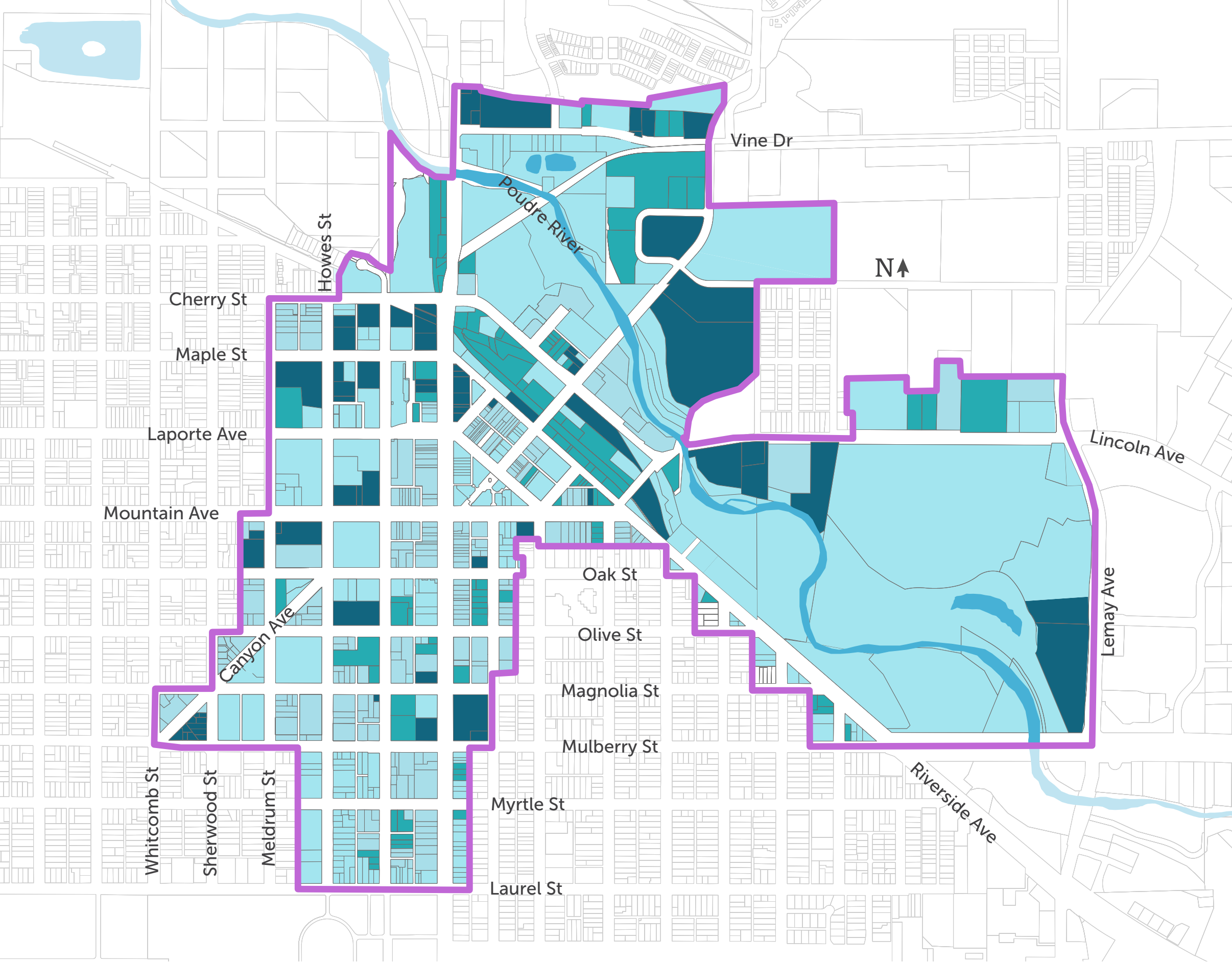
- The top 5 Downtown events of 2014 attracted a combined total of about 255,000 visitors: New West Fest, Streetmosphere, Tour de Fat, Colorado Brewers Festival, and the Sustainable Living Fair.
- The top 5 arts and culture attractions (Lincoln Center, Fort Collins Museum of Discovery, Fort Collins Museum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

National Trends, Local Impacts

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

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





Room to Grow?

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

- Low Potential for Infill/Redevelopment
- Medium Potential for Infill/Redevelopment
- High Potential for Infill/Redevelopment



Where Are We Going?

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

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

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

A Renewed Vision for Downtown

Designed to be Unique – Innovative – Inclusive

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

Section 2: Topic Areas

Introduction

The Downtown Plan is organized into six topic areas:

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

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

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

Planning Terms Defined

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

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

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

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

Looking SW on Linden Street

Urban Design



Vision

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

Construction of Elizabeth Hotel down Old Firehouse Alley from Linden Street

Overview

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

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

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

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

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



The classical town layout and historic buildings provide countless points of detail and interest for strolling and enjoyment.

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



Armstrong Hotel (45', 3 stories)



Northern Hotel (42', 4 stories)

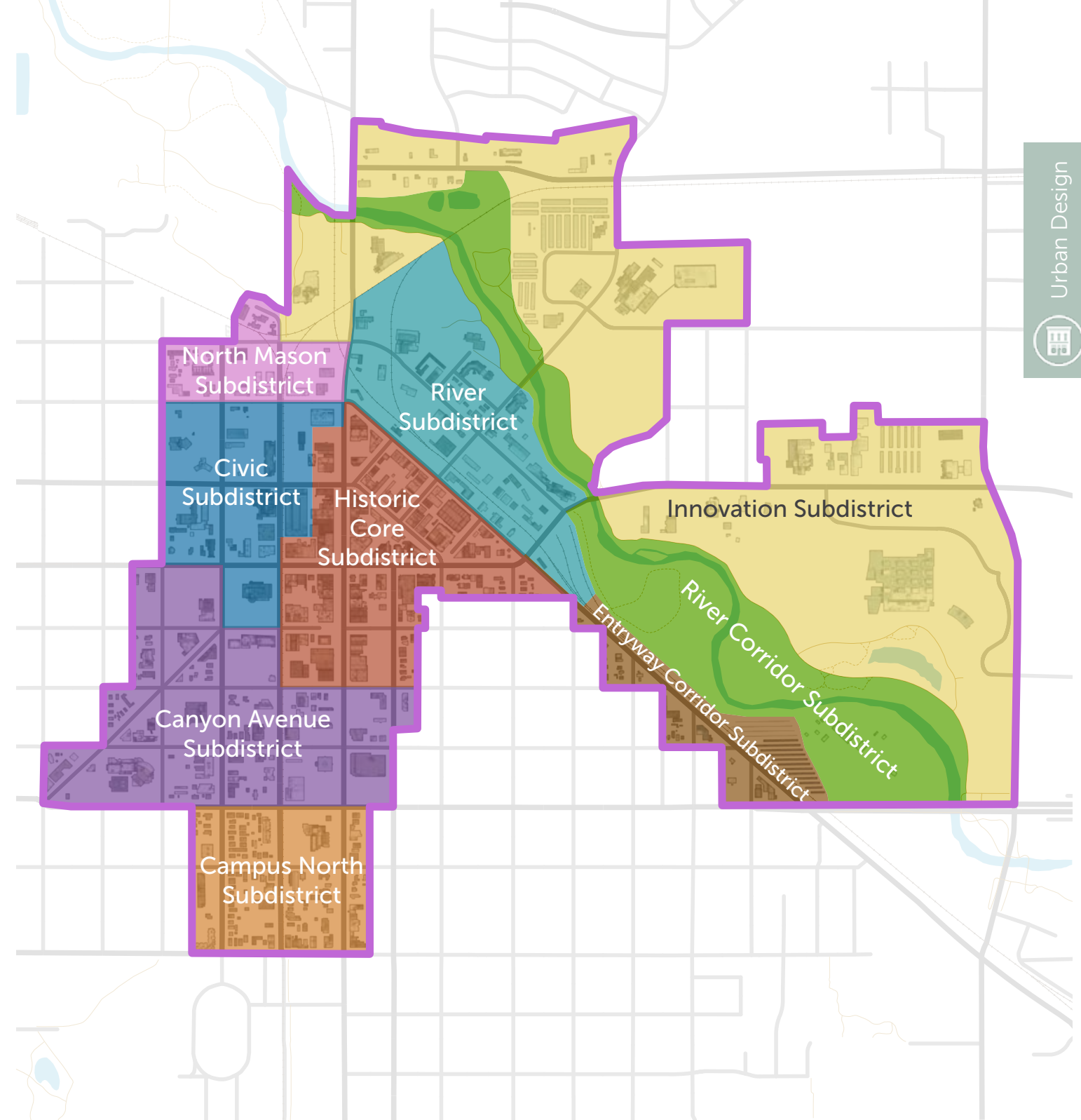
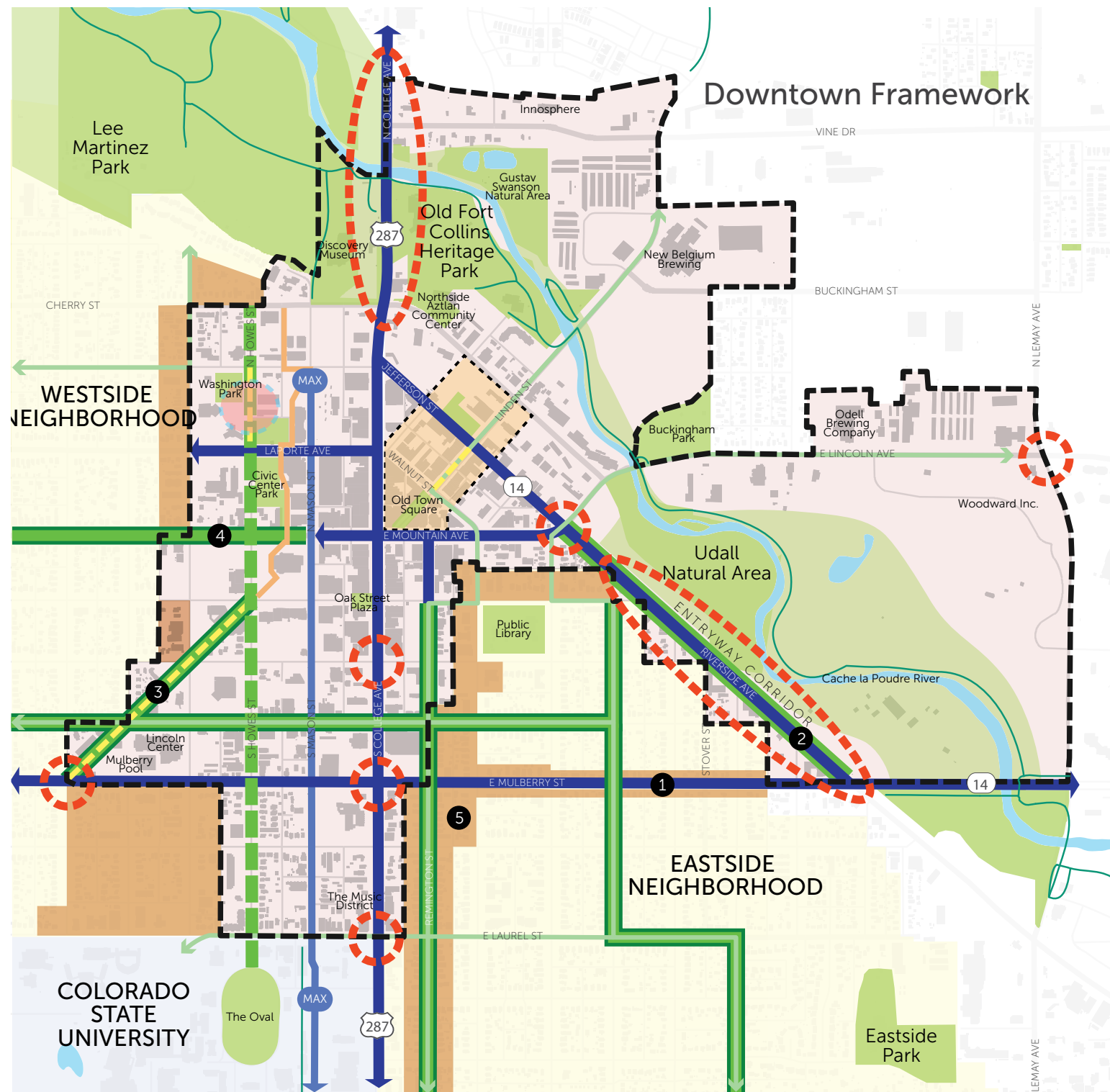


Opera Galleria (24', 2 stories)



Linden Hotel (42', 3 stories)





Character Subdistricts

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

Key Considerations

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

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

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

Buildings

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

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

Streetscapes

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

Outdoor Spaces

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



Buildings

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

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

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

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

Caveats on Zoning Height Limits

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

Parking

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

Historic Context

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

Construction Types

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

Maximum Building Heights

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

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

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

appropriate architectural design techniques can make taller buildings acceptable.

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

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

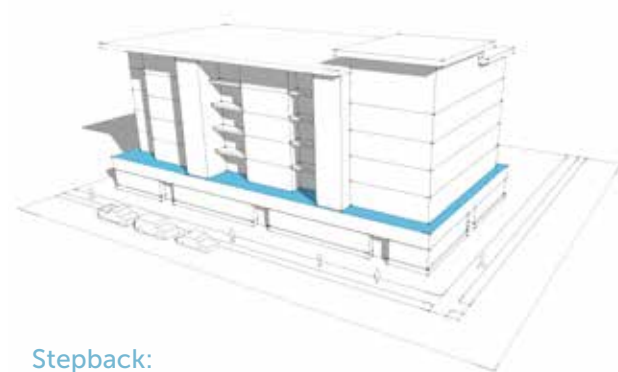


Urban Design Concepts Governing Building Height and Size

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



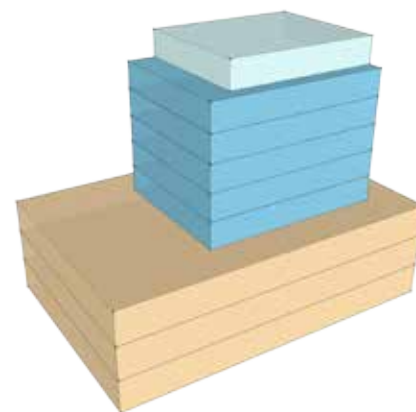
- ② Continue to foster Downtown's traditional pedestrian scale and character through upper floor building stepback requirements. Define appropriate stepback parameters depending upon site context.



Stepback:

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

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



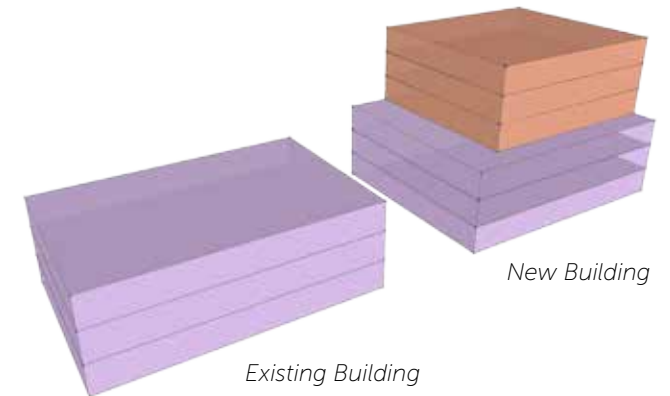
- ③ Set buildings back from streets based upon the streetscape classification (see streetscapes on page 45) as appropriate for the character subdistricts.



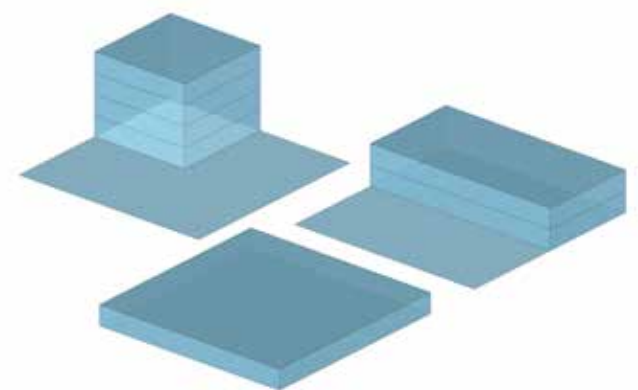
Setback:

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

- ⑤ Define appropriate transitions to and compatibility with adjacent historic structures and neighborhoods to provide limits on larger development and to mitigate detrimental visual, shading and privacy impacts.



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



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

Building Design and Character

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

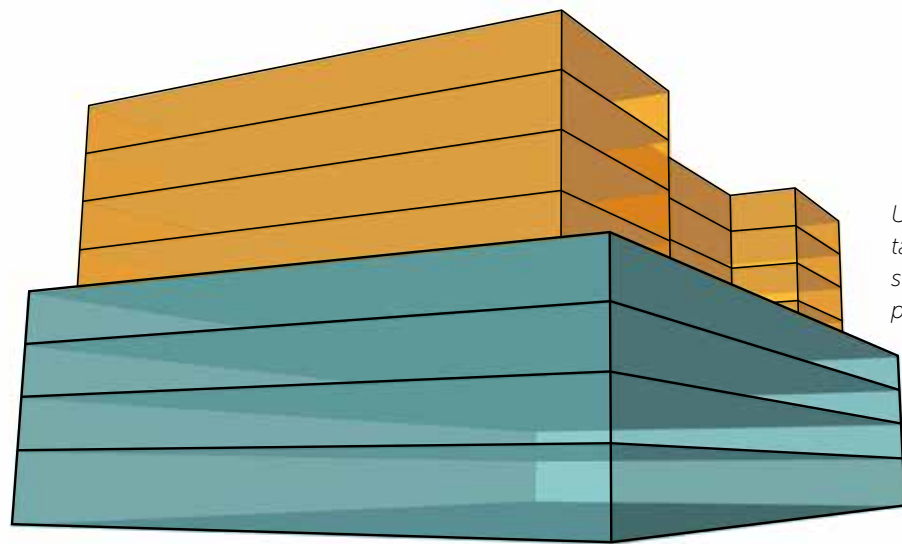
Buildings at the Sidewalk Level

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



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

- Maximize building transparency at the street level, with at least 60% transparency along highly traveled pedestrian routes.
- High quality, durable building façade design and materials that invite attention.
- Pedestrian-scaled building features such as awnings, canopies, ornamental lighting and appropriately-sized signage.
- Entrances that are oriented and connected directly to the sidewalk.
- Floodplain regulations developed in concert with historic preservation and urban design goals so that building entries and outdoor seating areas are not elevated.
- Emphasis on Pedestrian Priority Zones identified in the Larimer County Urban Area Street Standards (LCUASS).



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

Historic Building Character and Compatible New Construction

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

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

New Construction

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

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

Building Additions

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

Adaptive Reuse

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

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

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

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



Example of a compatible addition to a historic structure.

Streetscapes

Most of Downtown’s streets are exceptionally wide and contribute significantly to the area’s character and form. On Franklin Avery’s 1873 map of the town, which extended the initial 1867 pioneer settlement along the Poudre River, College and Mountain Avenues were laid out at a 140-foot width. All other streets were 100-foot wide. Such wide streets aren’t typically associated with walkable downtowns, but they do have benefits. This ample street width gives Downtown several unique functional and aesthetic qualities, along with opportunities to change with the times. Trolley cars once made their way down some of Downtown’s streets. Center parking and landscaped medians were

later incorporated into College and Mountain Avenues. Generous, wide sidewalks were constructed, and the planting of trees along streets and medians created today’s urban tree canopy. Downtown streets in Fort Collins have multiple functions. Railroad cars carry freight several times per day down the center of Mason Street. Downtown’s wider rights of way accommodate the whole range of utilities — water and sewer, storm drainage, electric and digital lines — along with the space required for sidewalks, trees, flower pots, street furniture, bicycle racks and private outdoor seating areas.

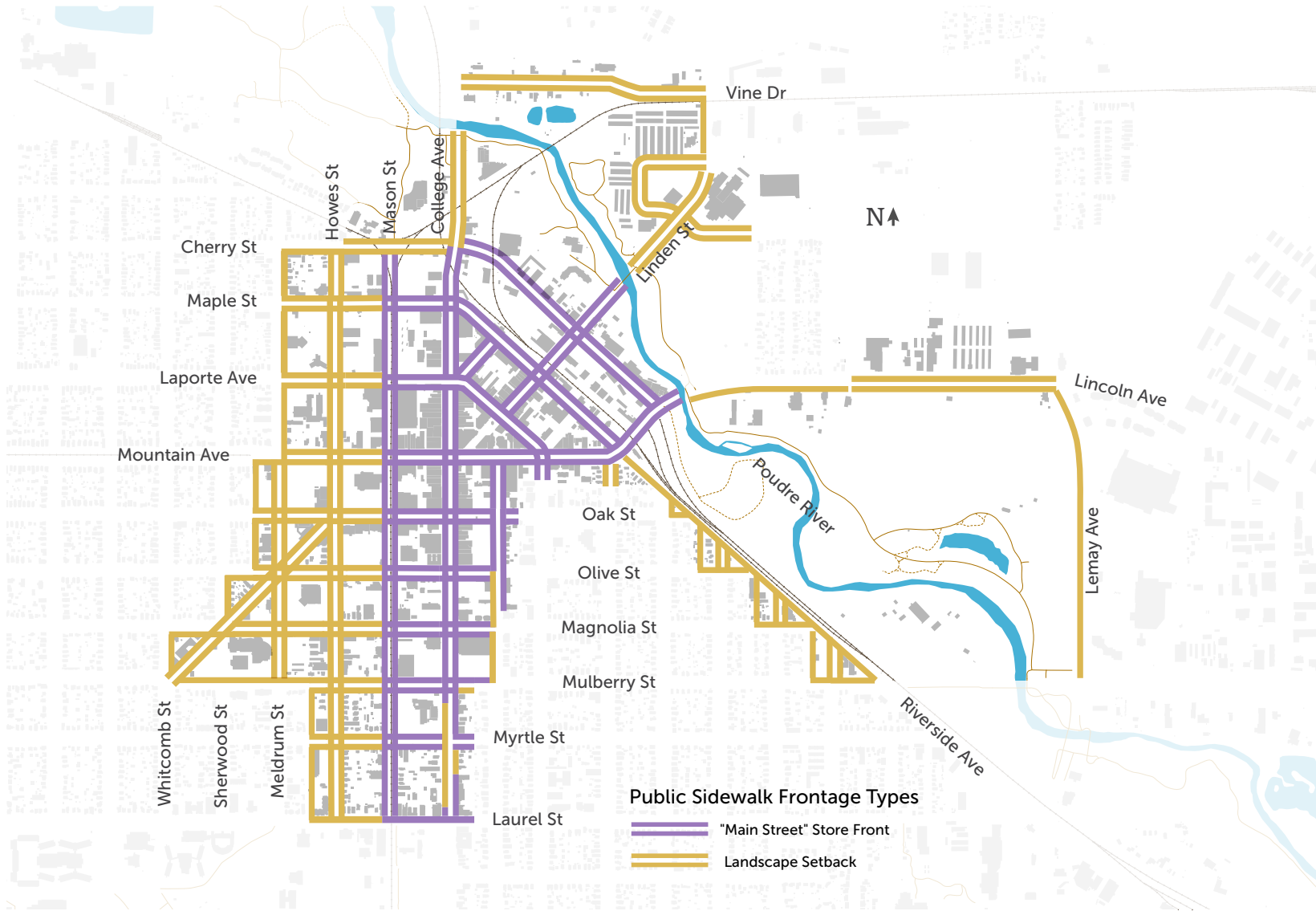


1950s photo of 17 cars across College Avenue. Today, the street also incorporates landscaped medians, trees, planters and outdoor seating.



Streetscape Design

The streetscape is the totality of the visual elements and pedestrian improvements that form the character of a street. It is much more than building façades. The streetscape includes layers of space – parked cars, sidewalks, outdoor dining areas, places to sit, street trees, landscape planters, windows and doorways. This interface between public space and private buildings is the crux of Downtown’s charm. Two types of evolving Downtown streetscapes have distinctly different character: a main street storefront streetscape with wider paved sidewalks and trees in cutouts; and a landscape setback streetscape that includes a parkway strip between the sidewalk and street along with greenery between sidewalks and buildings. Streets shown as "main street storefront" on the map below are appropriate for any new buildings to be constructed to property lines fronting streets.



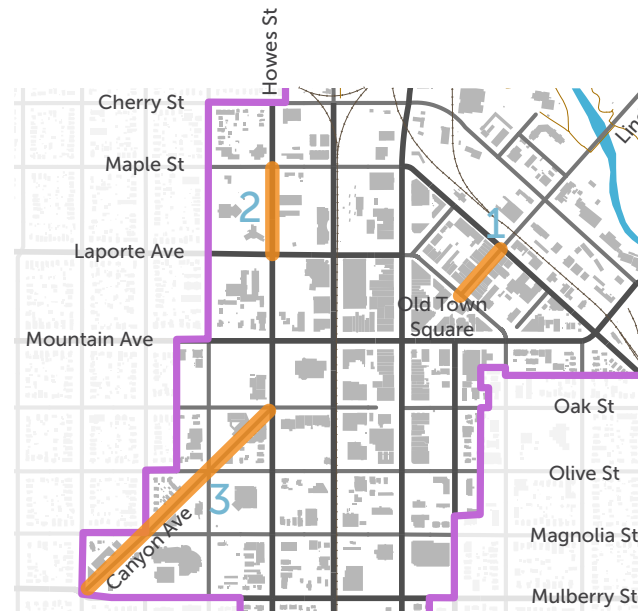
Streetscape types shown here are different than the functional street classification reflected in the City's *Transportation Master Plan* and the Larimer County *Urban Area Street Standards (LCUASS)*, and will serve as the basis for future lot frontage improvements associated with development projects.

Convertible Streets

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

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

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



Enhanced Alleys

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

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

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



Outdoor Spaces

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

Downtown Parks

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

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

Existing Park Assets

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

Civic Center Park

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

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

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

Washington Park

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

Old Fort Collins Heritage Park

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



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

Future Downtown Parks

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

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

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

Future Downtown Park Needs

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



Poudre Whitewater Park Concept

Public Plazas

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

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

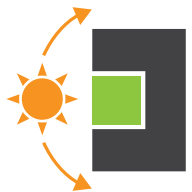


Old Town Square



Oak Street Plaza

Features to Maximize Outdoor Spaces



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



Flexible design that accommodates multiple activities.



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



Design that enhances user safety and security.



Public art.

Protecting outdoor spaces from high wind impacts.



Outdoor space design based on surveys of public behavior.



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



Landscaping that supports habitat for birds, butterflies and pollinators.



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



Outdoor Spaces in Private Development

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

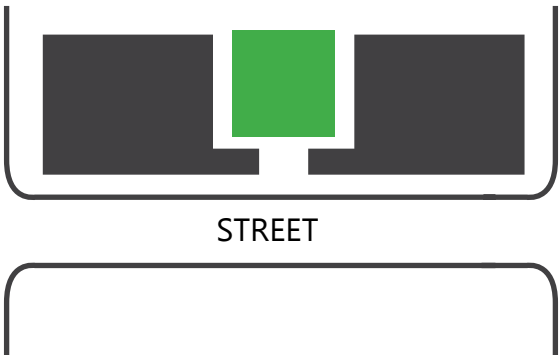


Back Patio on an alley (Equinox Brewing)

Outdoor Space Configurations

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

Private Courtyard



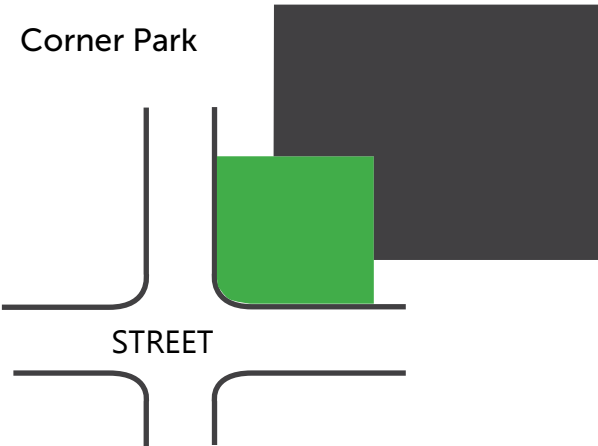
Street-Facing Courtyard



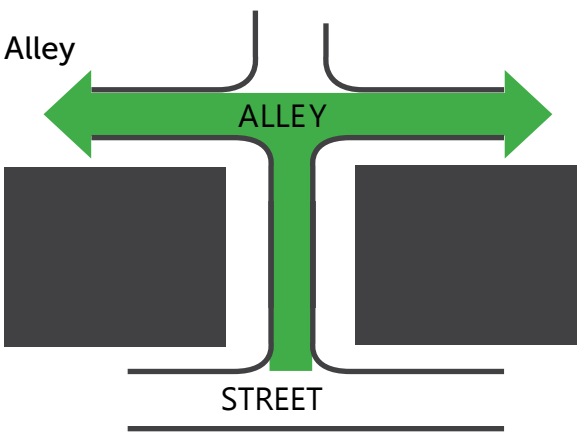
Raised Terrace



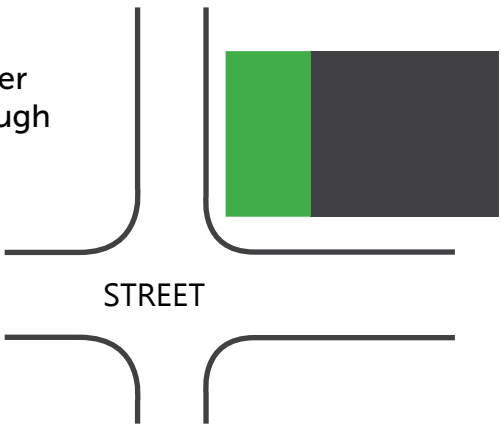
Corner Park



Alley



Corner Through Plaza



Reclaimed Residual Spaces

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

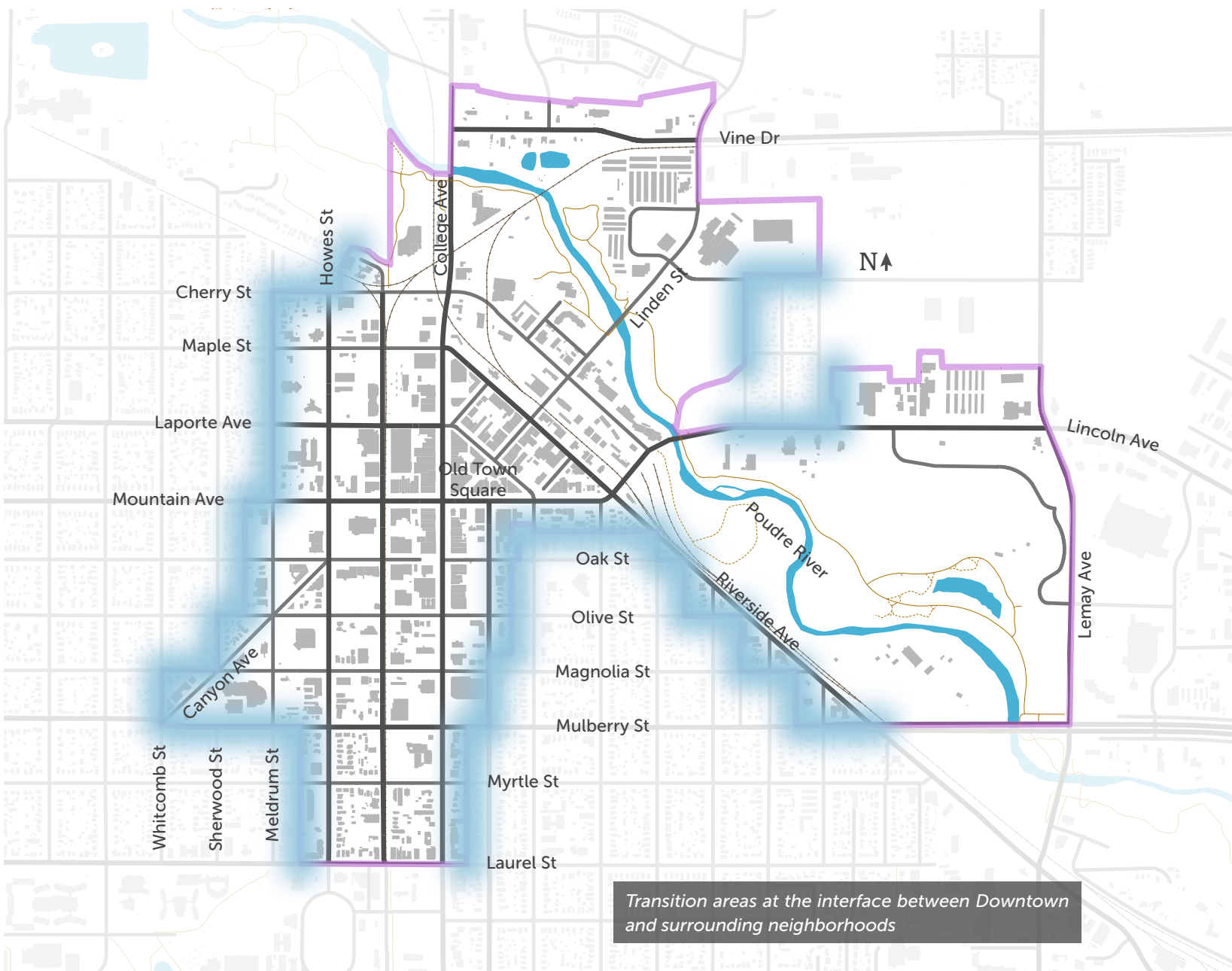


Transitions

Sensitive design solutions are required at the edges of Downtown, where commercial uses meet residential areas, at the interface between historic and non-historic resources and at the boundaries between Downtown Character Subdistricts. New compatibility standards will encourage seamless transitions in building scale and design at these interface areas.

Gradual height transitions prevent taller buildings from feeling out of character with shorter buildings. New

construction should consider the height and proportion of neighboring structures in situations where proposed buildings, such as mid-rise structures and towers, are significantly taller than the surrounding context. This type of scenario will be most common in the subdistricts outside the Historic Core. Matching of building floors and horizontal design features should be employed along with stepbacks above the building base.



Tools Used to Create the Urban Design Recommendations

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

Photo-realistic 3-D Model

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

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

Pro-forma Analysis: Modeling Financial Trade-offs

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

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

Key considerations were:

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



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

3D Model

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

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



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



Community members providing input on future Downtown development



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



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



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



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



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

Impact of Parking Requirements on Building Form and Streetscapes

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

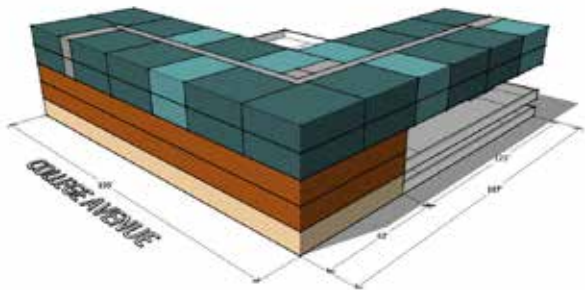
The 3D modeling and pro forma exercises developed in the planning process indicate that current vehicular parking requirements for private land development can have detrimental urban design impact. Accommodating parking demand in each individual development project can constrain building design and have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

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

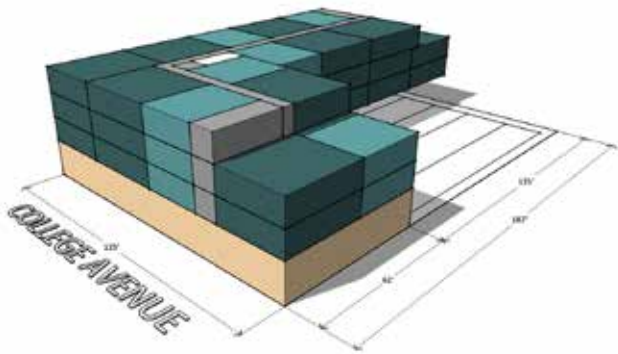
Requirements for private off-street parking in new construction add cost which competes with quality design and construction costs.

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

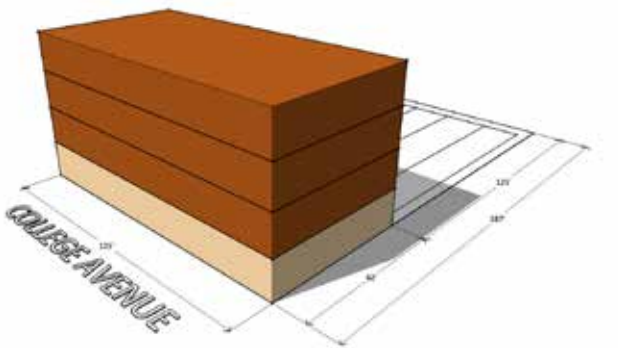
For a more thorough discussion of Downtown parking challenges and management strategies see Transportation & Parking starting on page 78.



- Building Use and Area:**
 - Site: 36,465 sq. ft.
 - Retail: 12,000 sq. ft.
 - Commercial: 24,000 sq. ft.
 - Residential Unit Mix:
 - 1 bed - 6 units, 2 bed - 14 units (per floor)
 - 36,400 sq. ft. residential w/ 4,310 sq. ft. circulation (total)
- Parking Requirements:**
 - Retail: 24 (2 per 1,000 sq. ft.)
 - Commercial: (3 per 1,000 sq. ft.)
 - Residential: 38 spaces (.75 for 1 bed units, 1 for 2 bed units)
 - Parking lot dimensions: 125' x 195'
 - Total spaces required: 134 spaces
 - Parking provided:
 - Ground level: 65 spaces
 - Upper level: 69 spaces
 - Total parking provided: 134 spaces



- Building Use and Area:**
 - Site: 23,375 sq. ft.
 - Retail: 7,750 sq. ft.
 - Residential Unit Mix:
 - 2nd and 3rd floors: 1 bed - 6 units, 2 bed - 10 units
 - 4th floor: 1 bed - 5 units, 2 bed - 7 units
 - 38,900 sq. ft. residential w/ 5,460 sq. ft. circulation (total)
- Parking Requirements:**
 - Retail: 24 (3 per 1,000 sq. ft.)
 - Residential: 40 spaces (.75 for 1 bed units, 1 for 2 bed units)
 - Parking lot dimensions: 125' x 125'
 - Total spaces required: 64 spaces
 - Total spaces provided (surface parking): 43 spaces



- Building Use and Area:**
 - Site: 23,375 sq. ft.
 - Retail: 7,750 sq. ft.
 - Commercial: 23,250 sq. ft.
- Parking Requirements:**
 - Retail: 15 (2 per 1,000 sq. ft.)
 - Commercial: 69 (3 per 1,000 sq. ft.)
 - Parking lot dimensions: 125' x 125'
 - Total spaces required: 84 spaces
 - Total spaces provided (surface parking): 43 spaces

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

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

Urban Design

Principles, Policies & Action Items



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

Principle UD 2: Allow taller buildings (over three stories) in appropriate character subdistricts while maximizing compatibility through appropriate design.

Policy UD 1a: *Unique Character Subdistricts.*

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

Action Items:

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

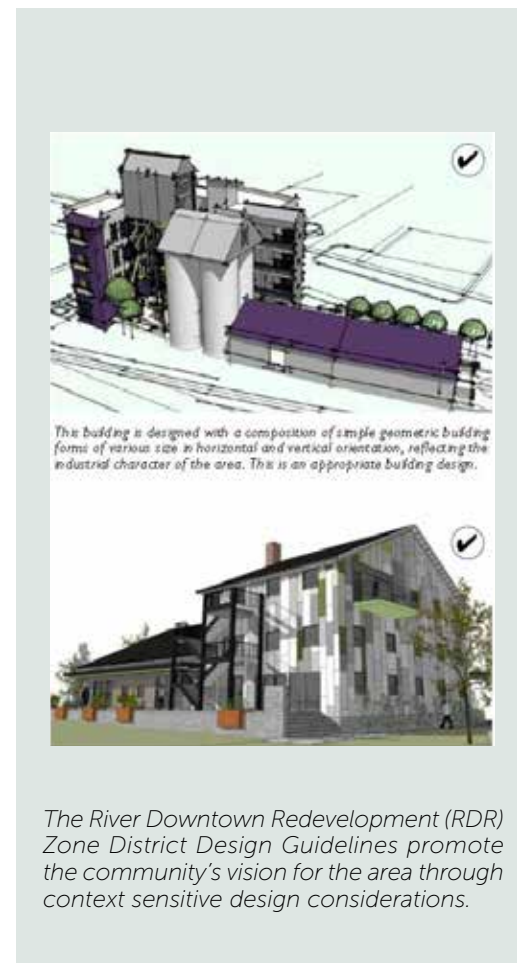
UD 1a (2): Establish guidelines for character subdistrict improvements that support the unique identity of the subdistrict.

Policy UD 1b: *Transitions between Character Subdistricts.*

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

Action Item:

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



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

Action Items:

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

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

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

Action Item:

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



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

Action Item:

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

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

Action Item:

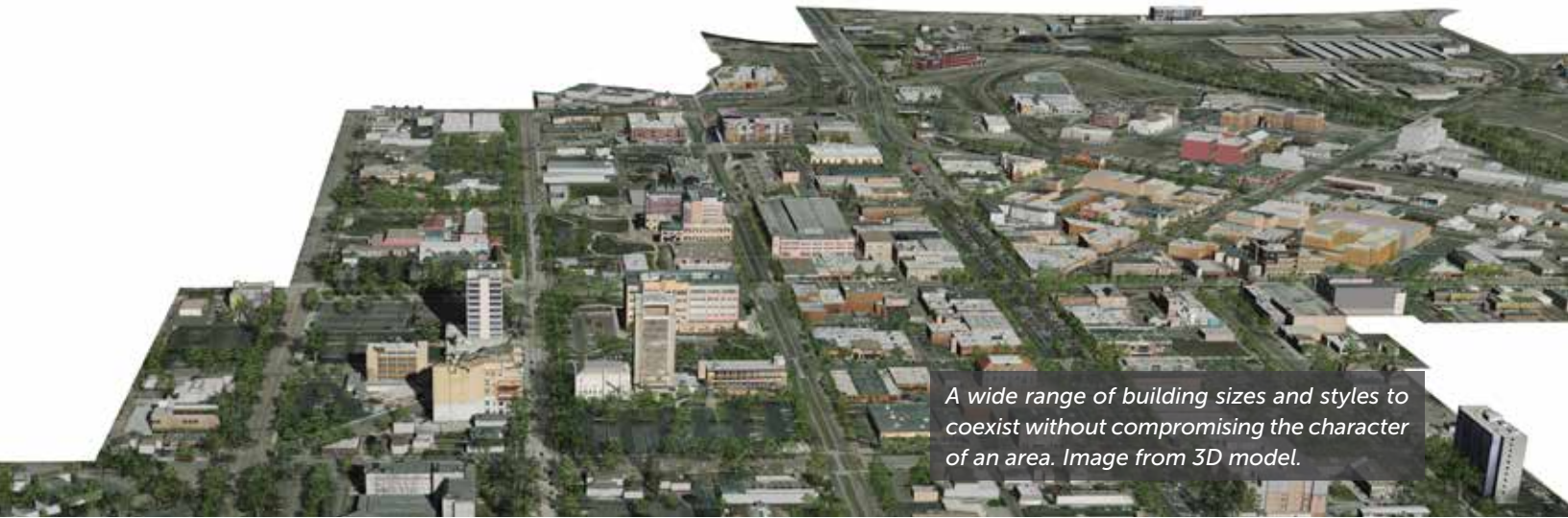
UD 2d (1): Develop Floor Area Ratio (FAR) and building massing regulations in the Land Use Code based upon results of a pro-forma analysis.

Policy UD 2e: Compatibility of Larger Development Projects. Clarify compatibility requirements for mitigating the impacts of larger development projects on the surrounding area.

Action Item:

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

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



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

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

Action Item:

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

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

Action Item:

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





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

Policy UD 4a: *New Buildings/Additions to Designated and Significant Buildings.* Design new construction adjacent to historic buildings and additions to be consistent with the Secretary of the Interior's standards and local preservation standards.

Action Items:

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

UD 4a (2): Revise the definition of adjacency as it relates to the physical relationship of new buildings to historic structures.

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

Action Items:

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

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

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

Action Items:

UD 4c (1): Revise the Sign Code to include provisions to recreate historic signs if sufficiently documented.

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



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

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

Action Items:

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

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

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

Action Items:

UD 5b (1): Construct the Jefferson Street Streetscape Enhancements project.

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

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

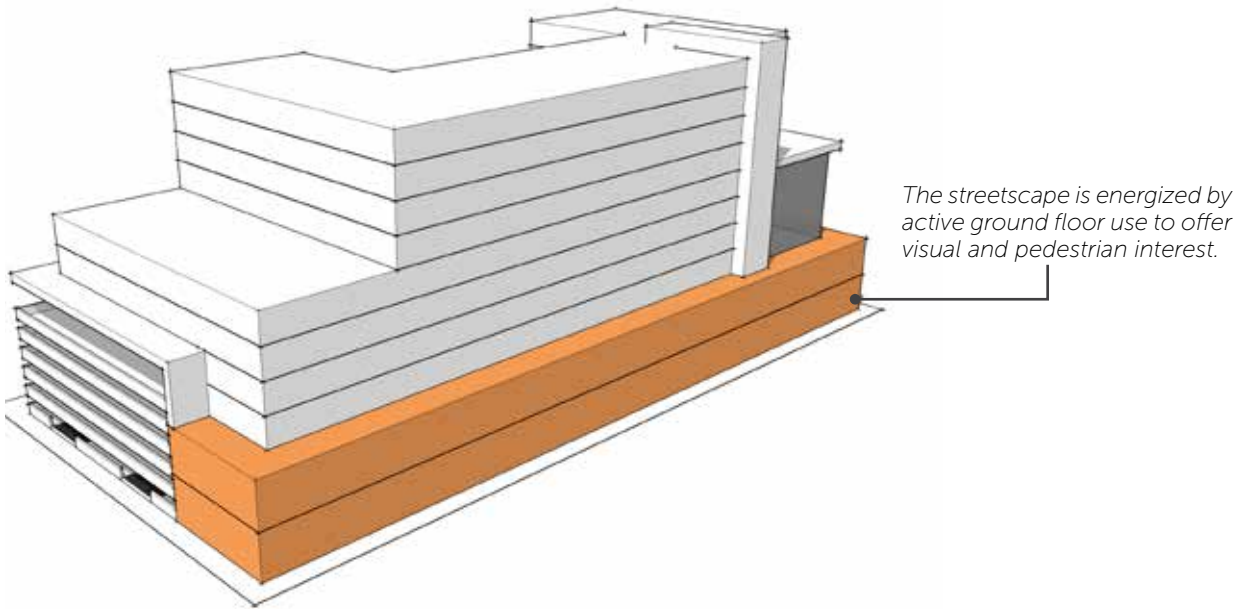
Policy UD 5c: *Surface Parking Design.* Site surface parking lots to minimize gaps in the continuous 'street wall' of a block and make all surface lots subordinate to buildings and open spaces.

Action Item:

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



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



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

Action Item:

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



Workers removing a curb cut along Linden Street



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



Young musicians busking in Old Town

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

Action Item:

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



Enhanced Firehouse Alley

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

Action Item:

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



Wayfinding along Linden

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

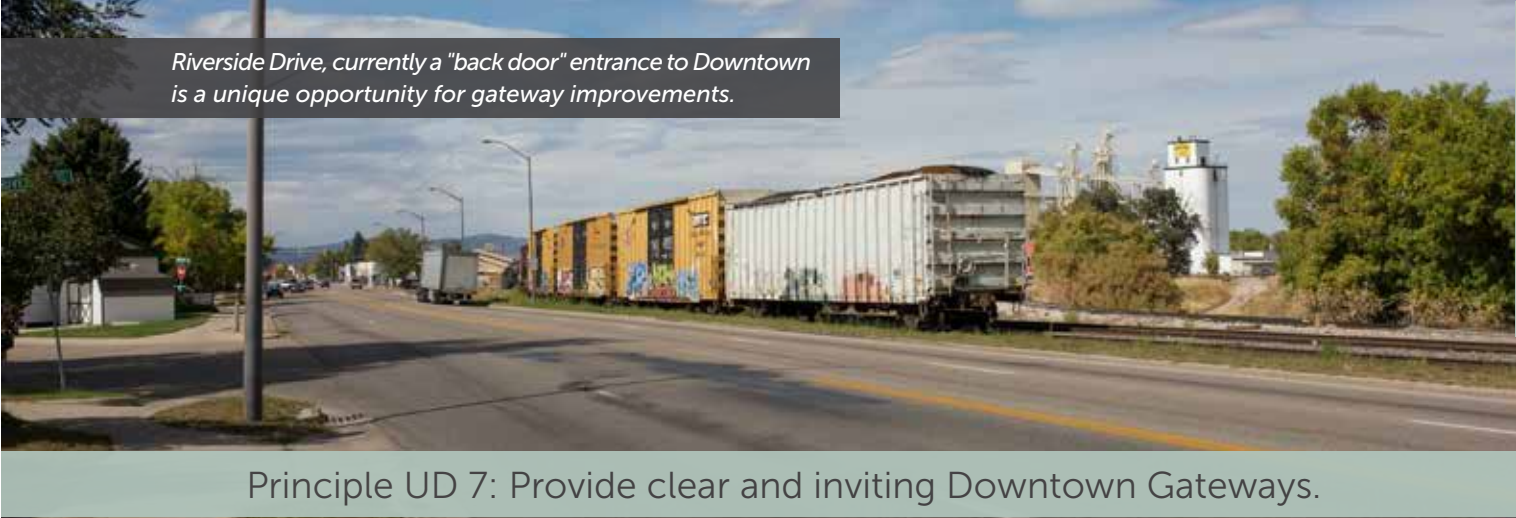
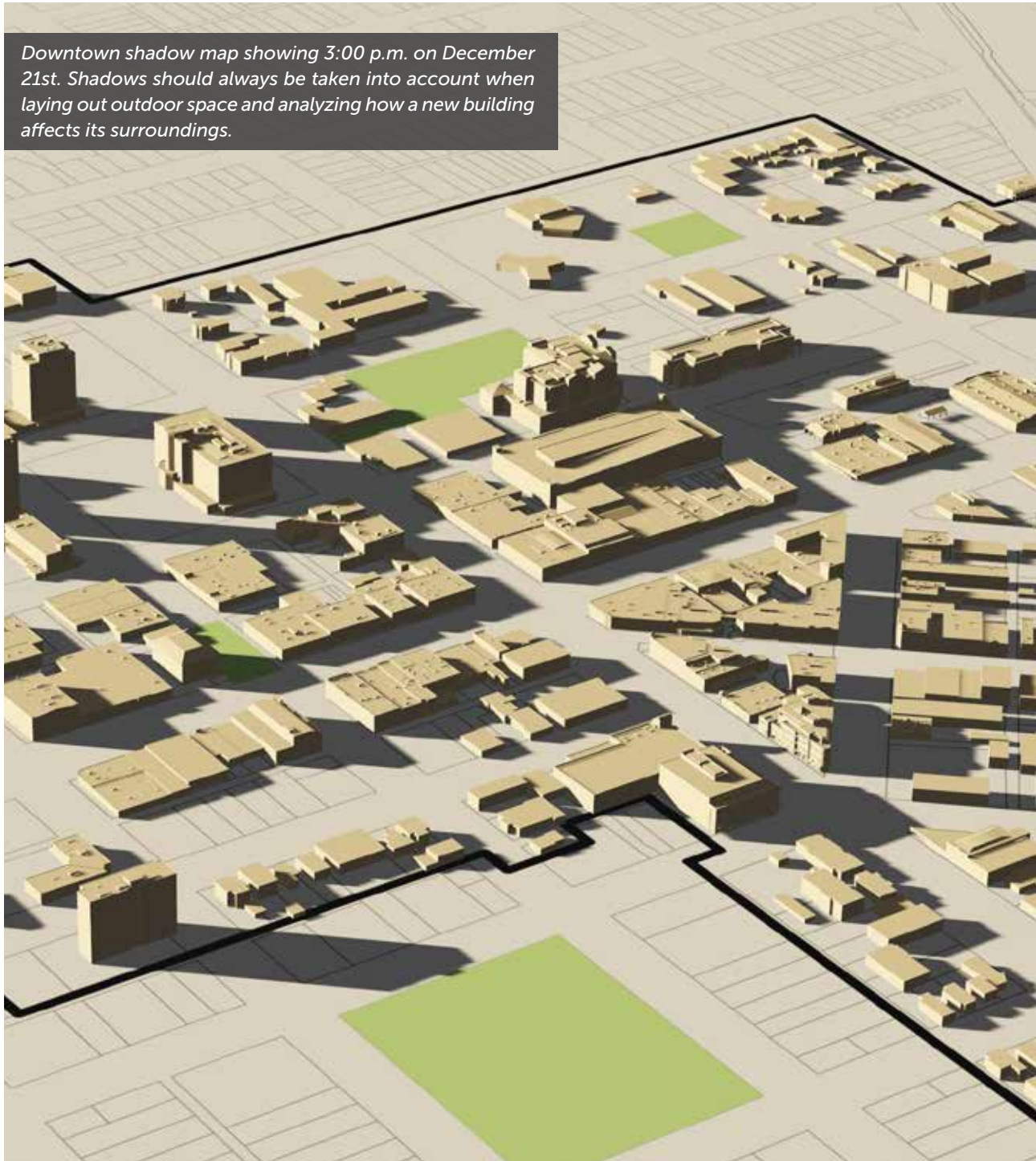
Action Item:

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

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

Action Item:

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



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

Action Item:

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

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



Transportation + Parking



Vision

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

Overview

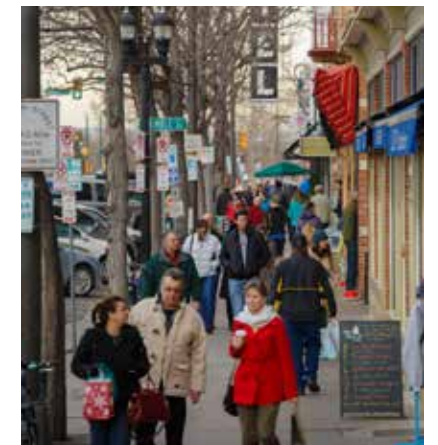
Downtowns are typically the most pedestrian-oriented and walkable areas within cities, and Downtown Fort Collins is no exception. Pedestrian-focused public space is one of the characteristics that distinguishes Downtown from other parts of the City, because every trip starts and ends with pedestrian activity, regardless of other modes. This emphasis on pedestrians is reflected in the generous amount of space devoted to sidewalks and outdoor gathering spaces, the compactness of development and the pedestrian-friendly scale of buildings, in addition to special amenities like curb

bulb-outs and signal timing that starts the pedestrian walk signal a few seconds before vehicle traffic gets a green light.

Transportation and parking options play a key role in the vibrancy of Downtown and how people experience the area. Currently, driving is the primary means of transportation for Downtown visitors. To increase the share of people biking, walking and taking transit, while accommodating those who need a car, there are some key challenges that need to be addressed.

Walking/Mobility Devices

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



Bicycling

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



Driving

Downtown’s economic success depends on the ability of tourists, visitors and Fort Collins residents to easily access the area. Most people travel to Downtown by vehicle, leading to busy roadways, slow speeds and congestion at some intersections, particularly during peak hours. The College Avenue and Mulberry Street intersection is a good example where congestion and a constrained right-of-way (ROW) highlight the need to balance vehicular movements with the interests of pedestrians and bicyclists to increase efficiency, improve safety and reduce emissions. Even with relatively heavy traffic, Downtown experiences fewer traffic crashes than other areas in Fort Collins, with parking-related crashes the most frequent type of incident. High activity on roadways—especially in the historic core—means that drivers must stay alert and use slower speeds. One of the biggest challenges for drivers is finding convenient parking (see page 78 for further in-depth discussion on parking). Some people spend extra time driving around looking for a parking space close to their destination. There is usually parking available further from their destination, typically in underutilized parking structures.



Transit

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



History: Downtown transportation and parking

- 1907 – Streetcar system introduced
- 1940s – Parking meters added
- 1951 – Streetcar system removed
- 1965 – Parking meters removed
- 1985 – Old Town Parking Structure opened
- 1999 – Civic Center Parking Structure opened
- 2001 – Downtown Transit Center opened
- 2008 – Bike Library began service
- 2014 – MAX began service
- 2016 – Bike share and car share began

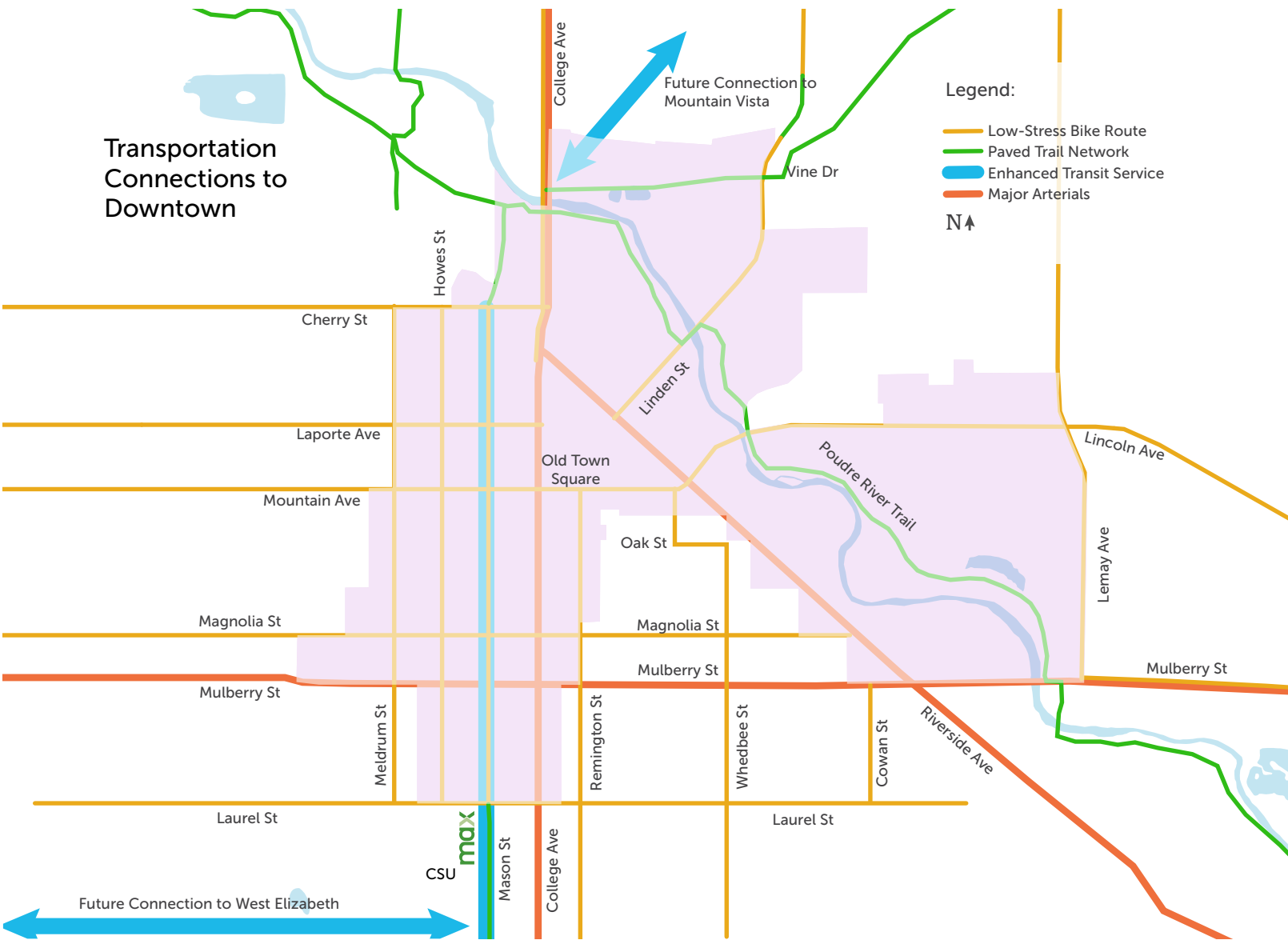
Key Considerations

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

Getting to/from Downtown

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

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



Getting around Downtown

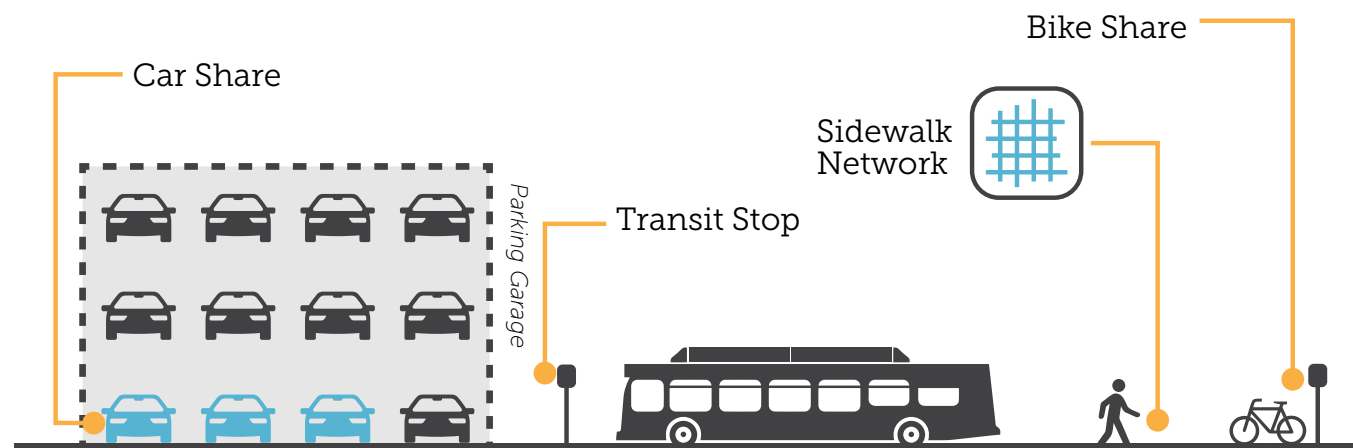
After people arrive Downtown there should be a variety of ways to get around. For shorter trips people should be able to walk on comfortable sidewalks with safe and easy street crossings. People should be able to navigate Downtown with easily understood wayfinding, well-marked streets and few barriers.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

and do everything they need to do. Innovations such as bike sharing programs, on-street bike corrals and a Downtown bus circulator can offer flexibility and leverage new technology to make it easy to get around without moving one's car. Reducing the need to drive around Downtown can improve the user experience for everyone.



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

Seamless Transportation Options:

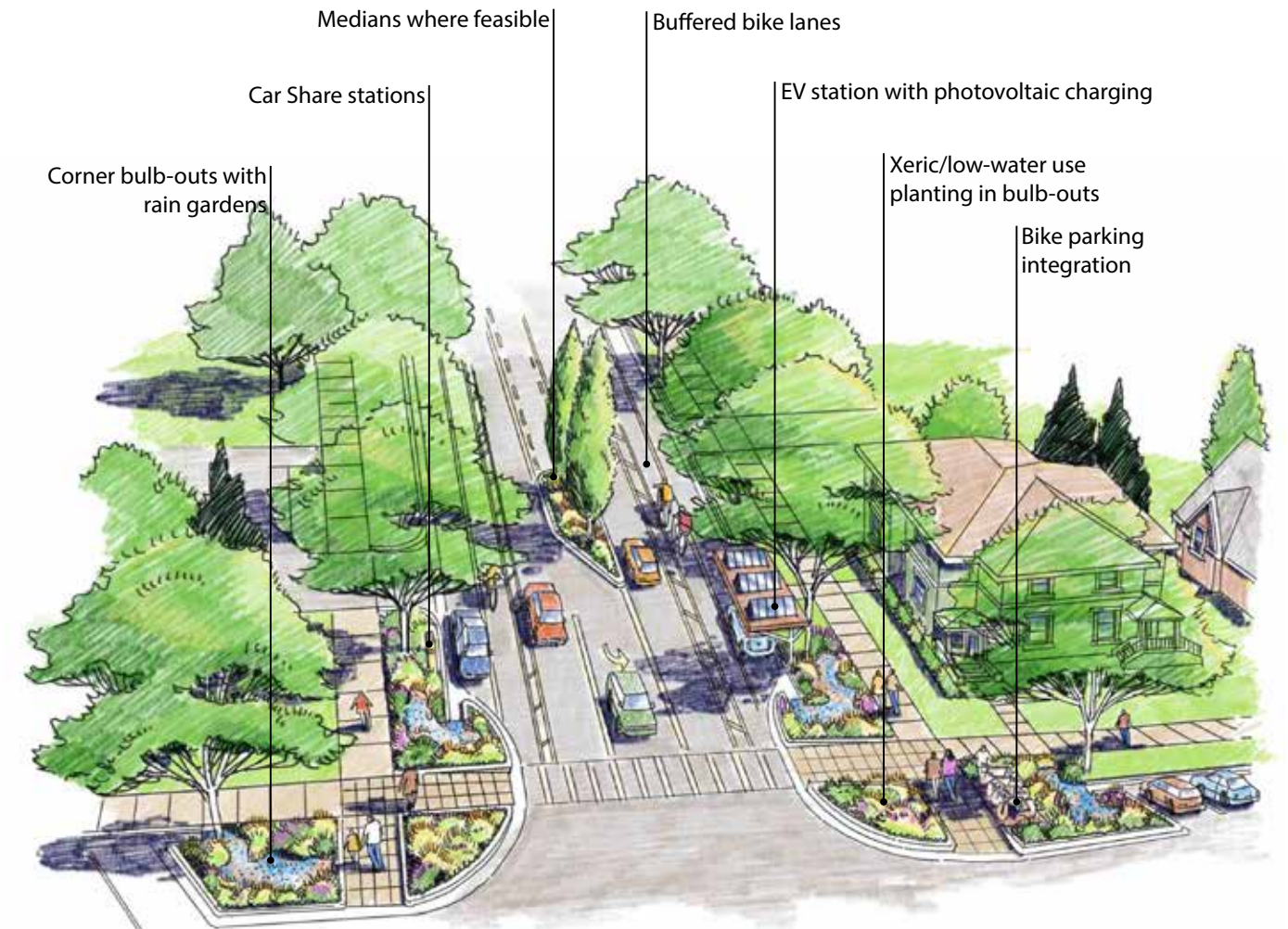


When a person is deciding how to travel somewhere, they often consider several factors:

- Distance from start to destination
- Cost
- Time
- Number, age and ability of people traveling
- Ease of travel at origin (What's the easiest way to get Downtown?)
- Ease of travel at destination (How do I get around Downtown?)
- Ease of parking (vehicle, bike, longboard)
- Convenience of mode (weather, baggage, shopping, time of day)

Key plans that guide transportation investments include:

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



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



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

Communication

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

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

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



Downtown Parking Community Dialogue

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

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

Key direction from City Council

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

Background

Parking has been a subject of public policy discussion in Fort Collins for more than 30 years. When the Foothills Fashion Mall was developed in 1973, parking meters were removed from Downtown streets to avoid unfair competition from the free parking at the new shopping center. They have not since been replaced. The 1989 Downtown Plan identified issues similar to those we still see today:

- Parking is perceived as full,
- Employees park in close proximity to businesses where patrons should be parking, and
- A need for a parking fund to invest in infrastructure.

The 2004 *Downtown Strategic Plan* recommended on-street paid parking as the primary strategy to promote parking turnover. In recent years, demand for Downtown parking has increased, but there is no corresponding funding source to increase parking supply. Thus, the 2013 *Parking Plan* suggests that "parking is a giant unfunded liability." In 2014, the *Transit-*

Oriented Development Parking Study recommended the implementation of on-street paid parking as a solution to manage parking and create a revenue source to invest in new parking infrastructure.

Also in 2014, the City of Fort Collins Parking Services Department proposed an on-street paid parking pilot program. At that time, City Council's perspective was that additional public outreach was necessary. So, the Downtown Plan was the perfect opportunity to engage in the parking dialogue alongside many other topics. The Downtown parking community dialogue took place as a an integral element of the Downtown Plan.



Public engagement

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



Parking Policy Comparison

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

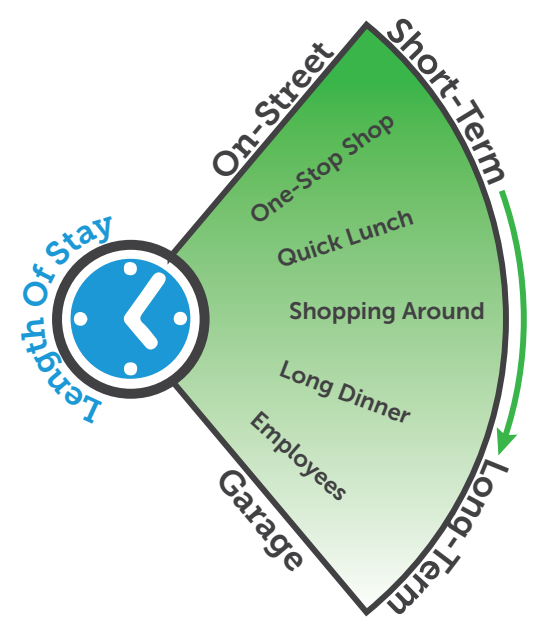
Identified Public Concerns*

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

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

Public Feedback

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



Management of employee parking as was identified in past plans, is a continued problem. Stakeholders informed us that employees often park in the most convenient on-street spaces and “game the system” by moving their cars every two hours to avoid receiving a ticket. Because parking structures charge a fee and are typically less convenient, employees and visitors alike avoid them and will “troll” around for free on-street parking. The 2013 Parking Plan identified this phenomenon as “parking structure avoidance” due to “upside down pricing.”

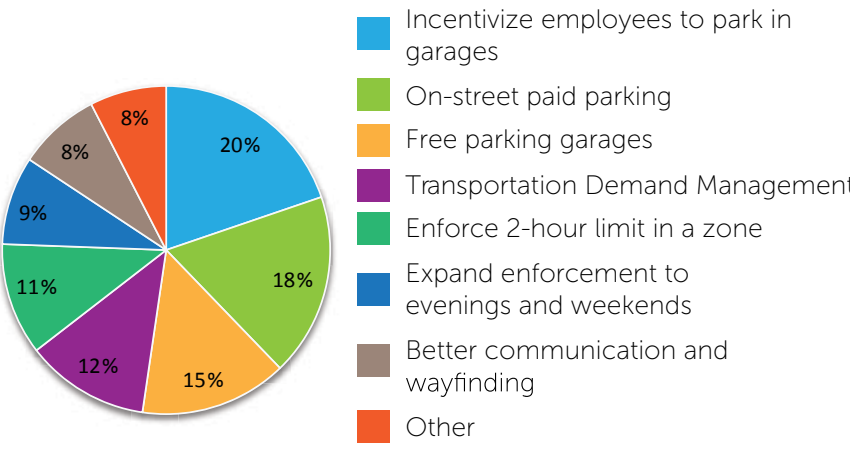
Participants agreed that on-street parking spaces should be available for those visiting Downtown for shorter trips, while the parking garages are appropriate for those staying longer.

Upside-down pricing

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



On-street parking spaces should be available for those visiting Downtown for shorter trips, while the parking garages are appropriate for those staying longer. Thus, the primary question asked during outreach was: “How should we encourage people to park in the location most appropriate for their type of trip?” (Select 3 multiple choice) Responses:



Funding Parking Supply

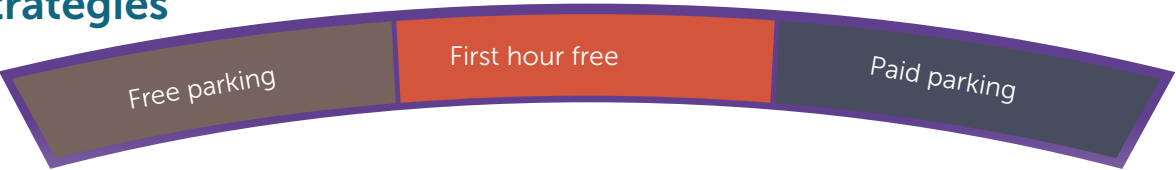
Most people agreed that parking supply needs to increase in coming years but disagreed about how to pay for construction of new parking structures, which cost \$30,000+ per parking space. Public-private partnerships are a popular idea to fund new parking infrastructure but there are many opinions on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



On-Street Parking Management Strategies



Garage Parking Management Strategies

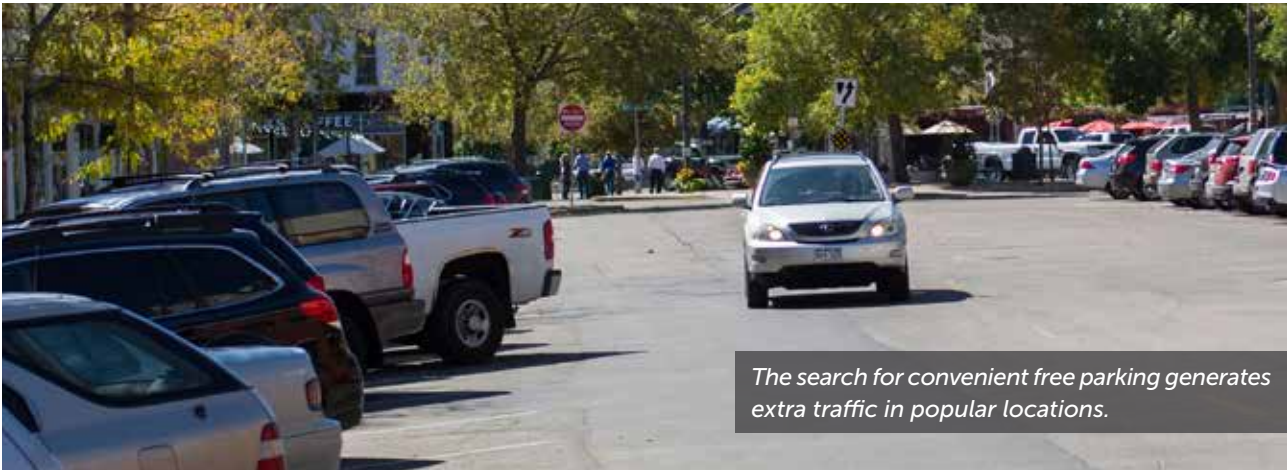


Options for managing on-street and structured parking

Summary

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

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



Transportation + Parking

Principles, Policies & Action Items



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

Policy TP 1a: Complete Pedestrian Network. Continue to actively prioritize and develop a complete pedestrian network that meets Americans with Disabilities Act (ADA) standards, especially completing sidewalks in areas with gaps.

Action Items:

- TP 1a (1): Expand the “Downtown” boundary used in the Pedestrian Improvement Program prioritization process to be consistent with the Downtown Plan boundary.
- TP 1a (2): Continue to implement the Pedestrian Improvement Program, including identifying potential improvements in coordination with the Street Maintenance Program (SMP) and other capital project opportunities.
- TP 1a (3): Continue to update ramps at intersections to make pedestrian pushbuttons accessible for people using mobility devices.
- TP 1a (4): Continue to implement Leading Pedestrian Intervals at appropriate Downtown intersections.



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

- TP 1a (5): Evaluate pedestrian bulb-outs to enhance walkability and reduce crossing distance at key intersections.
- TP 1a (6): Implement a more fine-grained pedestrian network through the use of safe and clear connections (e.g., alleys, other midblock connections).

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

Action Items:

- TP 1b (1): Building off the Arterial Intersection Prioritization Study, do a more detailed analysis within the Downtown area to evaluate and prioritize potential improvements for various modes at intersections.
- TP 1b (2): Implement multi-modal intersection-related improvements identified in TP 1b (1), including identifying and pursuing funding within the larger citywide project prioritization process.

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

Action Item:

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



The 2014 Bicycle Master Plan lays out a continuous and dense “low-stress” network of low-speed and low-volume streets with comfortable crossings, paved trails and protected bike lanes along arterials. Several of the high priority arterial intersections Downtown identified for crossing improvements are located along College and Mulberry.



Mobility sharing programs can help support transit needs. Specific concepts to explore include:

- Carsharing Policy: Access to parking and street space; developer incentives; employer incentives; rental taxes.
- Ridesourcing Policy: Safety standards; dedicated curb space; vehicle accessibility requirements; data sharing.
- Bikesharing: Pricing and ongoing public support; supportive infrastructure.
- Shuttles: Transit stop/lane & curb access.
- Mobility Hubs: Transit-Oriented Development (TOD), zoning & land use; integration of all modes with transit.

Source: Shared-Use Mobility Center



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

Action Items:

- TP 1d (1): Construct the full design of the *Lincoln Corridor Plan*.
- TP 1d (2): Update and implement the Riverside Access Control Plan, building on the Jefferson Street Design and the with updated design from Downtown Plan; see the Entryway Corridor Subdistrict section on page 213.
- TP 1d (3): Implement the Jefferson Street Design.

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

Action Items:

- TP 1e (1): Continue to expand car share and bike share in the Downtown area.
- TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required on-site parking and support multi-modal options.
- TP 1e (3): Explore ways to support ride share activity Downtown.



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

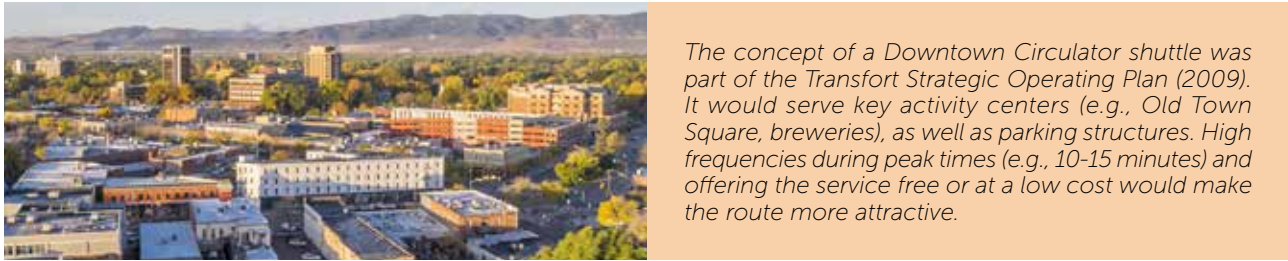
Action Items:

- TP 1f (1): Building off the *Bicycle Master Plan*, prioritize key corridors to improve both north-south and east-west bicycle connections (e.g., Magnolia, Laporte). Coordinate with the Transportation Master Plan update (planned for 2017-2018).
- TP 1f (2): Identify and construct intersection improvements that are beneficial for cyclists (e.g., in the Loomis, College corridors), as funding allows.
- TP 1f (3): Continue to coordinate with the Street Maintenance Program (SMP) and other capital projects to add/improve bicycle facilities when opportunities allow.

Policy TP 1g: Downtown Circulator. Explore regularly scheduled transit service to connect key destinations in the Downtown area.

Action Items:

- TP 1g (1): Develop a scope and budget for a Downtown Circulator as part of the biennial City budget process.
- TP 1g (2): Perform an analysis of future circulator performance, including ridership, using Transfort’s transit model.
- TP 1g (3): Identify and pursue potential Downtown Circulator funding partnerships (see also AC 1b (3)).



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

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

Action Items:

- TP 1h (1): Assess existing ridership and develop strategies for implementing additional service and service changes through the Transit Master Plan update (planned for 2017-2018).
- TP 1h (2): Perform an analysis of future performance of Downtown transit routes, including ridership, using Transfort’s transit model.
- TP 1h (3): Update funding recommendations in the Transfort Strategic Operating Plan to reflect proposed enhancements.
- TP 1h (4): Continue to support and expand regional transit service offerings (e.g., Bustang, FLEX).

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

Action Items:

- TP 1i (1): Develop station area plans for all MAX stations.
- TP 1i (2): Identify funding mechanisms for joint development/shared use opportunities (e.g., public/private partnerships).

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

Action items:

- TP 1j (1): Design and construct potential access improvements for buses, particularly for exiting off Maple and turning south onto Mason.
- TP 1j (2): Design and construct potential access improvements for cyclists and pedestrians.

Policy TP 1k: Bus Stop Improvements. Continue to implement the Transfort Bus Stop Improvement Program to upgrade bus stops to Americans with Disabilities Act (ADA) standards and to provide amenities for patrons (e.g., shelters, bike racks, wayfinding).

Action Item:

- TP 1k (1): Continue implementing the Bus Stop Improvement Program.
- TP 2k (2): Develop station area plans for all MAX stations.



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

Action Item:

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

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

Action Items:

- TP 1m (1): Regularly compile and analyze signalized intersection counts by mode, transit ridership, as well as safety data.
- TP 1m (2): Compile travel survey data (e.g., from ClimateWise).
- TP 1m (3): Establish mode split baseline.

The City's current transportation goals include:

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

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

Action Items:

- TP 1n (1): Use crash data to monitor, evaluate, and identify potential improvements on an ongoing basis.
- TP 1n (2): Pursue ways to mitigate train horn noise.
- TP 1n (3): Explore options to reduce drivers "rolling coal."
- TP 1n (4): Pursue more efficient ways of managing deliveries Downtown.
- TP 1n (5): Continue coordinating with CSU to manage the impacts of large university-related events on Downtown.



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

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

Action Items:

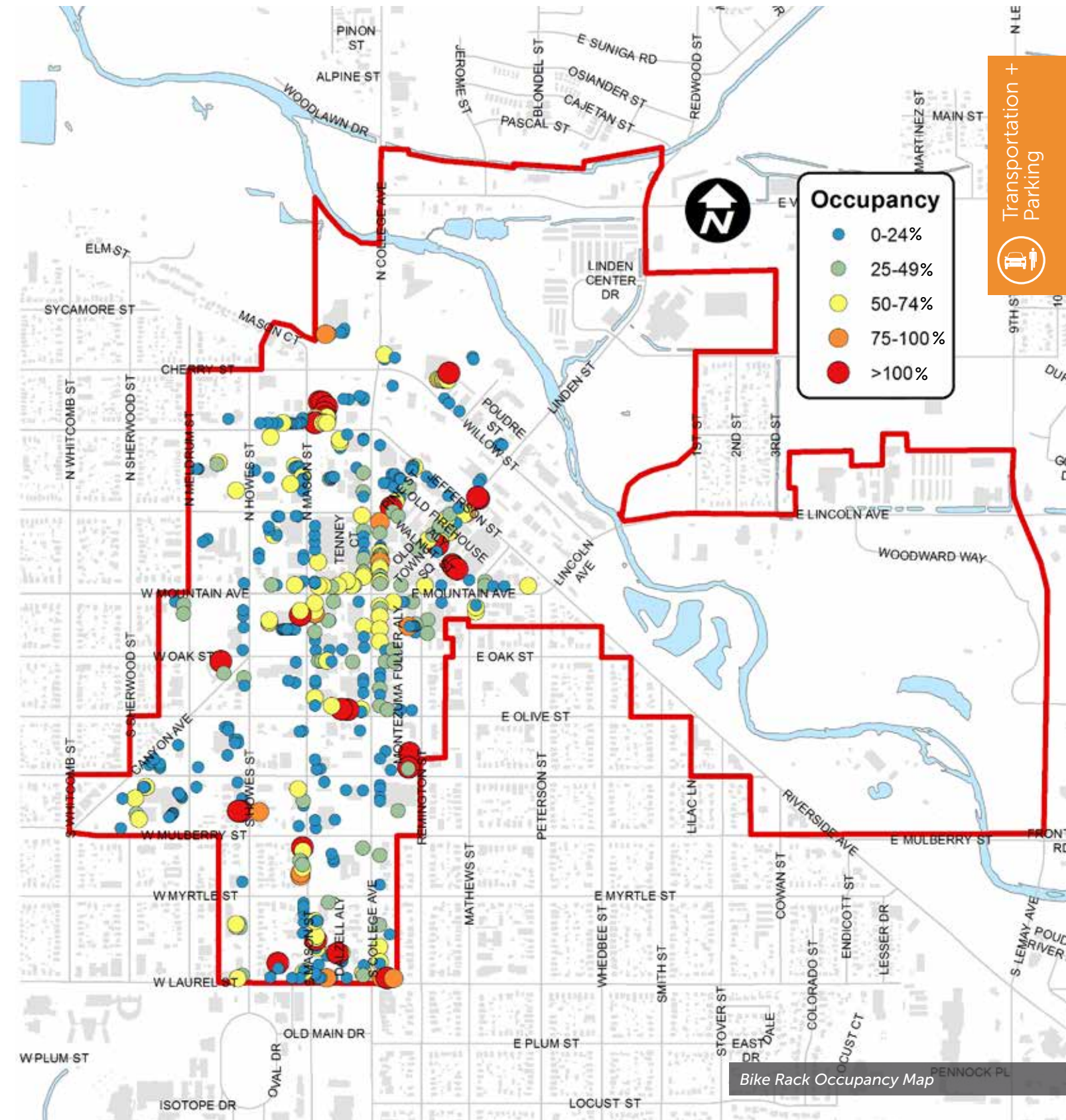
TP 2a (1): Develop a bike parking management plan, including monitoring rack condition/usage, managing abandoned bikes, design guidelines, potential land use code updates, guidelines for on-street bike parking and for long-term (secure covered) parking. Balance parking needs with maintaining a clear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

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



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

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





Policy TP 2b: *Parking Utilization Data.*

Implement a system to collect parking utilization data on occupancy and turnover, and communicate parking availability to the public.

Action Items:

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

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

Policy TP 2c: *Parking Enforcement Adjustments.*

Explore adjusting enforcement of 2-hour limited parking spaces to weekends and evenings after 5 p.m., and permit an extension of the 2-hour limit.

Action Items:

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

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

Policy TP 2d: *Parking Demand Reduction.*

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

Action Items:

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

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



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

Action Items:

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

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

Policy TP 2f: *On-Street Paid Parking.*

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

Action Items:

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

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

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

TP 2f (4): Identify implementation area and develop a comprehensive stakeholder education and communication plan.

TP 2f (5): Identify specific use of revenue generated from on-street paid parking fees that support City policies.

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

Action Items:

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

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

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



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



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

Action Item:

TP 2h (1): When a sustainable funding source for new parking is in place, explore revisions to the Land Use Code allowing new development to pay a fee-in-lieu for part or all of the on-site parking requirements.

Policy TP 2i: *Public Parking Management.* Create policies that guide off-site and parking structure leasing for new development, private citizens and Downtown employees in lieu of on-site parking. Also create policies that dictate the locations and quantity of time-limited parking spaces (15 minute, 2-hour, loading zones, and similar limited spaces) and parking for people with disabilities. Identify opportunities to foster greater parking efficiency by changing stall configurations (parallel, perpendicular, diagonal) where conditions allow.

Action Items:

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

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



Various parking facilities may offer opportunities for a coordinated, unified parking system.

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

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

Action Items:

TP 2j (1): Identify and inventory gaps in safety in parking structures and surface parking. This should include secluded areas, limited access areas and poorly lit areas.

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

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

Action Item:

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



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

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

Action Items:

TP 3a (1): Expand the use of real-time bus arrival information to additional bus stops (e.g., for the proposed Downtown Circulator in TP 1g), and identify opportunities for improved communication of other transit information.

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

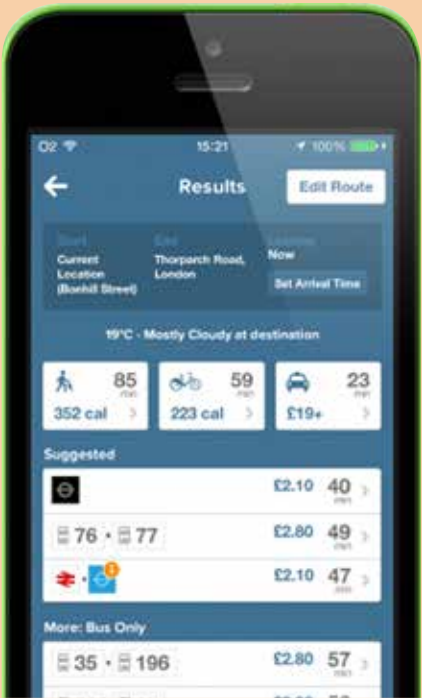
Policy TP 3b: *Wayfinding.* Continue to implement wayfinding for all users, including identifying parking garages and other key destinations, using the City's Downtown Wayfinding Sign System Schematic Design document as a unifying guide.

Action Items:

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

TP 3b (2): Continue to implement the *Bicycle Wayfinding Plan*.

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



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



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

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

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

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

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

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

Action Item:

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

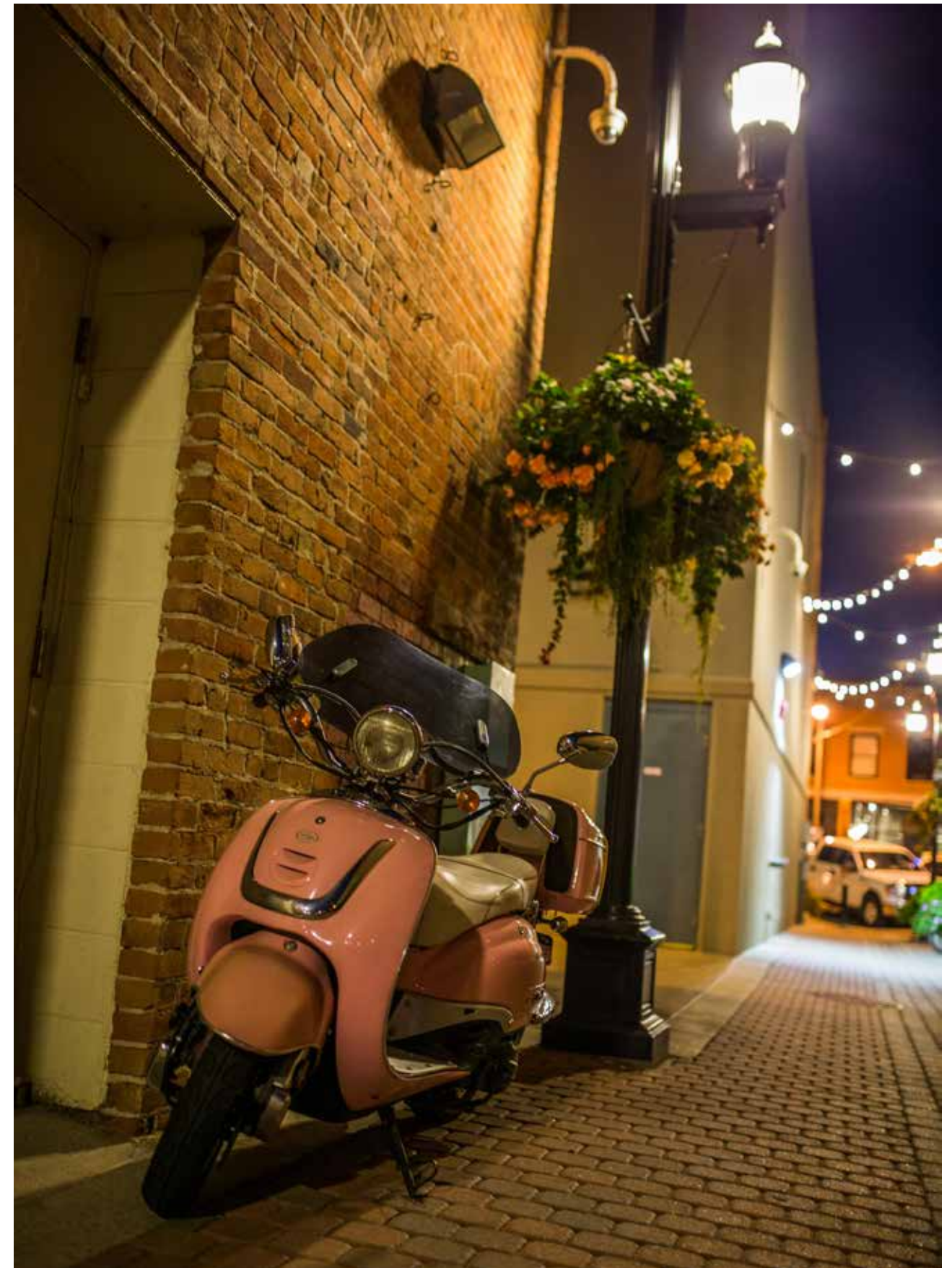
Policy TP 3d: Employers. Work with employers to provide information on travel options to employees.

Action Item:

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



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



Market + Economy



Vision

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

Overview

Downtown Fort Collins enjoys a thriving economy and is one of the community's economic engines. Though the Downtown area comprises less than two percent (1.9%) of the City's total land area, it generated approximately 15% City-wide of sales tax revenues in 2016. Downtown's vibrancy comes in part from its mix of retail, services, government and primary employment contained within a relatively small geographic area, and an adjacent residential population in the Old Town Neighborhoods, for whom Downtown is a neighborhood shopping center. The nearby presence of thousands of employees and students at Colorado State University (CSU) is an additional driver of Downtown's economic activity.



The Old Town Neighborhoods Plan was updated alongside the Downtown Plan. View the plan and learn more about the Old Town Neighborhoods at fcgov.com/otnp.



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

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

To keep Downtown vibrant and economically strong in future decades, it is critical to maintain an appropriate mix of business and employment opportunities. Continued support of infill development that supports the desired future character of Downtown should be balanced with efforts to minimize the negative impacts of growth. Density can be added through incremental development that intentionally integrates housing, entertainment and night life options and active daytime uses.

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



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

Downtown by the Numbers



Vacancy

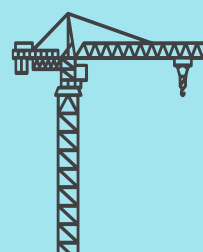
1989: 14% retail
11% commercial

2015: 1% retail
2.5% commercial



Sales Tax Revenues

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



Recent Development

Last 5 Years: 405,000 s.f. Commercial

300+ Residential Units

Currently proposed

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



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

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



Construction and adaptive building reuse at the Music District

Key Considerations

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

Mix of Uses

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

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



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



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



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

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

Existing Business Mix

The existing mix of businesses Downtown consists of a combination of retail, services and food service including bars and restaurants. There are approximately 653 (as of Feb., 2017) businesses within the Downtown Development Authority (DDA) boundary, which roughly corresponds to the Downtown Plan boundary. According to a 2010 retail analysis conducted by the City, restaurants and bars generate approximately 50% of Downtown retail sales, though they account for only 21% of the total number of Downtown businesses and approximately 30% of Downtown’s commercial space.

Key Opportunities

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

High-Quality Commercial Space

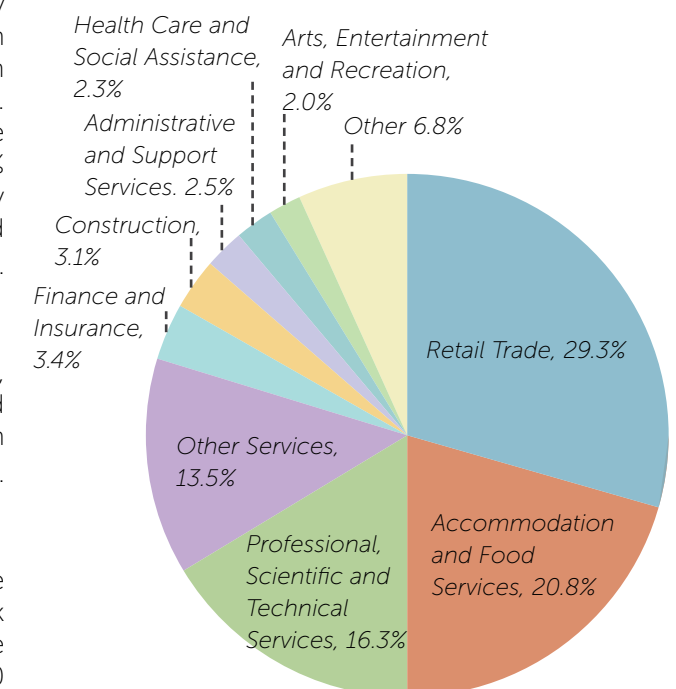
One of the key market opportunities identified in the Downtown Market Assessment (Appendix H) is a lack of high-quality office space. Commercial vacancies are an at all-time low, and there are few larger (>10,000 square ft.) office spaces in the Downtown. Adding commercial space Downtown will support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

More Downtown Housing

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

Local Retail

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



Housing Vacancies

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



Investment in Downtown

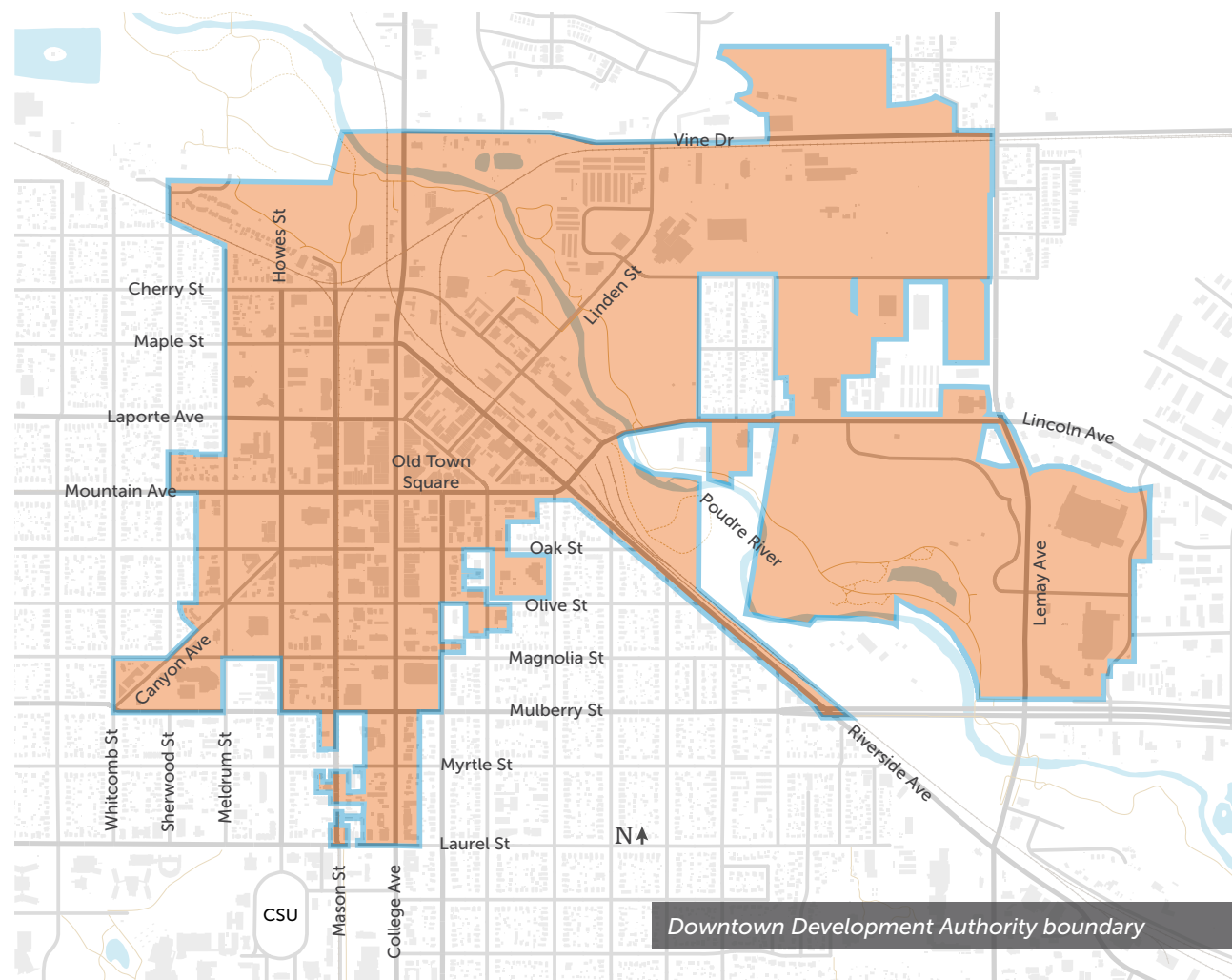
Downtown Fort Collins hasn't always looked and felt the way it does today. When the first Downtown Plan was adopted in 1989, vacant storefronts, run-down buildings and crumbling sidewalks threatened Downtown's economic vibrancy. The renaissance of the Downtown area over the last several decades was not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

The look and feel of Downtown conveys the City's unique history and character and sets it apart from other places. Downtown's authenticity draws people in to shop, have dinner, visit galleries, and enjoy an atmosphere they can't find in a traditional mall or commercial shopping center. Investing in improvements to Downtown's buildings, sidewalks,

pedestrian spaces and infrastructure was a crucial part of Downtown's revitalization. Maintaining and enhancing these investments into the future will be a critical component of Downtown's continued economic health. Improvements in the Downtown will continue to be funded through a combination of private investment, City general funds, state and federal tax credits, grants for historic preservation and special taxes and fees.

About the DDA, GID and DBA

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



Downtown Development Authority

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

The DDA invests in three different types of projects:

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

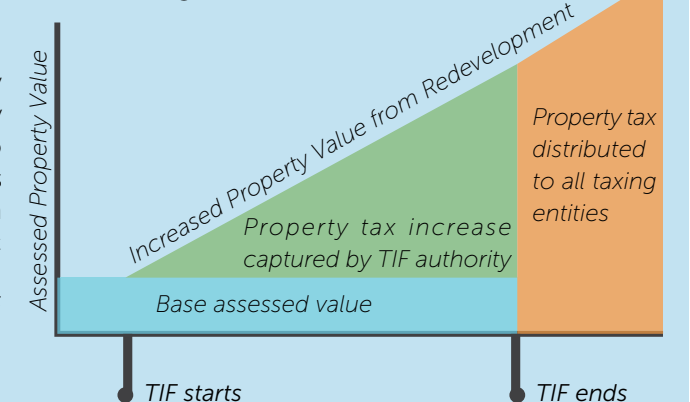
DDA Impact at A Glance:

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

What is Tax Increment Financing (TIF)?

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

Illustration of Tax Increment Financing (TIF) Financing



General Improvement District (GID)

Downtown property owners voluntarily created the GID in 1976 to fund parking, pedestrian, and street beautification improvements in the Downtown area. The GID is managed by City staff, and the City Council acts as the governing Board.

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

GID at A Glance:

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

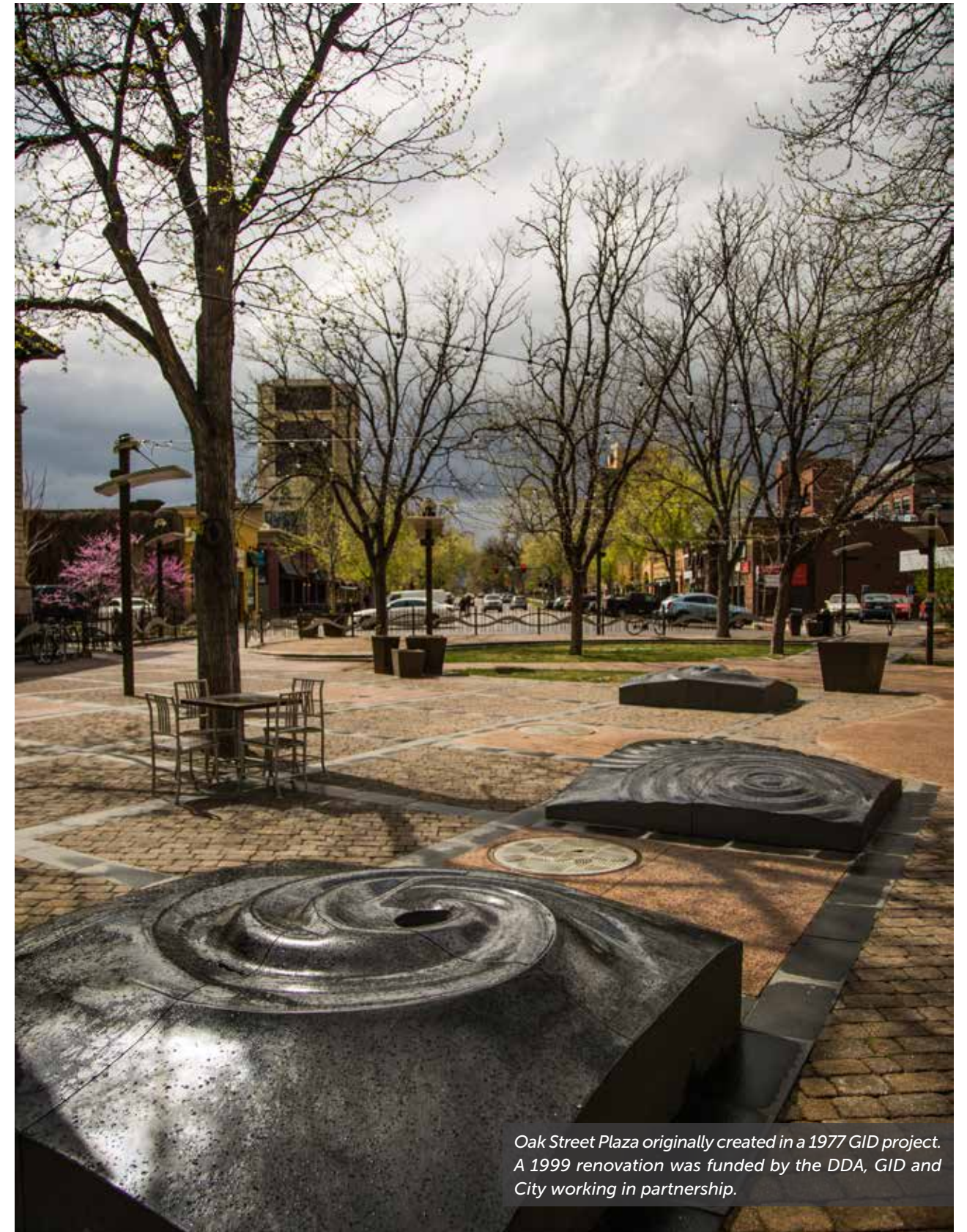
The Future of Downtown Investment

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

To provide funding for Downtown improvements that maintains or exceeds today’s current levels, the amount of the tax increment currently used by the DDA (approximately \$3.2 million annually in 2017 dollars) will need to be directed to Downtown improvements through another funding source. Identifying a range of potential new public and private funding sources before the DDA’s TIF authority expires in 2031 is a key task for the implementation of the Downtown Plan.

There are a number of different methods that could be used to raise additional funds. Establishing an economic development fund, forming a Business Improvement District, revisiting the implementation of the occupation tax and expanding the GID are four possible options to ensure continued investment in the Downtown area.

- The City could establish an **economic development fund** to set aside money for specific economic development activities in the Downtown area. The amount of this fund, its funding source, eligibility requirements, and goals would need clear definition.
- A **Business Improvement District (BID)** is both an organization and a financing tool. Property owners within a particular area (in this case, Downtown) could petition to form a BID and vote to tax themselves with an additional assessment on commercial properties within the BID boundary.
- The City’s **occupation tax** is an existing annual tax on establishments with liquor licenses and is specifically intended to offset local costs, particularly for law enforcement. The amount of the City’s occupation tax and the procedures for distributing the revenues generated could be analyzed and modified to better support Downtown’s maintenance and policing needs. In 2015, the occupation tax generated \$393,000 in revenue. This money was used to help fund police services citywide.
- The City could expand the boundary of the **General Improvement District (GID)** to incorporate areas of Downtown that are experiencing increased economic activity. The River Subdistrict and the Campus North Subdistrict are two possible areas for GID expansion. Expanding the GID would require initiation by a petition of property owners and City Council approval.



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

Market + Economy

Principles, Policies & Action Items



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

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

Action Item:

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

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

Action Items:

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

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



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

Action Items:

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

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

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

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

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



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

Policy ME 1d: Retail Mix. Sustain existing local retail businesses, encourage new local retail, and strategically recruit regional and national retail to maintain a healthy mix of Downtown shopping options.

Action Items:

ME 1d (1): Encourage the development of small-format retail spaces in infill and redevelopment projects to provide opportunities for unique shopping options, creative studio/gallery spaces and other small-scale retail uses.

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

ME 1d (3): Support the retention and recruitment of retailers and development projects that have a high potential impact on sales tax generation, specifically focused on increasing the amount of retail sales generated within the Downtown area.



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

Action Items:

- ME 1e (1): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed use buildings or that could be prime employment sites. Identify and address barriers to redevelopment of these sites.
- ME 1e (2): Examine fee structures for redevelopment (permits, capital expansion, street oversizing, planning, etc.) to encourage the development of mixed-use buildings with smaller, more affordable units. Ensure that fee structures reflect the unique context of Downtown development.
- ME 1e (3): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.



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

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

Action Items:

- ME 1f (1): Support creation of housing at higher densities in key Downtown areas (for example, the Mason corridor).
- ME 1f (2): Support reform of the construction defects claim legislation to encourage development of for-sale condominiums.
- ME 1f (3): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown.
- ME 1f (4): Public-private partnerships should be used to achieve key community objectives, including parking, sustainable design and affordability.
- ME 1f (5): Inventory and monitor the types and prices of housing Downtown; analyze the affordability of existing Downtown housing.

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

Action Item:

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

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

Action Items:

- ME 1h (1): Anticipate potential impacts of the sharing economy (i.e., car share, short term rentals) and ensure that policies for land use, municipal regulation, and economic development are reviewed as needed.
- ME 1h (2): Identify key metrics and data sources and create a Downtown-specific economic dashboard to evaluate and monitor Downtown’s economic health.
- ME 1h (3): Update market conditions and trend analyses every five years and make appropriate adjustments to the Downtown Plan and key metrics.
- ME 1h (4): Regularly share Downtown economic information with the public, business owners, and property owners in multiple formats.



Exterior construction at Old Town Flats



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

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

Action Items:

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

ME 2b (2): Create and maintain an inventory of prioritized public improvement needs for the entire Downtown Plan area. Ensure that implementation of public improvements is distributed throughout the Downtown subdistricts as appropriate.

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

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

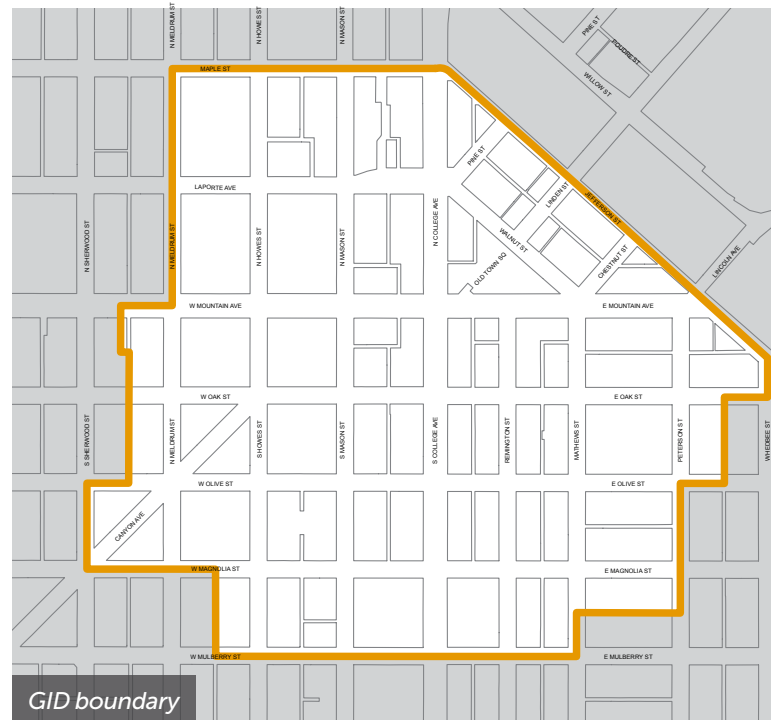


Policy ME 2a: Funding. Investigate alternative funding mechanisms to prepare for the 2031 expiration of the Downtown Development Authority (DDA)'s Tax Increment Financing (TIF) resources.

Action Items:

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

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



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

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



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

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

Action Items:

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

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

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

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

Arts + Culture



Vision

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

Overview

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

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

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

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

Current Strengths

Arts and culture are pervasive and a creative energy already pulses throughout Downtown. Numerous entities and individuals contribute to a lively and evolving scene. A short walk reveals sculptures throughout the plazas while live music can be heard over the laughter of children playing in the fountains. Around the corner an alley is adorned with murals, botanical arrangements, custom light fixtures, and pop-up art carts; painted pianos and transformer cabinet murals dot the urban landscape. The renovated Lincoln Center and brand new Fort Collins Museum of Discovery, along with other private arts and culture organizations (Museum of Art, Center for Fine Art Photography, Music District, Bas Bleu Theatre, and others) are concentrated in Downtown, the City's cultural anchor.



In the last decade, Downtown Fort Collins has seen unprecedented investment in its creative infrastructure from all sectors - local government, citizen-approved initiatives, non-profits, development authorities, charitable foundations, the private sector, and individual community members.

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

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

Downtown Has:



Approximately 30 creative businesses



23 cultural institutions



24 permanent public art pieces



46 painted transformer cabinets



12+ painted pianos



More than 1 million people visit Downtown each year, including residents and tourists. Many attend special events, such as the FoCo Music eXperiment, Taste of Fort Collins, or FortOberfest. Bohemian Nights at New West Fest is the largest festival in Downtown, attracting more than 100,000 attendees in a three- day weekend of free music. Theatre, dance, and music venues are also a big draw, including the Lincoln Center's two theaters, the Bas Bleu Theatre and a multitude of music venues. One-of-a-kind museums include the Fort Collins Museum of Discovery, Center for Fine Art Photography, Global Village Museum, Avery House, and the Fort Collins Museum of Art. Additional attractions include First Friday Gallery Walk, farmers and artisan markets, free music concerts, New Belgium Brewing's Tour de Fat parade and celebration, and, of course, brewery tours.

Key Considerations

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

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

Lessons Learned

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

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

For such an organization to be successful, it requires financial stability, political support, effective communication, and buy-in from the creative community. Previous efforts received initial support but none have had on-going sustainable funding. A modest amount of dependable ongoing funding would allow such a coordinating entity to leverage funding to achieve the goals of creative industries instead of chasing money to stay afloat.

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



This artist's concept depicts a creative ecosystem based on eight primary elements shown in yellow and orange. The elements are connected to the creative individual at the center, to one another, to the broader community showing how the network depends on other moving parts working together. The ecosystem and its creative energy are intertwined with the community, creating complex and mutually beneficial impacts shown as emanating from the network.



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Arts + Culture

Principles, Policies & Action Items



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

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

Action Items:

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

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



Policy AC 1b: Around the Clock. Recognize and support Downtown’s 24-hour creative economy.

Action Items:

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

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



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

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



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

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

Action Items:

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

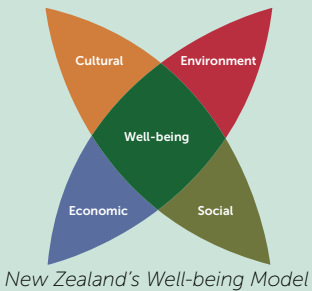
AC 1c (2): Engage artists and creatives in policy creation and decision making to leverage their creative problem-solving skills.

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

Action Item:

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

Culture is now recognized as a separate, distinct, and integral role in sustainability. UNESCO defines the cultural element of community development as “the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs.” New Zealand’s Ministry for Culture and Heritage created a well-being model that includes four components: cultural, environmental, social, and economic. To explore further, see *The Fourth Pillar of Sustainability: Culture’s Essential Role in Public Planning* by Jon Hawkes.





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

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

Action Items:

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

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

Case Study: Create Denver

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



The City will use the Carnegie Building as the central resource and physical locus for arts, culture, and innovation in our community. It will serve as the first place to go if you are a creative looking for opportunities, or someone looking to connect with creatives.

Policy AC 2b: Creative Industry Partnership. Develop an organizational structure to engage creative industries professionals, ideally administered by the Director of Creative Industries.

Action Items:

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

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

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

Action Item:

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

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

Action Items:

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

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





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

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

Action Items:

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

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

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



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

Policy AC 3b: Cultural Marketing. Promote and market the Downtown creative scene and embrace the value of the State-certified Downtown Fort Collins Creative District.

Action Items:

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

AC 3b (2): Support and promote the Creative District and its activities that attract entrepreneurs and an educated work force.



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

Action Items:

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

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



Policy AC 3d: Cultural Tax Support. Support the creation of a regional sales tax or other funding mechanisms to support and sustain arts and culture.



Case Study: Denver SCFD

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



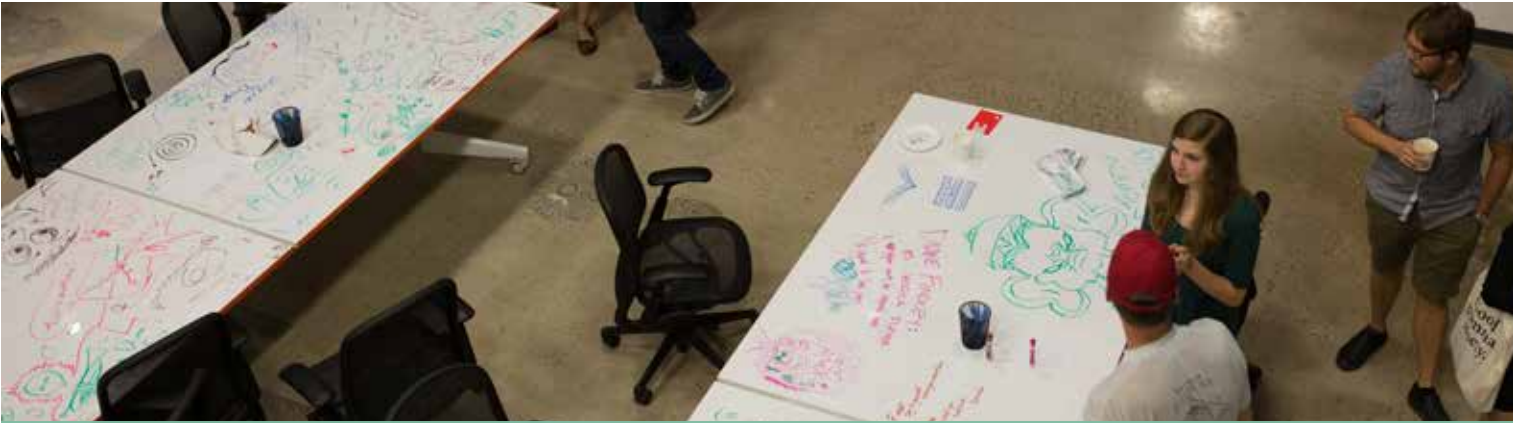
Poster art - Montezuma Alley



Busking Downtown



Bike-In-Movie at New Belgium Brewing



Principle AC 4: Sustain and improve affordability and availability of start-up, live, work and live/work spaces for creatives.

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

Action Items:

- AC 4a (1): Inventory existing spaces and buildings that could be used for affordable start-up, live and/or work space and invest in public-private partnerships to develop new affordable creative spaces.
- AC 4a (2): Support and promote existing creative spaces, both public and private, so they remain a resource for creative industries.

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

Action Items:

- AC 4b (1): Audit the Land Use Code for opportunities to encourage or incentivize arts and cultural uses.
- AC 4b (2): Explore the use of flexible funding streams for arts,cultural and creative uses.
- AC 4b (3): Provide data/information to developers and landlords on the value of retaining a mix of creatives in Downtown.



Artspace in Loveland combines a rehabilitated historic mill building with new construction to provide an affordable live/work space for creatives.



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

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

Action Items:

AC 5a (1): Inventory micro-urban space such as alleys, parking lots and other utility areas to incorporate art and develop public and/or private art programs for those spaces.

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



See Urban Design Convertible Streets: Page 46



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

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

Action Items:

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

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

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

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

Action Item:

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

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

Action Items:

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

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





Energy + Environment



Vision

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

Overview

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



Fort Collins recently adopted some of the most ambitious municipal goals for reduced greenhouse gas emissions in the United States. By 2020, the City aims to reduce the emissions of greenhouse gases to 20% below 2005 levels. By 2030, that reduction increases to 80% below 2005 emission levels, with the ultimate goal of becoming a "carbon neutral," or zero-emission, City by 2050. Because Downtown is a hub for business and innovation, this area is uniquely positioned to lead the way by pursuing and showcasing strategies that support goals related to energy efficiency, technological advances, renewable energy production, waste management, air quality and environmental health. For example, given the density of buildings Downtown, it makes more sense to test smart grid, combined heat and power, and district energy strategies in this area. New buildings should be built to last from durable materials and to be adaptable for new uses in the future, while existing buildings and infrastructure should be valued for their embodied energy and flexibility.



Downtown is the most loved, and therefore most used, area of Fort Collins, which means it is essential that all residents, employees and visitors can easily access natural spaces. As development and redevelopment continue to intensify and "fill in the gaps" throughout Downtown, creating and preserving spaces that offer a respite from the hustle and bustle of urban life will become increasingly important.



Similarly, improvements to infrastructure for water and wastewater service and stormwater management must also match the pace of growth and development in the Downtown area. Many existing pipes and facilities are outdated, in poor condition or undersized to adequately serve Downtown and the surrounding neighborhoods into the future. In addition, floodplain areas along the Poudre River and throughout Downtown constrain the amount and intensity of development that can occur. Careful planning and investment in infrastructure upgrades are crucial to the continued vibrancy and success of the Downtown area.



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



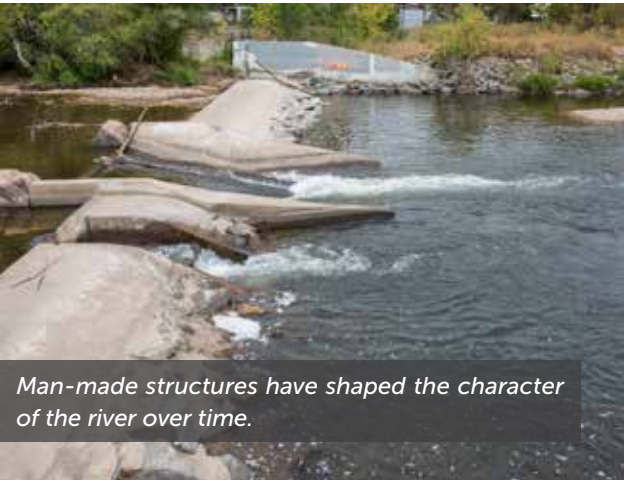
Poudre River Corridor

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

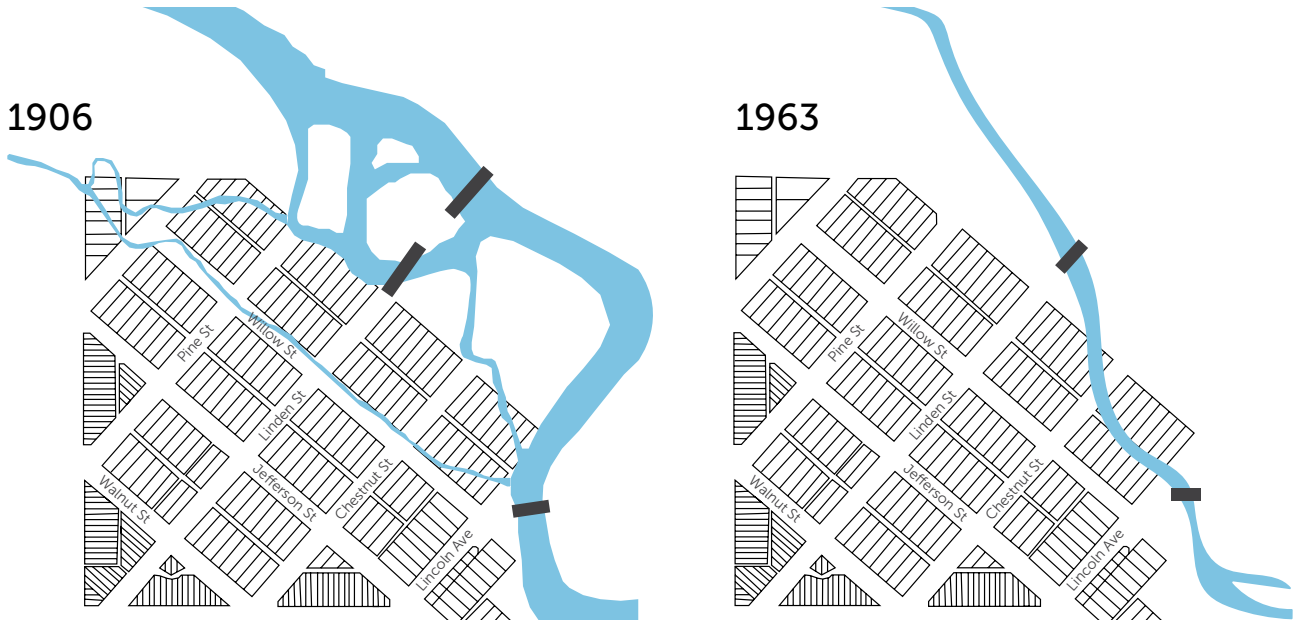
The ecology and beauty of the river should be not only protected, but also enhanced, as Downtown development and recreational activity continues to increase. Adequate water levels, as well as natural fluctuations in water flow throughout the year, are essential to both the aesthetic and ecological functions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

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

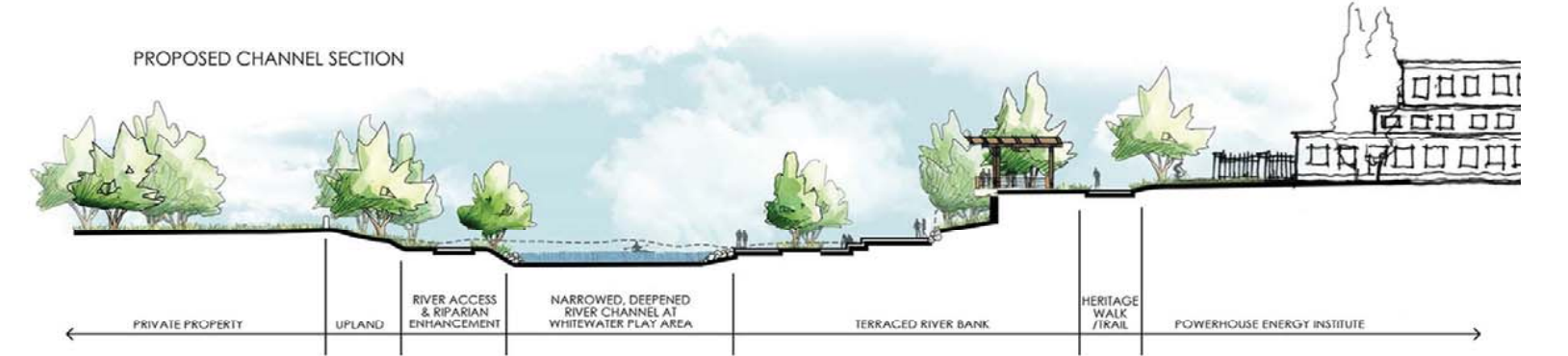
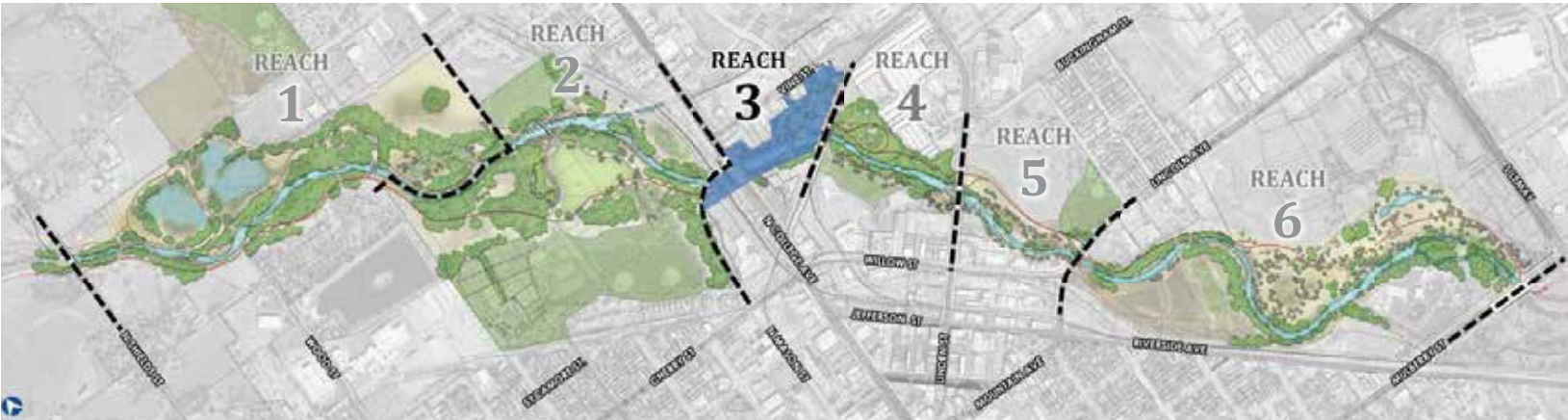
As Fort Collins grows, the City should protect the assets that make Downtown desirable. A healthy river corridor, access to parks and natural areas within the urban setting, and scenic views are all important facets of the Downtown experience. An easily accessible river corridor offers a respite from the excitement and pace of the urban core, which in turn yields physical, mental and emotional health benefits for residents and visitors. However, recreational access on and along the river, as well as new urban development near the river, should remain secondary to the protection of the river’s important ecological functions.



Change Over Time



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



Climate Resiliency & Innovation

Downtown is ideally positioned to test and demonstrate advanced strategies for protecting natural resources and reducing harmful emissions. In fact, with more ClimateWise business partners, solar arrays and electric vehicle charging stations than any other area of the city, Downtown is already leading the way in embracing new technologies and sustainability strategies.

Projects and programs that support the community's climate action goals should be recognized and visibly showcased to celebrate innovation. The City of Fort Collins should set an example for environmental stewardship and reducing greenhouse gas emissions, including testing energy efficiency approaches, clean energy technologies, and funding models that could be applicable to the private sector. Colorado State University will continue to serve as a leader in research and testing and is a critical partner for the City.

Improvements in energy efficiency, particularly for existing buildings, could advance the community's greenhouse gas reduction goals more than any other strategy. In the Downtown area, numerous commercial and residential buildings could both reduce their energy costs and greenhouse gas emissions by retrofitting windows and doors, improving insulation and managing energy use more strategically. Climate action strategies should also reflect the value of the embodied energy of existing buildings that are adaptively reused in comparison to the environmental costs of new construction. Energy efficiency upgrades and renewable energy options should be accessible and affordable to all businesses, property owners and tenants.

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

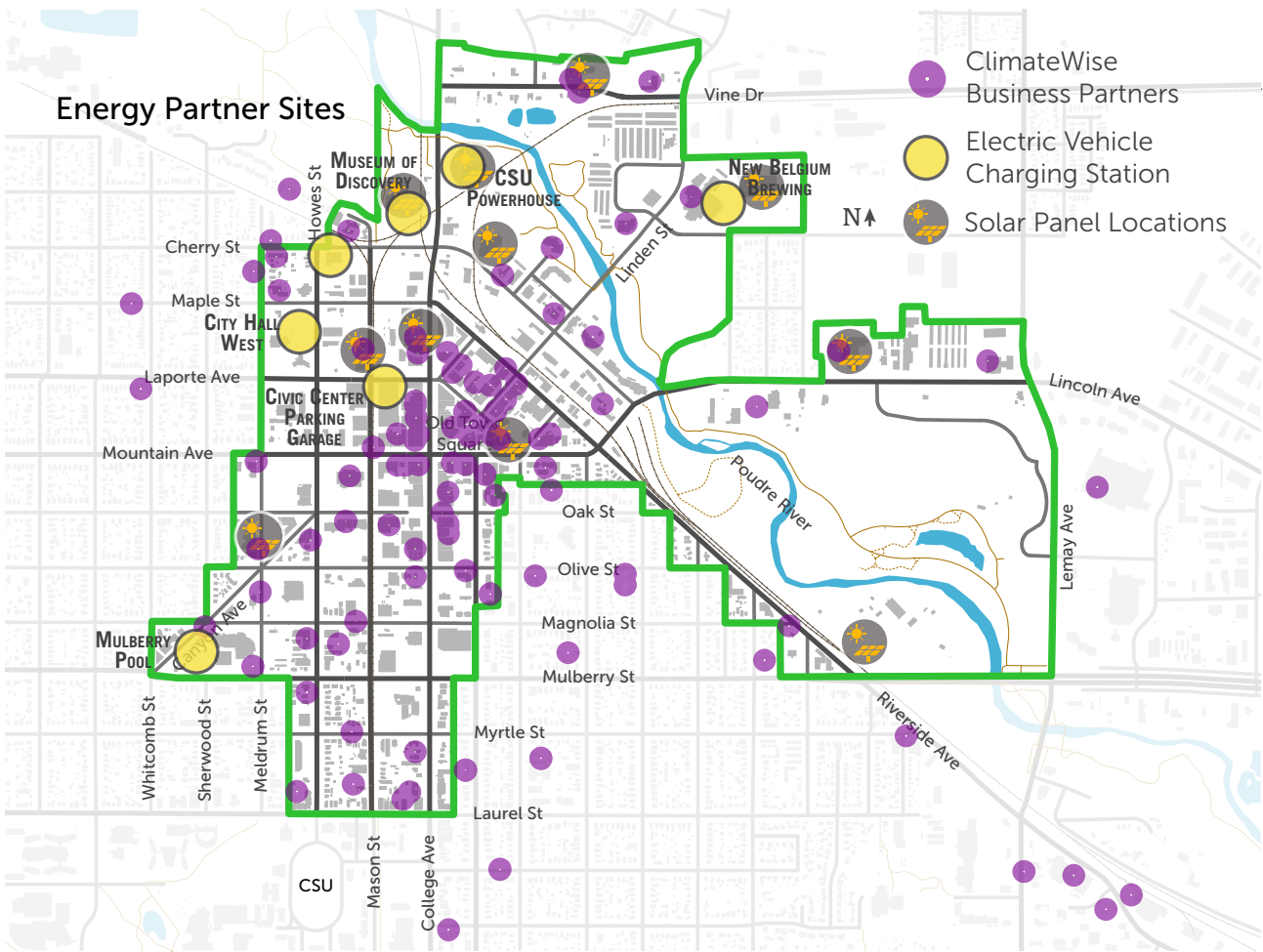
areas; the clean energy potential of a property can be maximized through site planning and building design; solar production, solar heating, and passive solar strategies can be incorporated into new buildings; new technologies can be tested and evaluated on civic buildings; and the community can pursue new shared renewable energy production programs like community solar gardens and district-scale geoexchange projects.

In support of the City's climate action and green building priorities, new buildings should be designed or retrofitted to maximize energy efficiency, minimize water use and waste generation, minimize waste products and utilize sustainable construction materials. Food production, composting, water treatment and conservation, waste to energy conversion, and other restorative or regenerative features should

be considered on development sites, as should infrastructure to support alternative vehicles, fuels and modes of transportation. As new technologies become more accessible and affordable, many green building techniques will become more cost effective for developers. However, trade offs between short- and long-term costs and benefits should be acknowledged.

An excellent level of environmental quality, both outdoors and in buildings, is essential to public health and highly valued by the Fort Collins community. Outdoor air pollution significantly impacts sensitive populations and indoor air pollution is considered one of the top five environmental risks to public health by the Environmental Protection Agency. These and other health concerns need to be considered as new development occurs and existing properties redevelop.

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




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



Nature in the City


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

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



2,890

Publicly maintained trees Downtown



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

Benefits of a Single Tree

\$1.41 net CO ₂ reduction
\$3.62 net energy savings
\$0.60 net air quality benefits
\$13.04 stormwater runoff reduction
\$51.59 aesthetics + property value
\$70.26 total

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



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



Urban Agriculture: Beyond producing food for local residents and restaurants, urban agriculture also offers ecological benefits. Agricultural spaces, particularly those with a variety of edible plantings, support important habitat for bees, butterflies and other pollinators.



Opportunities for Nature - Downtown

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

Natural Areas

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

Natural-Urban Interface

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

Neighborhood Transition Areas

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

Civic Areas and Parks

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

Commercial Core Areas

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

Utility Infrastructure

Utility infrastructure is a critical, but often forgotten, factor in Downtown’s vitality. Fort Collins has a long and storied history of flooding along the Poudre River and other stream corridors. In 2013, the Colorado Front Range experienced one of its most extreme rainfall and flood events in recorded history. It was the largest flood occurrence on the Poudre River since 1930.

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

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

Fort Collins: Be Flood Ready

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



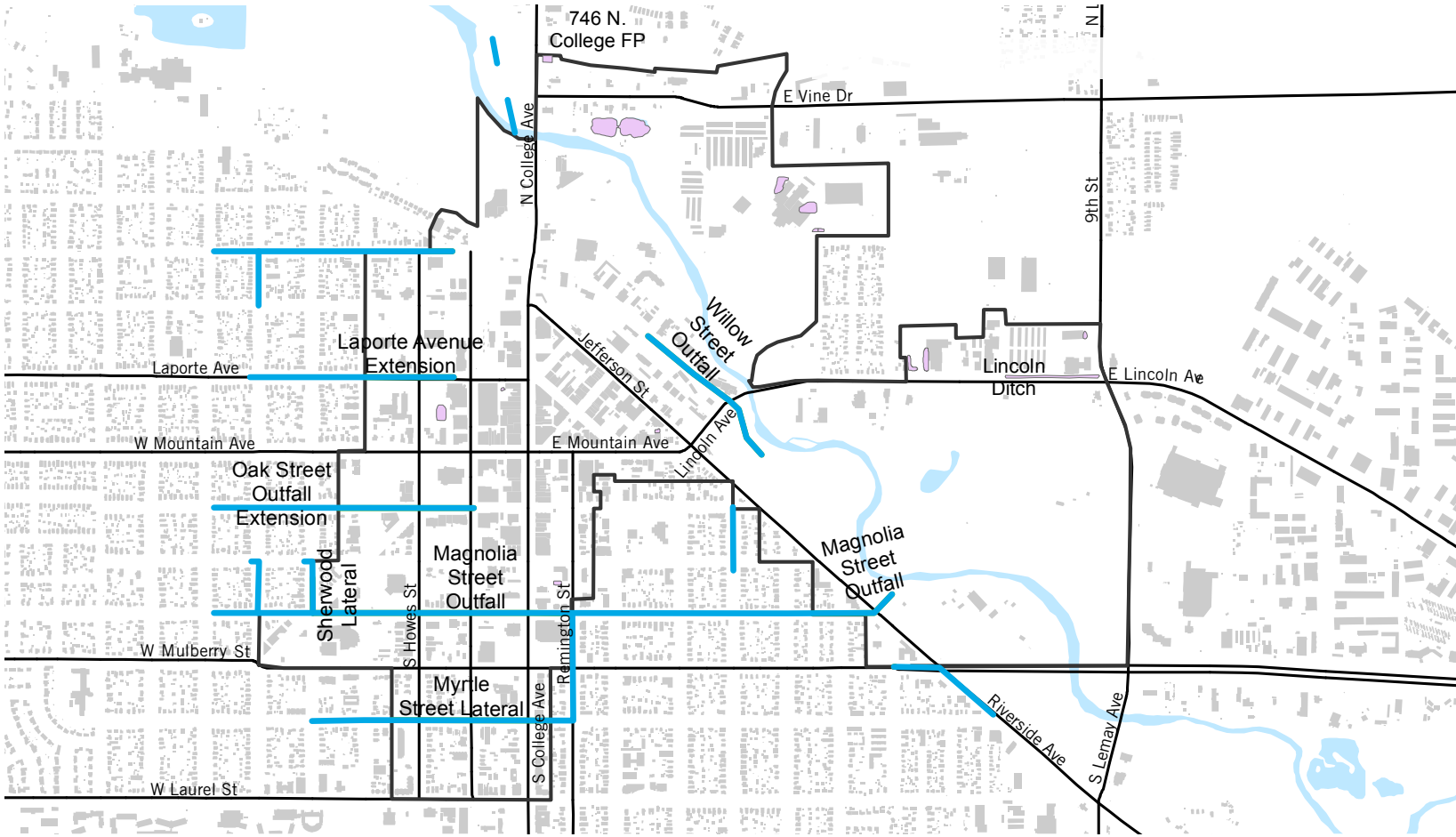
Ongoing repairs and upgrades to water, wastewater and stormwater infrastructure will be critical to Downtown’s vibrancy and success long into the future.

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

Fort Collins Utilities has prioritized upgrades and infrastructure replacement for the Downtown area, and adequate staffing and financial resources will be necessary to maintain and upgrade these facilities at a fast pace. However, this challenge also presents a major opportunity. As trenches are dug and pipes are replaced, the City has a chance to test and implement related projects that align with other community

goals. For example, there may be opportunities to include broadband infrastructure, pilot new smart grid technologies and wireless communication systems, incorporate solar and geothermal energy production, create enhanced streetscapes, incorporate water quality features, or support Nature in the City goals within (or underneath) Downtown’s roadways.

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



Planned Stormwater Projects

Floodplains

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



Floodplain Regulations

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

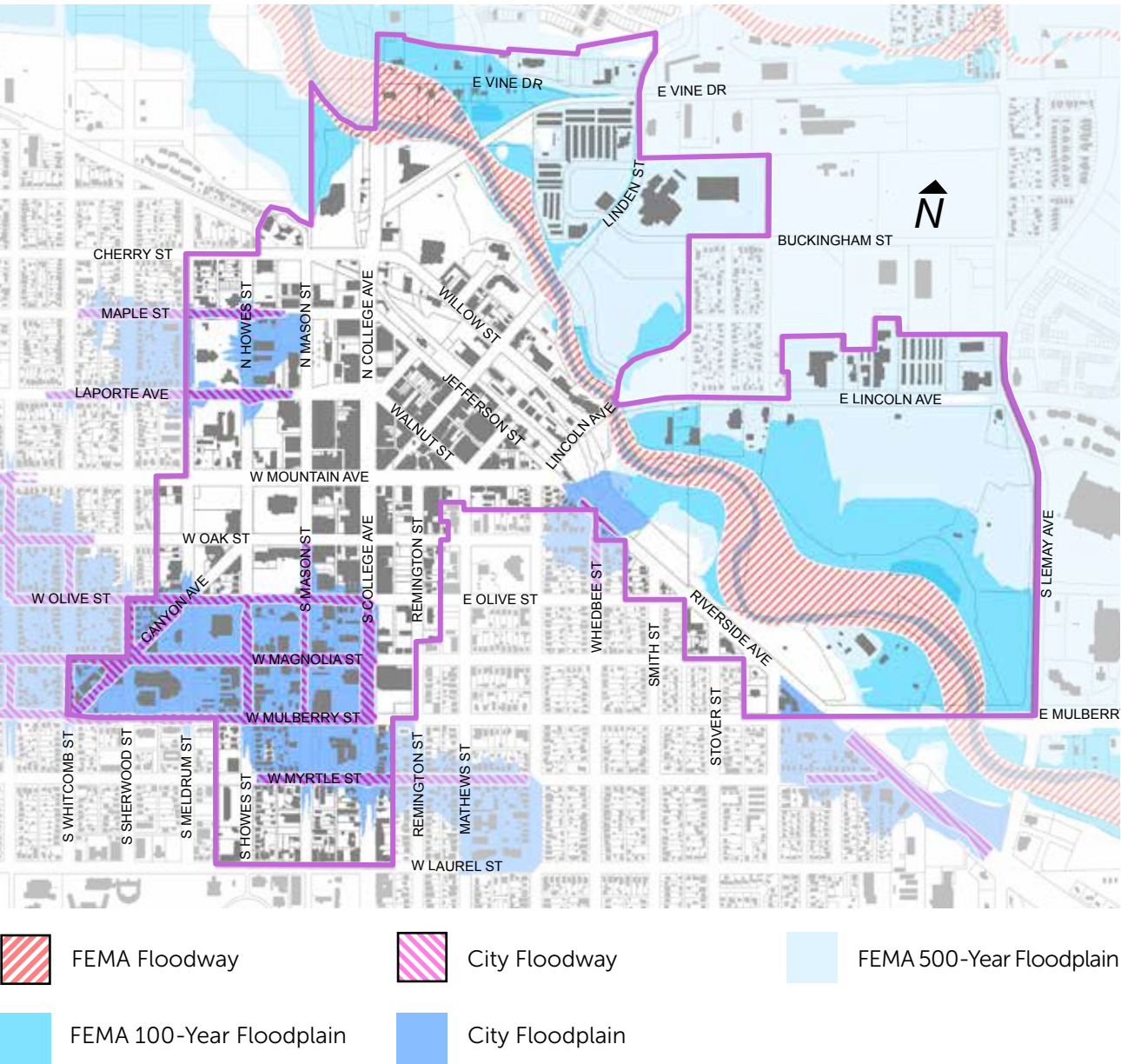
Poudre River Floodplain Regulations

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

Old Town Floodplain Regulations

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

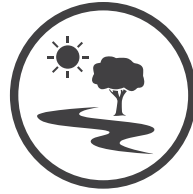
Overlay of Floodplain + Floodway



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

Energy + Environment

Principles, Policies & Action Items



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

Policy EE 1a: Poudre River Resource Protection.

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

Action Items:

EE 1a (1): Evaluate the impacts of water supply storage and delivery projects on the aesthetics, ecological functions and natural character of the river.

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



The Poudre River corridor is one of the "crown jewels" of Fort Collins.



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

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



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

Action Items:

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

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

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

Action Item:

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

Policy EE 1d: Brownfield Sites. Support the identification and remediation of potentially contaminated brownfield sites along the Poudre River corridor.

Action Item:

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





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

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



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

Action Items:

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

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

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

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

Fort ZED is a collaborative partnership between the City of Fort Collins, Colorado State University and the Colorado Clean Energy Cluster that seeks to advance new ideas and accelerate solutions to challenging energy problems. The Downtown area can build on the FortZED initiative by pursuing Department of Energy and other research funding opportunities to support CSU and private industry in developing, testing and deploying new solutions into the market. Downtown is an ideal living laboratory because of its compactness and visibility for the community.



LED light fixture

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

Action Items:

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



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

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



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

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

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

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

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

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

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

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

EE 2b (9): Engage innovative groups, such as the “Places of Invention Innovators’ Network,” in conversations about ways to encourage innovation, reduce risks, showcase local technologies and pilot university research.

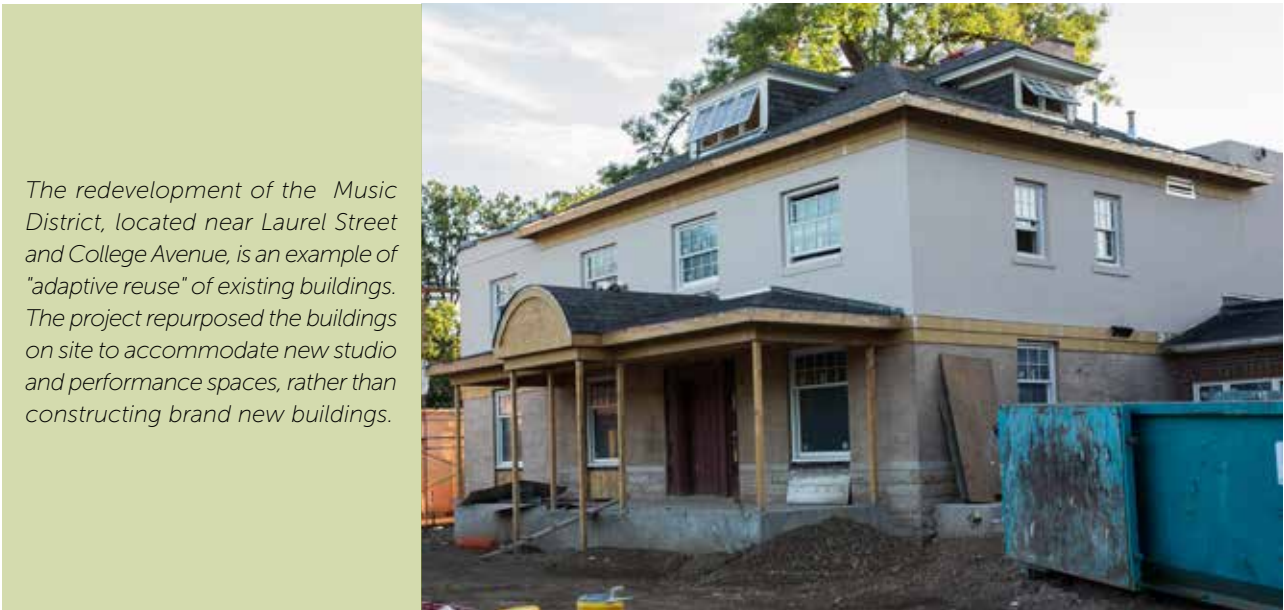


For more guidance related to walking, bicycling and other transportation options that reduce air pollution and support environmental quality, see *Transportation & Parking Principle TP 1* on page 84.

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

Action Items:

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



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

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

Action Items:

- EE 2d (1): Support green building projects that exceed minimum code requirements through incentives, rebates, technical assistance and other initiatives. Work with developers, lenders and property owners to overcome the perception that green building practices cost more than traditional building techniques.
- EE 2d (2): Promote green building practices that support community goals when providing public financing for new development or redevelopment projects (e.g., LEED, Energy Star, Living Building Challenge, WELL Building and Net Zero Energy Building strategies).
- EE 2d (3): Encourage developers and property owners to utilize the City’s Integrated Design Assistance Program. Provide technical assistance and education on the benefits and business case for green building practices. Emphasize green building practices for both existing and new buildings that improve long-term affordability and financial returns for property owners and tenants.
- EE 2d (4): Incentivize or require new construction from materials that are sustainable and built to last. Design buildings in a way that provides flexibility for future use and reuse.

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

Action Items:

- EE 2e (1): Acknowledge the environmental benefits, including embodied energy, of existing buildings and incentivize property owners and developers to reuse or partially reuse existing buildings prior to considering redevelopment. Avoid the environmental costs of demolition and new construction whenever possible.
- EE 2e (2): Update and implement requirements for waste reduction plans as part of the development review process for demolition and redevelopment projects to ensure that both construction and operations waste are minimized and valuable materials are recovered for reuse.
- EE 2e (3): Consider the environmental and economic potential of a mandated deconstruction and salvage program for buildings constructed prior to a certain date to encourage recycling and reuse of materials.



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

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

Action Items:

EE 2f (1): Strongly encourage best practices to detect, prevent and mitigate indoor air pollutants such as carbon monoxide, volatile organic compounds, radon and particle pollution for redevelopment projects that utilize existing buildings. Encourage best practice maintenance of heating, ventilation and air conditioning (HVAC) systems to maintain healthy indoor environmental quality. Encourage the design, construction and operation of buildings that meet WELL Building standards or similar measures of superior indoor environments.

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



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

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

EE 2f (4): Establish integrated pest management practices to reduce pesticide use and runoff and improve environmental health throughout Downtown.

Policy EE 2g: Electric Vehicles. Provide infrastructure and policy support for electric vehicles in the Downtown area.

Action Items:

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

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

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

EE 2g (4): Explore opportunities for block or district-scale electric vehicle (EV) programs.

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

EE 2g (6): Identify partnership opportunities for providing real-time EV charging station availability information.

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



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



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

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

Action Items:

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

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

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

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

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

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

Action Items:

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

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

Policy EE 3c: Night Sky Protection. Reduce the impact of Downtown lighting on dark night skies, human health and wildlife habitat.

Action Items:

EE 3c (1): Incorporate best lighting practices and dimming capabilities into street, pedestrian and building lighting. Select lighting sources with appropriate intensity, color output, color rendering, and lighting distribution designed to support public safety, reduce glare, reduce light trespass and skyglow, and minimize health impacts (such as the impact of blue wavelength light on circadian rhythms).

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

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

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

Policy EE 3d: Edible Landscapes. Incorporate edible gardening on vacant sites and shared community spaces to increase food access and provide education on urban agriculture, where appropriate.

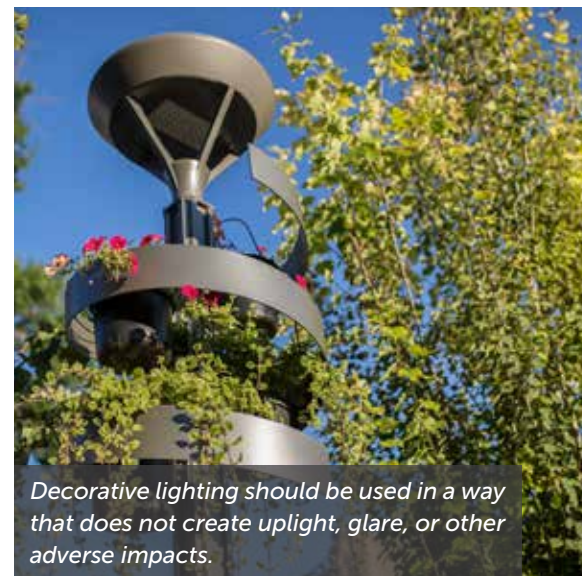
Action Items:

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

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



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



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



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



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

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

Action Items:

EE 4a (1): Encourage cooperative approaches to sustainability innovations, such as renewable energy production and smart grid technologies, to pilot and test new methods and distribute financial risk among various departments, agencies and parties, especially as it relates to achieving the community's climate action goals. Create an interdepartmental group that brings together all departments involved in construction to identify partnership opportunities, improve coordination and reduce barriers to implementing forward-thinking approaches to utility service.

EE 4a (2): Determine feasibility and reduce barriers for implementing new sustainability approaches and technologies within the right-of-way (e.g., geothermal, solar, low-impact development, broadband internet, streetscape enrichment, Nature in the City, bike and pedestrian improvements).

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

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

Policy EE 4b: Stormwater Management. Enhance Downtown's capacity to manage and respond to rain, snow and flood events.

Action Items:

EE 4b (1): Continue to require and encourage best practices for Low-Impact Development (LID) as part of all new development to reduce the amount of runoff and improve stormwater quality.

EE 4b (2): Coordinate implementation of the projects detailed for the Old Town Drainage Basin in the Stormwater Master Plan with other public and private development and improvement efforts. Major capital projects planned to remove structures from the floodplain and mitigate potential flood risks in the Downtown area include the Downtown River District (Jefferson/Pine) and Magnolia Outfall.

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

Action Items:

- EE 4c (1): Continue to require new development and redevelopment be protected from flood damage by complying with floodplain regulations in Chapter 10 of the Municipal Code.
- EE 4c (2): Further integrate floodplain regulations into the planning process to create a more informed public and more disaster-resistant community.
- EE 4c (3): Continue to work with stakeholders to educate the community on flood safety and property protection techniques.



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

Action Items:

- EE 4d (1): Prioritize improvements and determine a realistic timeline for upgrades and replacement of water and wastewater infrastructure throughout Downtown.
- EE 4d (2): Determine an equitable financing mechanism for upgrading smaller, deteriorated public water and sewer lines.
- EE 4d (3): Ensure that infrastructure is sized to allow for planned or future development and adequately accounts for potential impacts to the water and wastewater system.



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

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

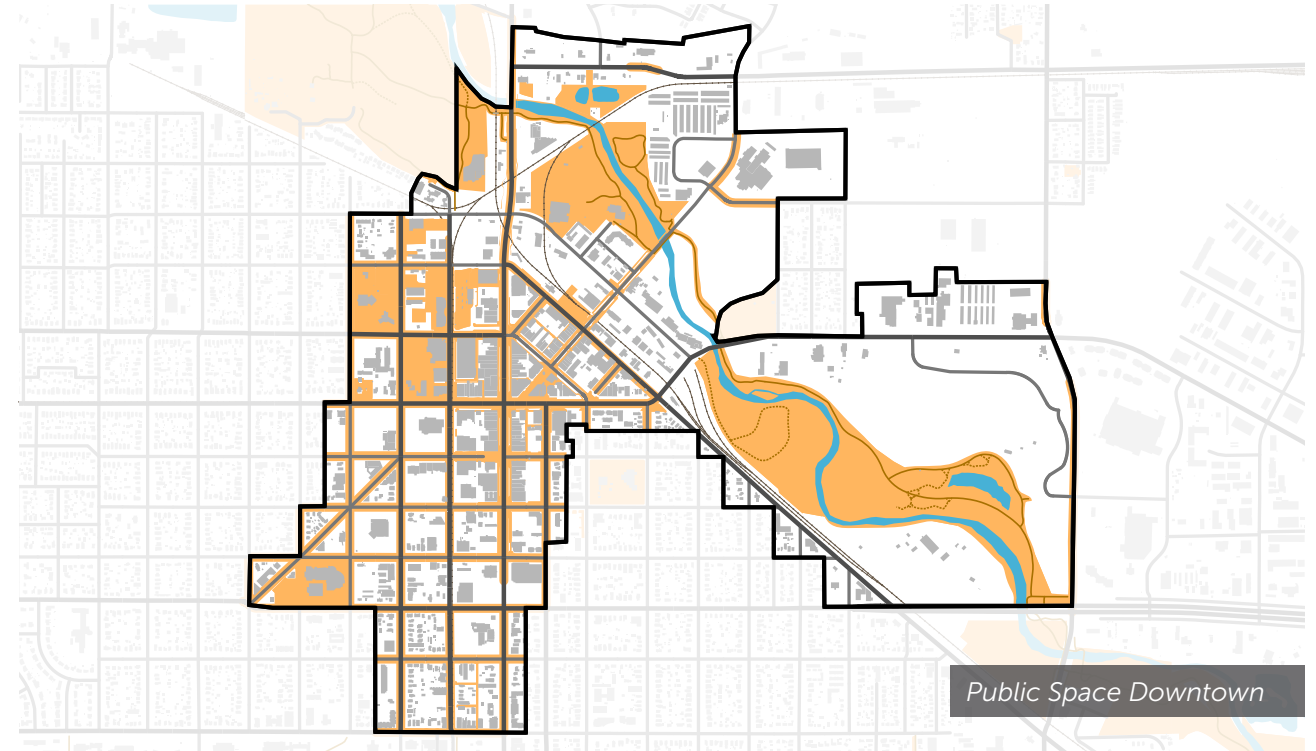
Action Items:

- EE 4e (1): Encourage use of the [Net Zero Water Planning Toolkit](#) by property owners and developers to evaluate water footprints for properties, identify opportunities to reduce water demand and help property owners save on utility costs.
- EE 4e (2): Encourage public and private landscaping that utilizes xeric and wildlife-friendly plant species and management techniques. Continue to provide resources and technical assistance to property owners and developers.



Repair of and outfall into the Poudre River

Management + Maintenance



Vision

Downtown will be safe, clean and inviting for walking, where people of all ages and backgrounds can feel welcome and comfortable. Management, policing, and maintenance of public space will be highly responsive, detail-oriented and innovative in support of commerce, socializing, community gatherings, civic participation and Downtown living. Nightlife remains a key aspect of Downtown's vitality, and its special needs and impacts will be recognized and addressed with responsible, collaborative efforts in the interest of safety and quality of life for the community. Mutual understanding and relationships will continue to develop among all providers of services and affected interests as a key to managing overlapping and sometimes competing interests in the spectrum of 24-hour activities.

Overview

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

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

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

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

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

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


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

Prominent Management and Maintenance Efforts


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



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




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




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




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



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



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

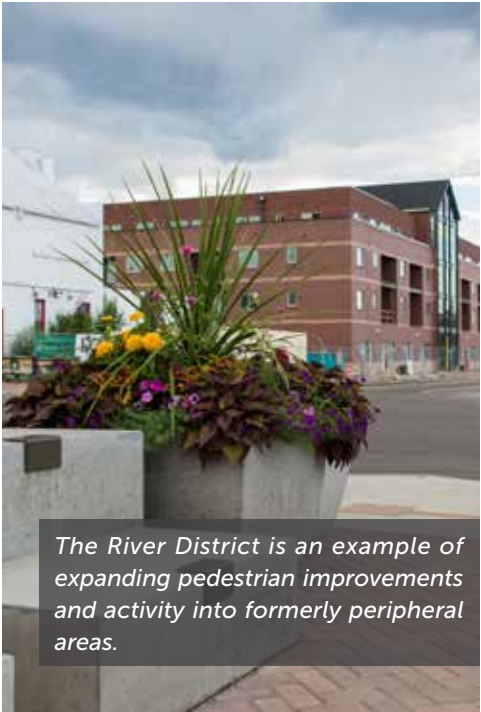


Key Considerations

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

Keeping Up With Growth

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



The River District is an example of expanding pedestrian improvements and activity into formerly peripheral areas.

Downtown Expansion and Growing Needs

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

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

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

Parks Department

Downtown Management Area

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

Future improvements outside the Historic Core should be formulated to:

- 1. Cultivate a unique identity in each character subdistrict.
- 2. Include additional dedicated sources of funding for their operations and maintenance needs. The emphasis of investment in different character subdistricts will vary, with different degrees of maintenance and collaboration among different entities.

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

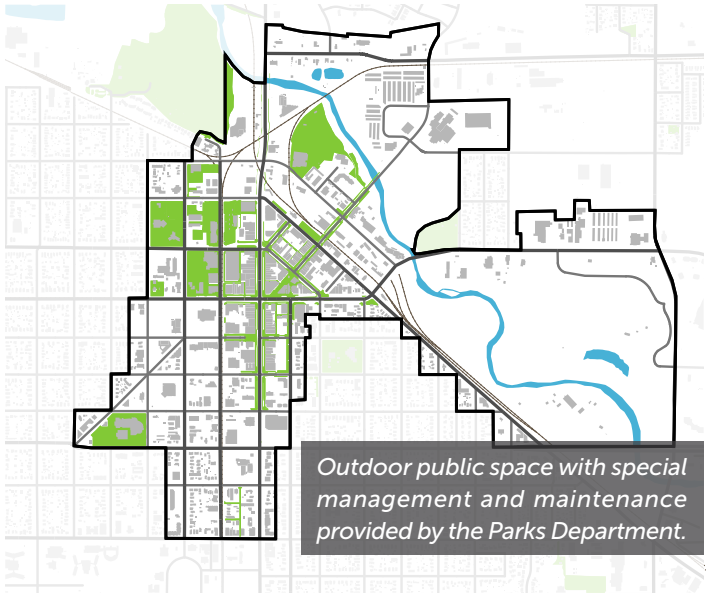
Other City departments, the DDA, and the Downtown General Improvement District (GID) contribute specific services and funding that augment Parks’ lead role. Relationships are well established with close coordination among all stakeholders and customers of Parks’ services.



Larger Parks Maintenance Shop Needed

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

The City’s Operations Services Department is responsible for providing City facilities. Planning for a new Downtown Parks Maintenance shop is underway as part of overall facilities master planning. This shop facility should be a near-term priority in budget decisions. This is especially important if multiple budget cycles are needed to establish a new facility.



Police Department

District One Substation

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



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

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

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

- Ensuring a highly visible presence and convenient access, such as a storefront orientation in an area of high pedestrian activity.
- Finding a location east of the railroad tracks, closer to the energy and entertainment activity in the Historic Core Subdistrict.
- Meeting officers’ need for contiguous vehicle parking, which is difficult to provide in the Historic Core Subdistrict.
- Utilizing prime commercial real estate and street parking in the Historic Core Subdistrict for a substation rather than uses like shopping, dining, and entertainment, is not ideal.



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

Illegal and Disruptive Behavior Concerns

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

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

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

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

Other key messages include:

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

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

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

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

Summary

Disruptive Issues Downtown

This Plan mainly explains ongoing efforts regarding:

- The Community Policing approach and philosophy of District One law enforcement officers.
- Mutual understanding and language about illegal behavior as compared to unwanted but legal behavior.

On Homelessness in Fort Collins

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

Issues to Balance		
The legal right for all to be in public space	and	Actual and perceived effects of a highly visible presence of transient individuals on merchants and residents
Compassionate services for those in need	and	Policing for a sense of safety and order
Members of the community needing help and seeking services and housing	and	Individuals not interested in services, housing, or respect for the community and engaging in criminal, or disruptive behaviors
Outreach and education regarding unwanted, but legal, behavior	and	Enforcement regarding unlawful behavior



Community policing increasingly involves daily interactions on disruptive behavior and needs of homeless individuals.

Management + Maintenance



Principles, Policies & Action Items



Principle MM 1: Manage Downtown’s public space to maintain walkability for pedestrians. Inviting people to walk around Downtown with ease and comfort is the primary function of Downtown’s sidewalks; various amenities in the sidewalk right-of-way add crucial vitality and enhance the experience but need careful management.

Policy MM 1a: Encroachments into the Sidewalk Right-of-Way. Revisit the 7-foot minimum sidewalk clearance requirement to recognize other factors that affect ease of movement in specific contexts.

Action Items:

- MM 1a (1): Review and update guideline brochure for café railings in the sidewalk right-of-way.
- MM 1a (2): Bring encroachment requests to interested departments for comment, e.g. Planning and FC Moves.

Policy MM 1b: Communication and Cooperative Management. Maintain understanding and cooperation between City staff and private property owners and managers on ease of pedestrian movement where privately owned items in the sidewalk right-of-way create pinch points and accessibility issues.

Action Item:

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



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

Action Item:

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



Example of existing wayfinding

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



1. Smartphones
268

4. Pedestrian info map
220

7. Pedestrian business directory
134



2. Avoid sign clutter
263

5. Banner system
167

8. Design/art theme sign style
99



3. Historic sign style
252

6. Use utility boxes/sidewalks
147

9. Gateway features
86

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



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

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

Action Items:

- MM 2a (1): Convene organizations as needed to understand and confront problematic public behavior and promote responsible enjoyment of Downtown’s public space.
- MM 2a (2): Continue to seek and support initiatives, programs and staffing to build proactive relationships and understanding regarding related issues, and assist in reducing conflicts in public space related to disruptive behavior (see also Policy MM 3b).
- MM2a (3): Evaluate local efforts and best practices from other cities (e.g., Street Outreach Team, Give Real Change campaign, Homeward 2020, Ambassador/Host Program) to inform the ongoing solutions in Fort Collins.
- MM 2a (4): Identify opportunities to increase recreational use of parks and natural areas where concentrations of illegal activity and encampments are a problem, to provide higher visibility and make spaces more family-friendly (e.g., disc golf course in Gustav Swanson Natural Area).



Policy MM 2b: Community Policing. Maintain the District One Police substation and continue support and development of Community Policing practices tailored to Downtown’s daily and seasonal cycles to keep abreast of growth and dynamic needs.

Policy MM 2c: New Police District 1 Substation Location. Identify a stable, highly functional location for effective Community Policing operations tailored to Downtown’s unique needs.

Action Item:

- MM 2c (1) Continue open exploration of issues and possible new locations for a D1 Substation, with collaboration among affected City departments and other key interests.



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

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

Action Items:

- MM 3a (1): Publish and share frequent, coordinated information about efforts to address homelessness-related issues.
- MM 3a (2): Continue to support evolving efforts by all service providers.

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

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

Action Item:

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



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

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

Action Items:

- MM 4a (1): Convene all funding sources to evaluate current and future budgetary issues, considering likely expansion of services (e.g., Campus North, Canyon, Lincoln, Innovation Subdistrict, and qualitative enhancements).
- MM 4a (2): Prepare a report for City Council and others summarizing key budget forecast issues to inform biennial budgets and the programming of new improvement projects.

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

Action Items:

- MM 4b (1): Articulate long-term space needs for all Parks functions and any related opportunities (e.g., composting, recycling).
- MM 4b (2): Revisit and confirm preliminary findings of suitability of Streets Facility property for current and future space and operational needs.
- MM 4b (3): Identify and pursue an appropriate budgeting strategy.



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

Action Item:

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



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

Action Item:

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

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

Action Items:

- MM 4e (1): Research and share information about urban solutions for enclosures to accommodate waste, recycling, cooking oil, composting and linen bins while maintaining aesthetic quality. Support coordination among property owners to reduce the number of enclosures and receptacles.
- MM 4e (2): Work with haulers to explore cleaning, maintenance and litter clean-up as part of their service for enclosures.
- MM 4e (3): Provide educational information and signage regarding waste reduction, waste management and recycling.
- MM 4e (4): Work with individual property owners to reduce waste, coordinate with neighbors on waste collection and utilize best practices for waste management.
- MM 4e (5): Explore reducing the frequency of large waste vehicles Downtown by identifying opportunities for shared resources, coordinated collection schedules, single-provider contracts, bicycle-based recycling and food waste collection, and other actions.
- MM 4e (6): Explore options and technology for year-round drinking fountains to reduce beverage container waste.



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

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

Action Item:

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

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

Action Item:

MM 5b (1): Convene all interests to evaluate suitability of available venues for relevant event categories. Consider the value of a consultant study to aid the evaluation.



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

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

Action Item:

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

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

Action Items:

MM 6b (1): Conduct conceptual BID reconnaissance effort with potentially interested property owners, and explore potential functions and boundaries.

MM 6b (2): If a base of initial support emerges, explore a public deliberation process to discuss BID concepts and potential suitability for Downtown or parts of Downtown.



Section 3:

Downtown Subdistricts

Introduction

Downtown encompasses much more than the memorable “Old Town” core, with differing areas of varied and complex character. For example, the part of Downtown directly north of Colorado State University has a much different character and function than the area north of the river along Vine Drive, yet both function within the sphere of Downtown.

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

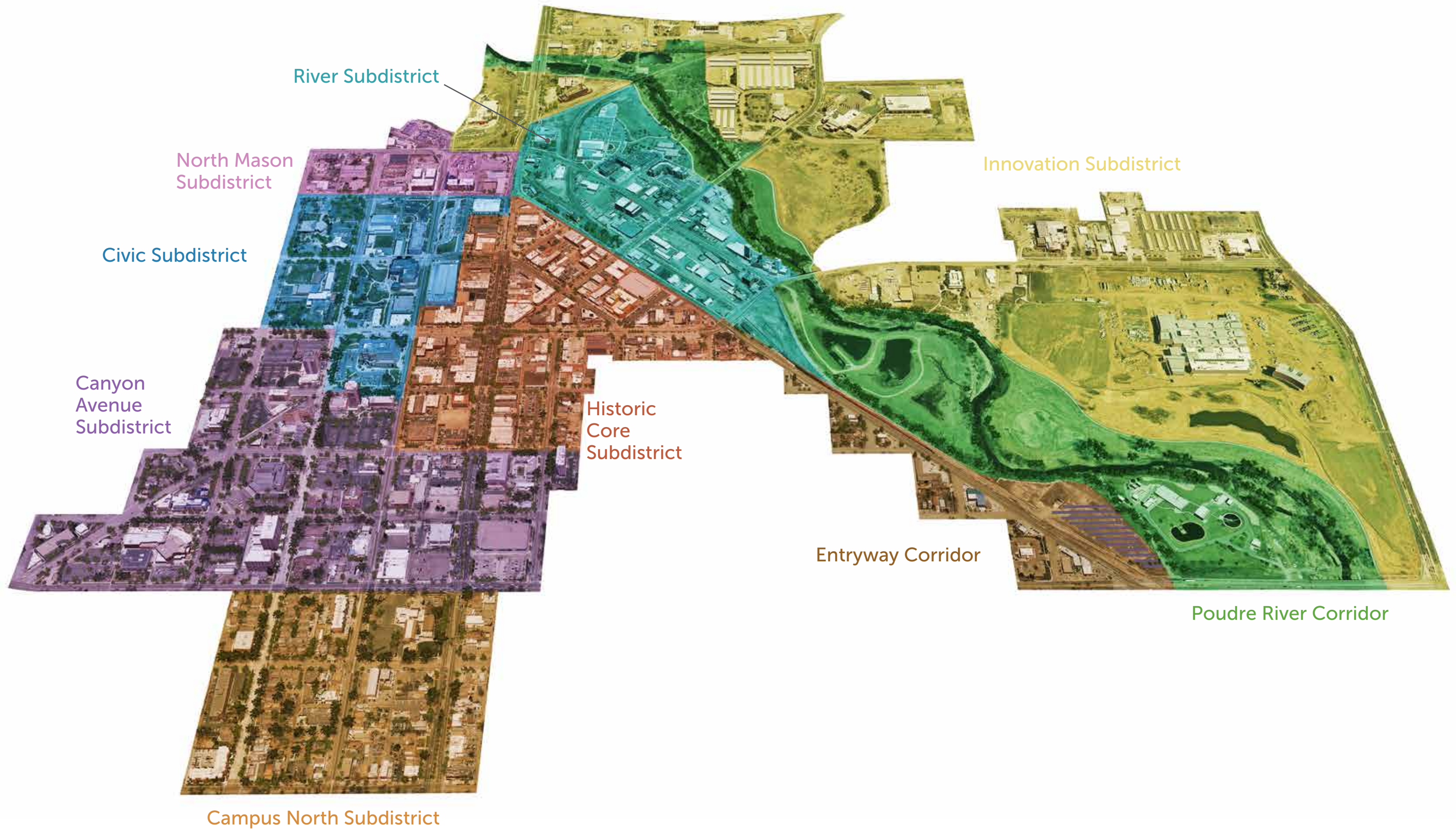
Downtown Subdistricts:

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

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

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

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





Innovation Subdistrict

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

Existing Character

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

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

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

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

Prominent examples include:

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

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

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

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

Future Character

The term ‘innovation district’ generally refers to a cluster of incubator, research, startup, educational, and creative uses along with cultural and recreational assets in a walkable, bikeable setting connected with collaborative spaces and technology. The area’s redevelopment along these lines will continue, building on momentum established by the special, creative enterprises and attractions that have emerged in the area. Underlying and supporting the physical location is the authenticity and vibrancy of the rest of Downtown.

The area contains a number of potential opportunity sites for further redevelopment. The Poudre River Whitewater Park will be developed per the 2014 *Downtown River Master Plan*, adding a unique attraction in an area currently occupied by outdated buildings in the Poudre River high-risk floodway along the south side of Vine Drive.

Vine Drive in the area is a unique, unusual stretch of ‘Minor Arterial’ street in the City’s classification system because of shortness of the street segment, presence of the high-risk floodway, and concepts for redevelopment to be unique to the area. As redevelopment projects continue to trigger improvements to Vine Drive, a special alternative street design cross section will be developed and implemented. For example, curb, gutter, sidewalk, bike lanes and street parking will complement the river park and facilitate redevelopment consistent with the Subdistrict’s character.



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

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



Artist's concept for the new Lincoln Avenue bridge, highlighting the river and strengthening the connection to the rest of Downtown.

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

The street is under construction in 2017 and will complement the private investment which has spurred revitalization in the area. As the centerpiece of the area, the street will reflect local values in many ways:

- Make the area an integral extension of Downtown
- Create a unique identity
- Enhance the Buckingham neighborhood
- Improve the experience for people on bikes, on foot, using transit and driving vehicles
- Reflect the history of the area
- Celebrate and protect the river
- Create an environment where businesses can thrive
- Demonstrate innovation, sustainability and creativity

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

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

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

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

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

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

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

Character examples in the Innovation Subdistrict



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



Redesign Vine Drive as a 'green street,' incorporating innovative stormwater management techniques and enhanced bicycle and pedestrian facilities.



Showcase innovation and sustainability through site and green building design, district energy use, and innovative approaches to land stewardship and conservation.



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

Innovation Subdistrict

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



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



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



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



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



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

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



Innovation Subdistrict (2)



Consider a transit circulator connecting the Historic Core.



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



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

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



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



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



Poudre River Corridor

The landscape corridor along the Cache La Poudre River through Downtown, balancing habitat connectivity, flood mitigation, and recreation

Existing Character

The Downtown reach of the Cache La Poudre river is an exceptional natural, cultural and aesthetic resource. Fort Collins originated where Downtown meets the river. The river is the community’s most important natural feature; Downtown is the community’s primary activity center; and the river’s landscape corridor is a defining aspect of Downtown. It consists of a series of natural areas and parks, threaded through with trails.

Future Character

The area is a part of the overall river corridor running through the city, and has been a very prominent topic of study, public discussion, and debate for decades. Historic resources that reflect the city’s early history exist alongside the river’s natural features and modern uses, and create opportunities for education, interpretation and adaptive reuse. Policy direction for the area is well established in a number of other adopted plans that thoroughly address the complex river-specific issues which range beyond the scope of the Downtown Plan.

2014 Poudre River Downtown Master Plan: This plan was a breakthrough in carefully balancing different objectives and interests. It defines a major multifaceted project with a range of dramatic improvements, including a Poudre River Whitewater Park that is destined to become a significant new attraction and linkage between Downtown subdistricts.



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

City Plan: The Poudre River Downtown Master Plan implements the City’s overall comprehensive plan, known as *City Plan*. *City Plan* highlights the need for special consideration of the Poudre River Corridor due to its great importance to the community. It identifies the Downtown portion as the Historic and Cultural Core Segment (College Avenue to Lemay Avenue).

Aspects of this segment are:

- Innovative and integrated stormwater management and natural area features;
- An emphasis on connecting Downtown to the river corridor with multi-purpose spaces and urban design to celebrate the historic and environmental relevance of the river to the community;
- Management of flood hazards and wildlife habitat to blend public safety and ecological values with recreational and cultural values; and
- Management of redevelopment opportunities to be harmonious with the river corridor and its values, with tailored development standards and design guidelines.

2000 Downtown River Corridor Implementation Program: This is a plan of action for the Downtown river corridor. It describes a list of projects, priorities and actions needed to implement the program, all based on analysis and outreach. Much of the program has been fulfilled, but it is still a useful reference for additional, ongoing improvement of the corridor.



The 2014 Poudre River Downtown Master Plan spells out improvements that will allow people to enjoy the river corridor in a way that supports a functioning ecosystem and also improves protection during floods.



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

Poudre River Corridor

Future character: Open space emphasizing habitat, water quality and river access





River Subdistrict

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

Existing Character

The River Subdistrict reflects the entire history of Fort Collins from first settlement to transformative development projects in progress at the time of this writing.

The military outpost in the Colorado Territory known as Camp Collins became the original townsite of Fort Collins, which is known as the River District today. A short stretch of the Overland Trail stagecoach route known as the Denver Road became Jefferson Street, which was the main street through the original townsite and is now the edge of the River District.

The arrival of the Union Pacific railroad in 1910 changed the area from a central town neighborhood with houses, businesses and hotels along Jefferson Street to a peripheral industrial area and dumping ground along the river, as the town began to grow to the south away from the river. Jefferson Street and the railroad tracks came to represent a physical and psychological barrier, with Jefferson Street as an edge.

Starting in the 1970s, with rising consciousness about environmental damage and concerns about the quality of urban growth, the River Subdistrict has been a major subject of public discussion. A steady sequence of community planning initiatives has transformed the area with major cleanup, infrastructure upgrades and community support leading to burgeoning redevelopment and rehabilitation of historic buildings.

A number of historic structures remain, including the town's first grain mills, a freight depot, agriculture-related supply buildings and small wood houses. Recent redevelopment emphasizes a contemporary interpretation of the area's ag-industrial character.

This formerly peripheral area contains two homeless shelters, and the river corridor landscape, bridges, railroad rights-of-way, and other public spaces are frequented as living space for people experiencing homelessness. As new urban design enhancements, buildings, and economic activities extend into the area, the redevelopment highlights the challenge to coexist in an atmosphere of mutual tolerance, respect, and understanding.

Planning and Improvements in the River Subdistrict:

2000 Downtown River Corridor Implementation Program

2008 River District Streetscape Improvements Project

2014 Poudre River Downtown Master Plan

2014 Design Guidelines for the River Downtown Redevelopment zoning district

Future Character

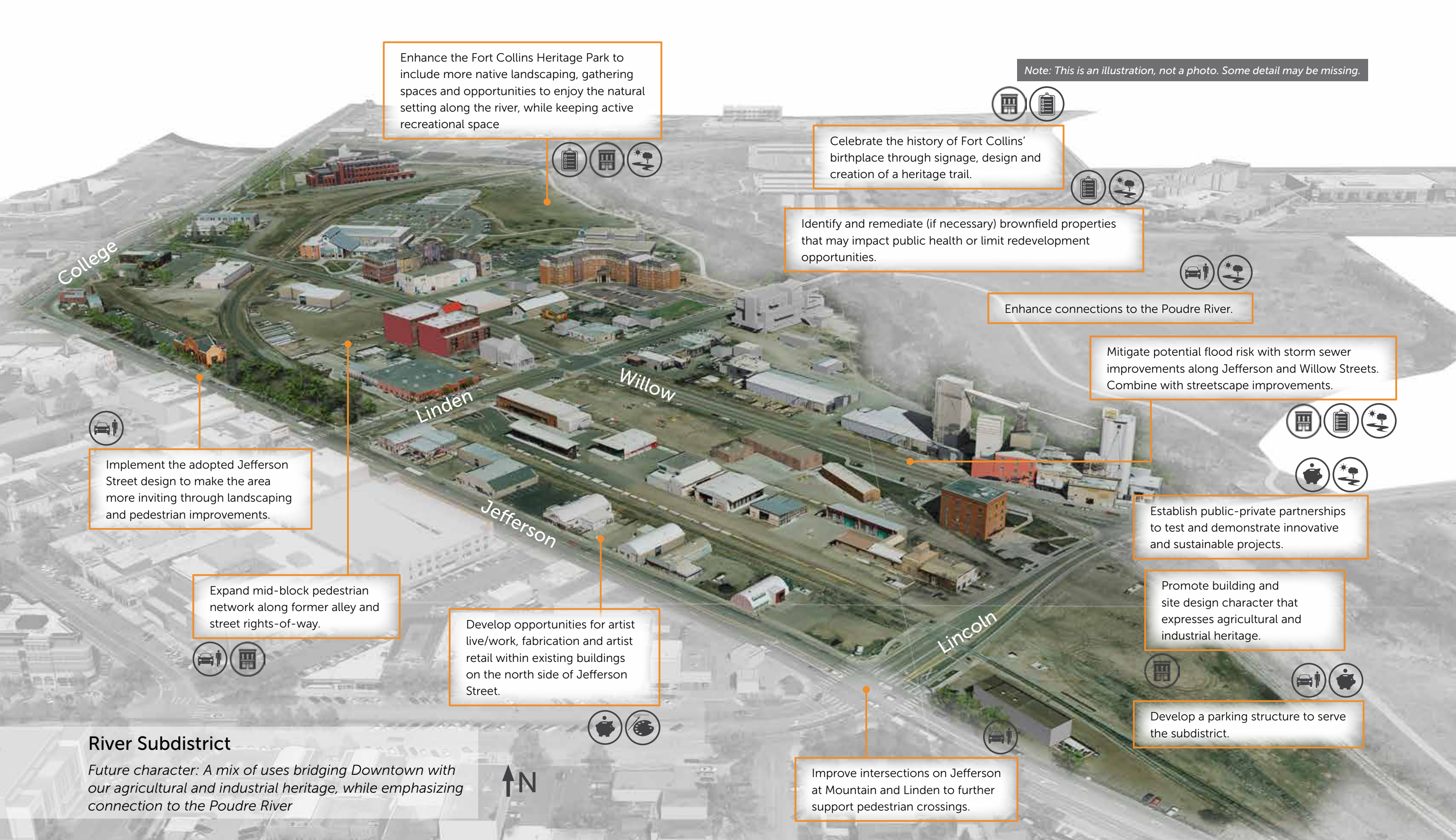
The area will continue to offer opportunities for more intensive redevelopment with mixed uses that complement the retail/entertainment core. Examples of core-supportive uses include residential units, workplaces, live/work buildings, special attractions, educational and recreational uses, and neighborhood-serving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

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

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

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





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

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



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



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



Enhance connections to the Poudre River.

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



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

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



Develop a parking structure to serve the subdistrict.

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



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



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



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



River Subdistrict

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





North Mason Subdistrict

An evolving redevelopment area forming a transition from commercial and civic uses to residential and small neighborhood commercial uses compatible with adjacent neighborhoods

Existing Character

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

Notable components and aspects are:

- Recent redevelopment with mixed-use and residential buildings
- Gaps in development remain where vacant parcels can accommodate new buildings and uses
- Modest-scale brick office buildings
- The historic landmark Car Barn—which has been stabilized for use as interim storage while adaptive reuse options are considered
- Several vernacular, wood frame homes that are potentially eligible as landmarks
- The Hattie McDaniel House, preserved as part of the Cherry Street Lofts redevelopment
- A potential historic district on the westernmost block face along Meldrum Street
- Abandoned streetcar track in Howes Street (underneath street paving) leading to the streetcar barn
- Initial sections of a mid-block pedestrian connection between Mason and Howes Streets known as the "Civic Spine"

Future Character

The North Mason area will continue evolving as a multi-story, mixed-use edge of Downtown. Comfortable streetscapes will connect to the Poudre River Trail, Lee Martinez Park, natural areas and the Fort Collins Museum of Discovery from MAX, the rest of Downtown, CSU, and adjacent neighborhoods. Mason and Howes Streets in particular will be strengthened as inviting connections between Downtown, CSU and the river corridor.

The 'Civic Spine' will be completed as a unique off-street connection among various City and County buildings.



Redevelopment and Intensification.

Recent construction of contemporary multi-story buildings with incorporated parking represents a general pattern that will continue as the area evolves with continuing redevelopment on vacant and non-historic properties.

Sidewalk gaps will be completed, and streetscapes will be enhanced with landscaped setbacks or wide sidewalks/plazas attached to buildings containing storefront-style commercial uses and building entries. An attractive building corner will terminate the view west down the Jefferson Street corridor as Jefferson approaches College Avenue.

Land uses will complement the Historic Core and Civic Subdistricts with an emphasis on residential, office and studio uses. The historic Car Barn will be repurposed to capitalize on its extraordinary potential as a unique local attraction. Example ideas mentioned in public discussion include a marketplace and a museum.

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



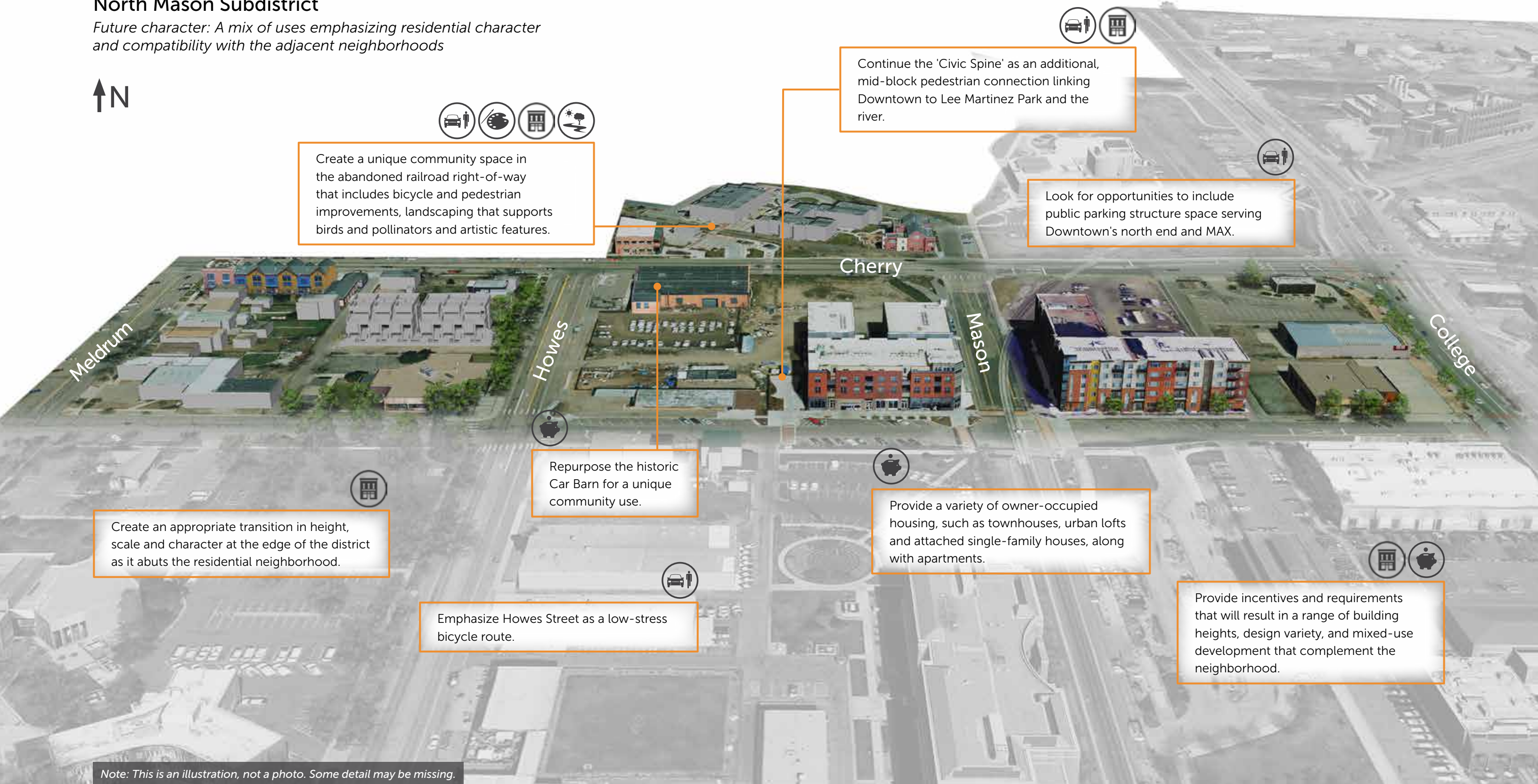
Historic Car Barn from the heyday of the local streetcar system. In the early twentieth century, Fort Collins was the smallest town in the nation to have a municipal streetcar system.



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

North Mason Subdistrict

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





Civic Subdistrict

The center for City and County facilities integrated into the fabric of Downtown public space

Existing Character

The Civic Subdistrict is made up almost entirely of City and County institutional and office facilities. Saint Joseph Catholic Church and School also occupies more than three quarters of a block.

Civic facilities vary in age. Five major facilities were built in the 2000s following a 1996 *Civic Center Master Plan*, adopted jointly by the City and County, which reaffirmed the commitment to Downtown for primary civic functions. Other City facilities and properties include repurposed older commercial properties with interim functions.

Notable aspects and components are:

- Downtown's defining street and block pattern with parking on most streets integrates civic facilities into the larger Downtown and community fabric
- Permanent facilities consist of brick and stone masonry buildings with generously landscaped grounds and streetscapes giving the area a 'green edge' of trees, lawns, and other landscaping
- Sections of a mid-block 'Civic Spine' connection provide an alternative off-street public space linking multiple City and County facilities
- Street parking provides convenient access and lends activity to the multifunctional street system
- Off-street parking is distributed among modest-sized parking lots fitted into the blocks and the Civic Center parking structure

- The public sector employment and investment in the area is a key underpinning of Downtown's economic health and vitality. The presence of City and County offices supports a large number of professional services such as attorneys, title companies, engineers, and architects clustering in the westside areas of Downtown

Future Character

Redevelopment for new facilities will continue on underutilized properties, replacing aging, non-historic single-story buildings and parking lots over time with new City facilities as part of the city's growth and evolution. As with all of Downtown, historic resources remain in this Subdistrict and new construction should be appropriately responsive to these properties.

This continuing evolution will reflect the joint City and County commitment to Downtown Fort Collins as the primary governmental center. The area brings civic uses together with joint planning and special pedestrian and other transportation connections.

New City facilities will be programmed and designed to demonstrate the value of Downtown development as "smart growth" with efficient use of existing infrastructure in new buildings and streetscapes that contribute to the walkable mixed-use setting of Downtown. New buildings will incorporate brick and stone in order to extend the unifying sense of quality and permanence established among the existing historic and recently constructed permanent buildings.

Streets and other public spaces will be multi-functional to encourage community interaction. Mason and Howes Streets in particular will be strengthened in their respective roles as inviting connections among Downtown, CSU, and the river corridor. They will reflect special attention to walking, bicycling, use of transit and public gatherings, while continuing to accommodate motor vehicles.

Increasing parking demands will be met with parking incorporated into structures, avoiding the gaps that large parking lots would create in the visual and pedestrian environment. Parking structures will be programmed to incorporate other uses along sidewalks, and will have articulated facades with openings proportioned

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

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

The 'Civic Spine' will be completed as a special public space and walkway linkage that adds an extra dimension to the area with park space, plazas and multiple building entrances serving multiple functions.



The newly constructed Utilities Administration Building (Laporte and Howes) serves as an aspirational example of 'green building' for energy efficiency.



Civic Subdistrict

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

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



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



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



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



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



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



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



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



Pursue district-scale renewable energy projects on the City's civic campus, such as geothermal production, DC microgrid, combined heat and power and waste-to-energy conversion.



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



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



Canyon Avenue Subdistrict

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

Existing Character

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

Canyon Avenue is a prominent feature forming the westernmost extent of Downtown; but its namesake Subdistrict also extends to the east side of College Avenue, to Remington Street and the 11-story DMA Plaza tower.

Notable aspects and components of the area are:

- Canyon Avenue's diagonal orientation creates unique traffic patterns and urban design opportunities with its large 6-way intersections and triangular blocks creating acute-angled properties.
- The widest range of building heights in the City, from historic houses to the city's tallest tower buildings at 11 and 12 stories, coexist within the walkable street and block pattern. Blending of different buildings and uses is aided by the urban forest of mature trees and landscape areas along the streets.

- The range of buildings provides city living, office employment, attractions and gathering spaces, and neighborhood-serving commercial uses. All of these uses support the commercial health of the Historic Core Subdistrict retail/entertainment, and complement the adjacent Civic Subdistrict as a governmental center.
- The network of streets and sidewalks leading to and from all destinations is a key aspect.
- Parking is provided on streets and in surface parking lots fitted into the blocks. Redevelopment with intensification of use and activity is creating a deficit of daytime parking. Spillover parking from CSU is contributing to the deficit and creating increased pressure on street parking in the area and in adjacent neighborhoods.



Future Character

Redevelopment and Intensification. As stated in past plans and affirmed in this planning process, this area is suitable for a dynamic, mixed-use environment with buildings of widely varied ages, sizes, and functions. A number of properties exhibit opportunities for redevelopment based on low utilization of land, low level of investment, outdated non-historically significant development, and inquiries from owners and developers.

Redevelopment will likely involve new buildings that are larger than many existing buildings in the area. Redevelopment is typically financially feasible only with increased floor area, particularly if parking is to be provided in structures rather than on surface parking lots. Larger buildings bring jobs and housing close to the core, with benefits for transportation and economic goals.

As with all of Downtown, historic resources are present throughout the area and are a key determinant in the acceptable degree of increased programming and compatible design.

Architecture and Landscape Architecture. The design of new buildings will reinforce positive existing characteristics of the area to clarify its identity. The massing on new taller buildings will depend on a combination of landscape setbacks and upper floor step-backs to mitigate impacts of height upon neighborhood character and any historically significant smaller structures. Taller buildings will include publicly accessible plaza or courtyard space to further offset the effects of height and mass. Plazas will include planted areas in conjunction with some hardscape materials to reinforce the green-edged character of the area.



Canyon Ave Subdistrict

Bicycle circulation is an increasingly integral component of the Downtown transportation network. In particular, Magnolia Street is identified as a primary east-west bike route, and Mason and Howes Streets as inviting north-south bike routes in the Downtown. Restriping could be considered to balance the critical function of on-street parking with bike safety.

Landscape setbacks. The soft green edge created by landscaped setbacks will remain standard on all blocks west of Mason Street as a crucial aspect of the transition from the core area to the Westside Neighborhood. Exceptions to setbacks can be appropriate at building entrances, and where a building features display windows along the street sidewalk intended for pedestrian interaction.

Canyon Avenue Streetscape. The 1989 Downtown Plan first noted Canyon Avenue’s unique potential as a special parking street with an “art walk” promenade as a more interesting visual and pedestrian link between the Lincoln Center and the Historic Core. The idea could also make the street an attraction in itself. The Meldrum Street block between Olive and Magnolia Streets would be an important component as well in leading to and from the Lincoln Center. A potential future performing arts center at Mountain Avenue/ Mason Street/Howes Street could be part of the discussions as a related northern anchor highlighting ties to the core.

The third of Canyon Avenue’s three blocks forms the westernmost entry to Downtown where Canyon meets Mulberry Street, forming a unique 5-way intersection. This exceptional location reinforces the idea of a special street with a more tailored gateway into Downtown.

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

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

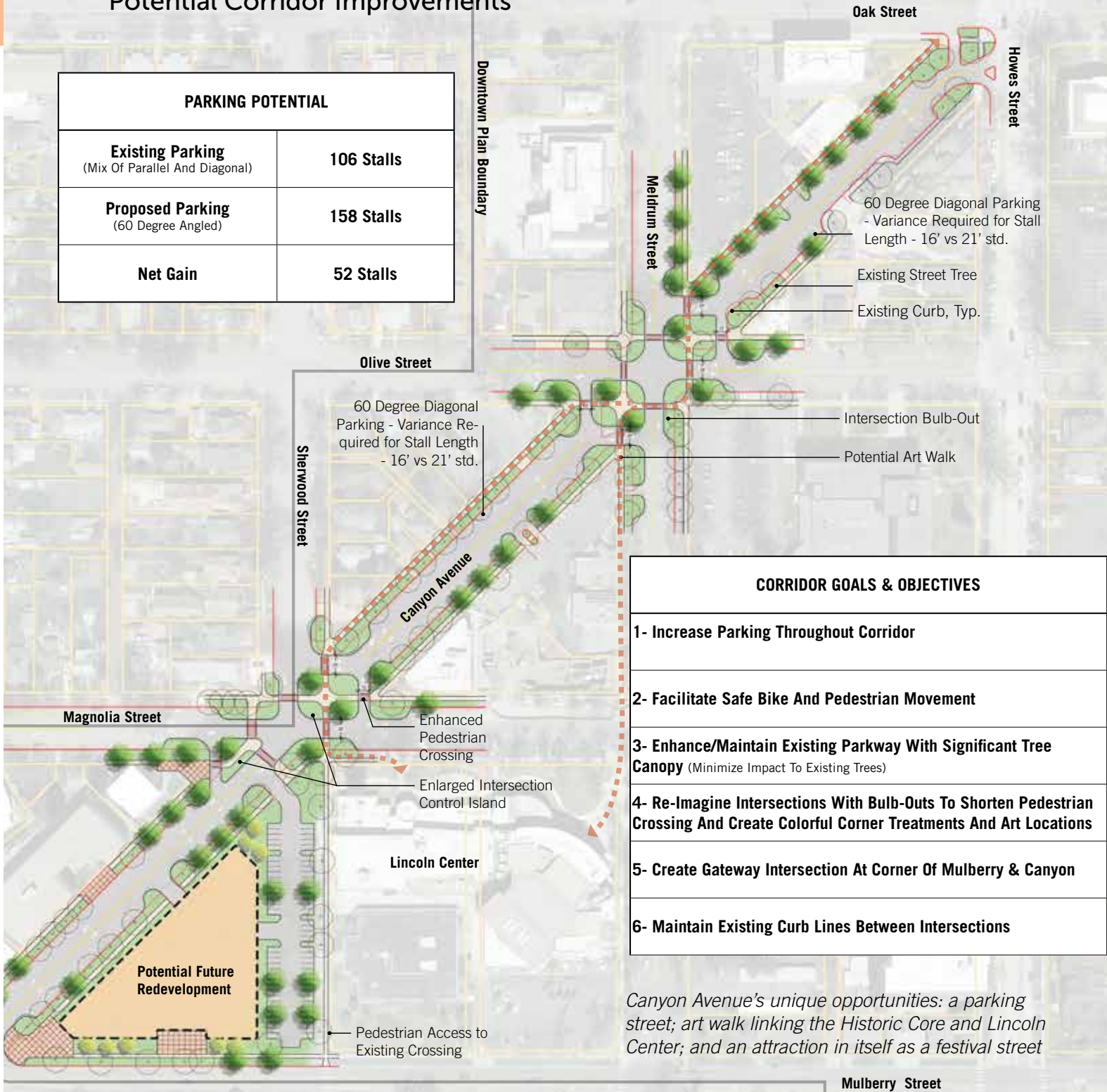
- Identification of a champion to lead exploration of the opportunities– a person or entity, likely City staff from Planning, Development and Transportation, or Cultural Services.
- Initial assessment of potential improvement scenarios appropriate for the area. A workshop meeting of crucial stakeholders,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

Gateways into Downtown. Mulberry Street is a prominent feature of the subdistrict, and is also one of three long arterial streets that span the city from east to west and connect to Interstate 25. It forms key gateways at College Avenue and Mason Street in addition to the Canyon Avenue entry. These intersections will be improved with features that convey, from the CSU-oriented Campus North area, their significance as entries to the rest of Downtown.



Potential Corridor Improvements

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



Canyon Avenue Subdistrict

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



Re-imagine Canyon Avenue for other purposes, e.g., festival street (farmer's market, food trucks, art), Downtown circulator street, a hybrid street (circulator by day/festival street at night), or multi-modal street.

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



Activate "convertible" street with innovative arts.



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



Create gateway improvements, including buildings, public art, landscaping, and pedestrian improvements along Mulberry Street, with particular focus on the College, Mason, and Canyon Avenue intersections.



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



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



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



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



Historic Core Subdistrict

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

Existing Character

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

The Old Town Historic District was added to the National Register of Historic Places in 1978 and has become the primary image of Fort Collins in community promotions. Most of the historic buildings throughout the area have been restored through extraordinary public-private partnerships; and numerous new buildings have been fitted harmoniously among the historic buildings and established character.



The area’s existing character has been built up through an exceptional legacy of extraordinary individual efforts, special funding mechanisms, and management entities that have evolved since the 1970s. Careful administration of a historic preservation program and design guidelines for physical changes have also been central to the area’s revitalization and existing character.

The area’s mix of activities throughout the daytime, evening and late-night make the area the primary source of energy driving Downtown’s vibrancy and success.



Future Character

Continuation of successful efforts to protect and enhance the Historic Core is the approach to managing ongoing changes. The established historic character and enhanced pedestrian environment will be maintained. Changes will continue to be carefully programmed and designed to ensure that they extend the positive unique qualities that define the area. Changes that dilute or detract from the character and identity will be avoided. Notable efforts that should continue include:

- Thoughtful administration of development standards and design guidelines.
- Rehabilitation, building maintenance and adaptive reuse programs that preserve and protect the value of historic buildings.
- Public-private partnerships and incentive programs for special public benefits in development projects such as historic preservation, façade upgrades, outdoor spaces, energy-efficiency improvements, public access and publicly available parking.
- Numerous programs already in place to address existing and emerging issues.

A number of potential opportunities exist for redevelopment, infill and building additions. New structures will complement existing defining building typology, while including design differences so that the new structures reflect their own era and yet are compatible with the character of the historic structures.



Other notable aspects of future character include:

- Street parking — will be managed for turnover as appropriate to support business patrons and adapt to growing demand.
- Parking supply — will be continually managed to promote appropriate availability through parking structures, permit programs, and transportation demand management solutions to address both short-term customer parking and longer-term employee and resident demand.
- Enhanced pedestrian alleys — additional alleys will be transformed per the DDA’s 2006 *Downtown Alleys Master Plan* depending on budget programming.
- Other, non-enhanced alleys — increased cleaning, maintenance, and incremental improvements will be explored in response to increasing pedestrian use in high-activity alleys.
- Convertible streets for events — e.g., Linden Street will be adapted with appropriate design features to support conversion to enhanced pedestrian-only space for community events.
- Addition of new courtyards and pocket parks in underutilized spaces.

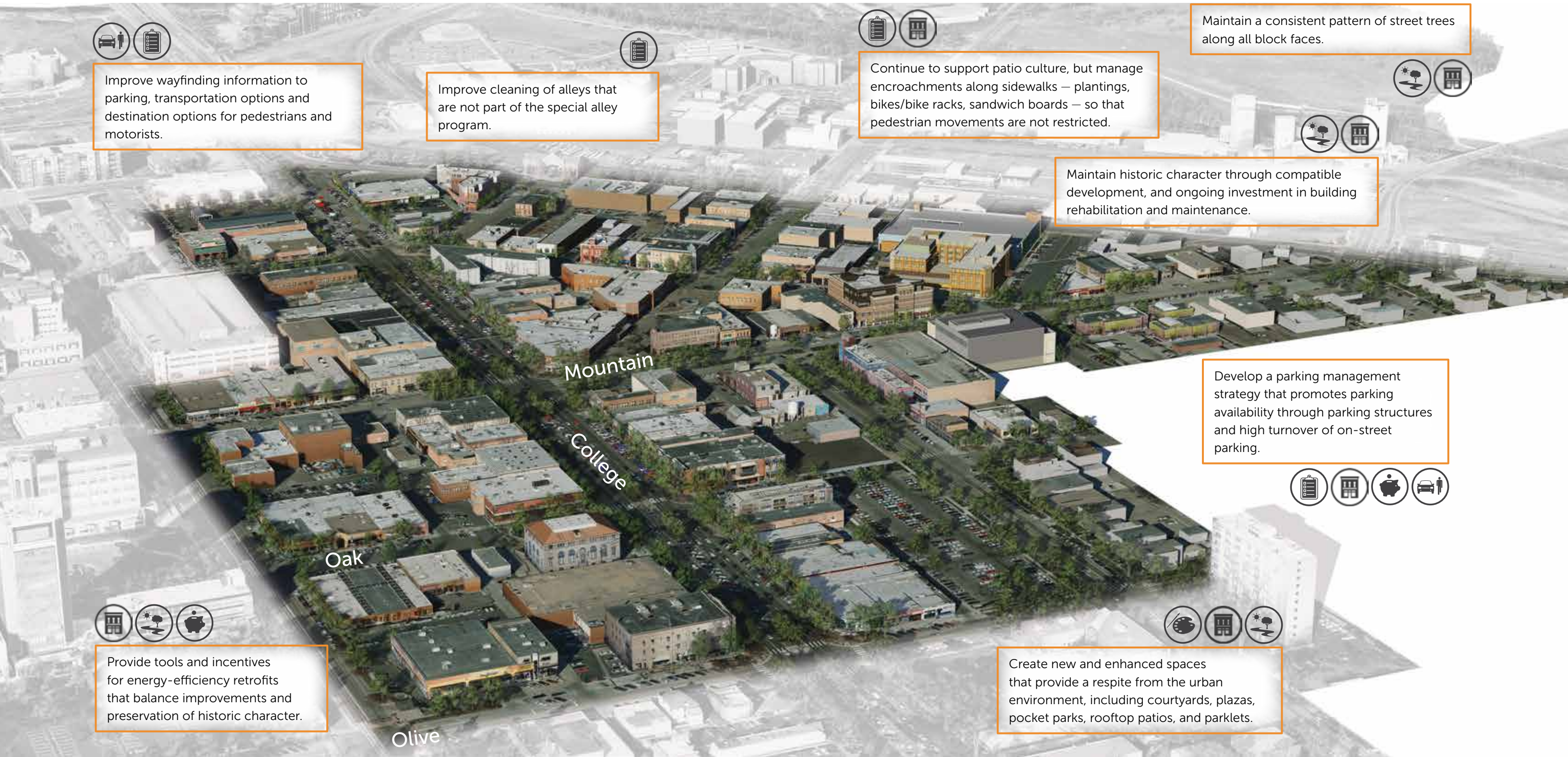


Historic Core Subdistrict

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



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



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



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



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

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



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

Develop a parking management strategy that promotes parking availability through parking structures and high turnover of on-street parking.



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



Create new and enhanced spaces that provide a respite from the urban environment, including courtyards, plazas, pocket parks, rooftop patios, and parklets.



Campus North Subdistrict

Where Downtown meets Colorado State University

Existing Character

This area is an interesting example of continual change within an enduring urban fabric of streets and blocks. It exemplifies community policies for walkable, mixed-use activity centers in proximity to public transit.

The area is eclectic, with a juxtaposition of:

- Older houses, some historically significant, mostly occupied by groups of students or re-purposed for small commercial uses.
- Modestly scaled 2-story apartment buildings.
- Vintage commercial buildings, some in modified houses along Laurel Street, with a bohemian, college feel.
- Contemporary redevelopment with larger mixed-use buildings.
- CSU-owned buildings that provide education and employment opportunities.

Integration into Downtown. Mulberry Street was formerly viewed as the southern edge of Downtown, but has become a seam in the Downtown fabric as Campus North has been integrated in:

- The DDA has expanded their boundary within the area over time as its mission fits with the intent for mixed uses, and its Dalzell Alley makeover in 2011 brought a unifying element of quality.

- Mason Corridor is a transformative city-spanning 'Enhanced Travel Corridor' featuring MAX high-frequency transit since 2014. It adds a convenient tie to the rest of Downtown.
- The UniverCity Connections initiative launched by City and CSU leadership in 2006 reinforced Campus North's role as an integral link between CSU and the rest of Downtown.
- The Music District complex, completed in 2016 to foster a growing musical community, is a masterful re-purposing and restoration of grand houses built facing College Avenue prior to commercialization of the area. It renews and strengthens arts and culture ties to Downtown in line with core UniverCity ideas.

Parking is a precious resource as it is throughout Downtown. Particular aspects of the Campus North parking situation are:

- Most of the houses in the area have ad hoc parking shoehorned into any possible space—with some vehicles stacked in tandem, some on bare dirt, in front yards, occasionally across sidewalks, and in more conventional side and rear yard locations.
- Commercial uses have very limited parking in alleys, plus a few on-street spaces. Highly visible street parking is crucial to the sense of place and viability of commerce, out of proportion to the actual number of spaces on the street.

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

Streetscape character consists of landscaped parkways, and stretches of wide attached commercial sidewalks creating 'Main street' commercial frontages. Streetscape treatments vary widely as part of the eclectic character.

Future Character

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

Remodeling and reinvestment for modest, selective intensification and re-purposing will be creatively fitted into the mix of development.

Redevelopment of non-historic properties with larger, more efficient new buildings will occur where space

for parking can be found, possibly including parking within structures. Compatible massing proportions, building bays, materials, and design of any larger new buildings should complement the charm and personal scale of the area with fine-grained details and unique individual touches along the ground floor. The Mason Enhanced Travel Corridor includes a particular vision for intensification of activity.

Interesting Streetscapes In the area will involve several particular considerations:

- On-street parking should be maintained as part of a mixed, fine-grained, low-speed transportation environment that includes many small connections of alleys and driveways, and small quantities of parking distributed throughout.
- Individual case-by-case consideration of varied streetscape features in the right-of-way—such as parking, bike racks, café seating, landscaping and art along commercial pedestrian frontages—should be part of the approach to streetscape renovations along with unifying design upgrades.
- Where parking overwhelms the pedestrian experience along the front yards of houses, low fences and walls with landscaping will be encouraged in general, and required in development plans, to offset the intrusiveness upon inviting streetscapes.



Campus North Subdistrict

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



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

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



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



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



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

Increase bicycle and car share opportunities.



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



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



Howes

Mason

Mulberry

College



Entryway Corridor

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

Existing Character

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

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

In the postwar decades, Mulberry Street was extended eastward to US Highway 87, which later became Interstate 25. Mulberry thus replaced Lincoln Avenue as the main highway route into and through town. Riverside Avenue changed from a neighborhood street to serve as a part of the highway route and the triangular blocks redeveloped with roadside commercial uses such as gas stations, auto sales and repair, liquor sales and office uses. The buildings for these uses were small, low-slung and utilitarian in character, and site improvements such as sidewalks and landscaping were limited. A generally nondescript roadside character remains in 2017.

The north side of the street along the river corridor is railroad right-of-way, with a track too close to the street to allow for a sidewalk, street trees, other streetscape features or landscaping along most of the area. However, this track, which serves as a site for parked rail cars only 8 feet from the street, contributes to a sense of authentic industrial character as well as serving a transportation function for a few remaining industrial and service commercial uses.

Future Character

Envisioned changes mainly involve streetscape improvements related to access control along the highway. Private redevelopment may occur on any given property, but will be limited by the small size of parcels and blocks.

A *US 287/S.H. 14 Access Management Report* for the corridor was jointly adopted by the City and Colorado Department of Transportation (CDOT) in 2000, and it recommends improvements to create a safer traveling environment while maintaining the vehicular capacity of the street. The recommended changes would provide spaces for significant pedestrian and beautification improvements. They include curb bulb-outs and pedestrian refuge islands at some of the 45-degree intersections, which would accommodate street trees and sidewalks, and a series of landscaped medians along the entire corridor.

Additional improvements should include gateway landscape elements at the Mulberry Street/Riverside Avenue intersection to highlight the entrance to the greater Old Town area.

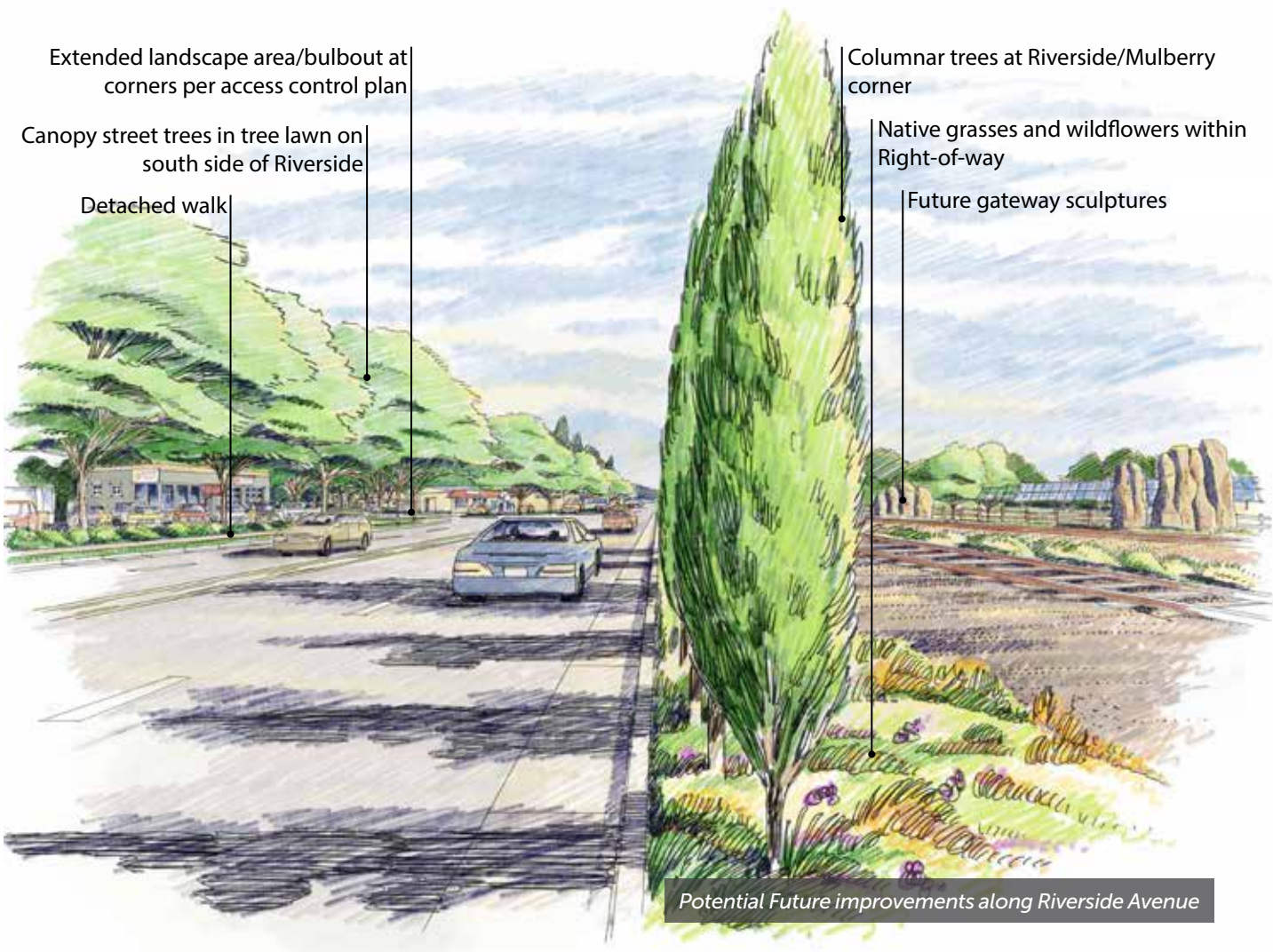
While the railroad track precludes full streetscape development along most of the corridor, the track swings further away from Riverside at the northeast corner of the Mulberry/Riverside intersection, creating physical space where new landscaping could highlight the gateway.

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

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

entrance" leading directly to the Historic Core retail/ entertainment area, the Old Town and Jefferson Street parking garages, and various attractions in the River District, Innovation Subdistrict, and Lincoln Corridor.

On the north side of the corridor, the City-owned property is separated from the street by the railroad with very limited access. The property was recently redeveloped as a community solar farm that also provides space for a future off-street trail connection from Mulberry to Lincoln Avenue. This potential connection would partially compensate for the missing sidewalk along the street, which is precluded by the railroad right-of-way. Residential and commercial structures on the north side of Riverside include several historic properties that will be a key factor in determining redevelopment opportunities for those parcels.





Art in Public Places Sculpture Location



APP sculptures at the corner of Mulberry & Riverside



APP sculptures placed along fence line on Riverside



APP sculptures illuminated at night

Entryway Corridor

Future character: A movement corridor with visual and pedestrian improvements that incorporate the area’s railroad heritage



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



Widen/redesign sidewalks on the southwest side of Riverside as redevelopment occurs.



Construct trail underpass at Olive/ Riverside to link the Eastside Neighborhood and the river trail system.



Explore rezoning of existing single family residential properties west of Riverside to promote a more residential character.



Maximize tree planting and landscaping along both sides of Riverside to create an inviting feeling of entry into Downtown.

Create a bike and pedestrian trail connection between the community solar garden, Udall Natural Area and Lincoln Ave.



Create a gateway feature through landscape, art, signs, at the Mulberry/Riverside intersection.



Within strategic locations, remove access points and construct intersection neck-downs at Riverside that will free up space for landscaping and new sidewalks.



Improve stormwater management and reduce flood risk through the Magnolia Street Outfall project.



Section 4: Implementation

Overview

This section summarizes the key action items necessary to support the principles and policies presented in the topic area sections. Some actions and recommendations are already underway or will immediately follow the adoption of the Plan. Other actions are identified for the short- and intermediate-term, many of which require additional funding or effort by the City, DDA, DBA and other partners. The following four timeframes apply to the action items presented in the tables that follow:

In many cases, multiple departments or partners will cooperate in a particular action. Ongoing collaboration

Immediate Actions (Within 120 Days of Plan Adoption)

Items identified for initiation or completion concurrently with or immediately following adoption of the Downtown Plan.

Short-Term Actions (2017-2018)

Items identified for initiation within the current Budgeting for Outcomes (BFO) budget cycle.

Intermediate Actions (2019-2026)

High-priority items that should be initiated and implemented in alignment with upcoming budget cycles.

Ongoing Programs & Actions

Items that are already in progress, do not have a specified timeframe, or that require ongoing coordination to implement.

and communication between agencies and stakeholders is essential to the effective implementation of the Downtown Plan.

The future of Downtown will be shaped by numerous day-to-day decisions, ongoing conversations and external forces. The actions presented in this section are a starting point and do not encompass all possible actions and decisions that will guide Downtown in the direction of the community’s vision. The dialogue about Downtown’s future should not stop here.

Implementation Staffing

The City, Downtown Development Authority, Downtown Business Association, other agencies, business owners, residents, developers and private sector groups will play an important role in achieving the vision of the Downtown Plan.

Following adoption of the Plan, an interdisciplinary team of City staff will coordinate and monitor the implementation of the Plan. The responsibilities of this team will include prioritization of action items, identification and pursuit of potential funding sources, establishment of work teams for specific action items and monitoring of the new program and project development.

The team should include a designated staff lead from Planning Services. The assigned planner will organize and convene an annual coordination meeting with all relevant departments, agencies and staff to review progress and update the status of action items. In addition, Planning Services staff will coordinate regular check-in meetings with DDA and DBA staff to continue the Downtown Plan dialogue track progress toward the goals of the Plan, and maintain awareness of important plan updates.

The following City departments and organizations should be consulted or included in the implementation of specific programs or projects:

- Downtown Development Authority
- Downtown Business Association
- Colorado State University
- Communications & Public Involvement Office
- Cultural Services
- Economic Health
- Engineering Services
- Environmental Services
- FC Moves
- Forestry
- Historic Preservation
- Natural Areas
- Neighborhood Services
- Operations Services
- Parks
- Park Planning & Development
- Parking Services
- Police Services
- Recreation
- Social Sustainability
- Streets
- Traffic Operations
- Transfort
- Utilities Services (Stormwater, Floodplain, Water, Wastewater, Light & Power)



Plan Monitoring & Updates

Monitoring and evaluating the success of activities guided by the Downtown Plan will ensure that the City and its partners are on track to achieve the priorities and vision outlined in the Plan. Tracking the status of action items and progress toward goals will be both a qualitative and quantitative exercise that evaluates public policy, investment and improvements throughout Downtown. On an annual basis, staff will examine how the needs and priorities of the Downtown area are evolving and identify opportunities to correct course, adapt or implement new strategies.

City staff will continually monitor the status of action items and publish an annual status report on the Downtown Plan website. In addition, staff will track ongoing responses to the City’s Citizen Survey questions that are relevant to Downtown, including:

- Feelings of personal safety Downtown during the day and at night
- Availability of parking Downtown
- Quality of programs and facilities at the Museum of Discovery, Northside Aztlan Community Center, Lincoln Center and Mulberry Pool
- Overall quality of life
- Quality of community services
- Environmental protection efforts (e.g., air quality, recycling programs, conservation efforts)

- Ease of traveling by bicycle, walking, public transportation and driving
- Quality of parks, trails, natural areas, and recreation facilities
- Feelings of personal safety in parks, trails, natural areas and recreation facilities
- Quality of dining, entertainment and shopping opportunities
- Quality of job opportunities

The Downtown Plan should remain relevant and responsive to changing conditions. In the next 10 to 15 years, the City and its partners will evaluate periodically the overall effectiveness of the Plan, until an update to the Plan is necessary. If minor changes or additions are necessary prior to a major update, staff may provide partial updates.

Ongoing outreach to residents, developers and other stakeholders is essential to determine whether the Plan’s action items, projects and programs are serving the community’s needs and working toward the vision. As action items are implemented, the City will update the website, send email and mailed notifications and share information at Downtown events and neighborhood meetings. Certain action items may require additional outreach.



Potential Funding Sources

Many of the projects, programs and actions identified in this Plan are not currently funded. Implementation of the Plan’s recommendations will likely be funded in a variety of ways, with participation from multiple City departments, outside agencies and organizations and private sector companies. Potential funding sources for various action items include, but are certainly not limited to, the list below:

Source	Description
General Fund (City)	<p>The General Fund is a primary funding source for many City programs and is allocated through the competitive Budgeting for Outcomes (BFO) process, which is used to develop the City’s two-year budget. The current budget is set for 2017-18 and will provide funding for a number of Downtown programs and projects, including:</p> <ul style="list-style-type: none">• Expansion of Downtown maintenance activities• Homelessness initiatives• Downtown Business Association Ambassador Program• Median and streetscape maintenance• Parks, trails and facility maintenance• Urban forest management• Cultural Plan• Historic Preservation Ordinance review• Convention and visitor services• Electric vehicle readiness roadmap• Energy efficiency and water conservation programs• Climate Action Plan program support• Firehouse Alley parking structure operations• Sidewalk, bike route, roadway and intersection improvements• Additional staffing <p>The process for the 2019-20 budget will begin in 2018.</p>
Keep Fort Collins Great (City)	<p>Fort Collins voters approved a 0.85 percent sales tax initiative, Keep Fort Collins Great (KFCG), to provide funding for City projects. KFCG funds projects in many different categories, including fire, police, transportation, streets and parks. KFCG funds are typically allocated through the City’s Budgeting for Outcomes (BFO) process, as described above.</p>
Enterprise Funds (City Departments)	<p>The City’s Enterprise Funds are those that provide services based on user fees, including electric, water, wastewater and stormwater utilities. Other departments and facilities, including Recreation, the Discovery Museum and the Lincoln Center, also generate their own revenue.</p>
Art in Public Places (City)	<p>Art in Public Places (APP) encourages and enhances artistic expression throughout the city and as part of new development projects. City capital projects with a budget greater than \$250,000 must designate 1% of their budget to public art. The program could be applied to enhance Downtown’s character and identity and to showcase innovation and sustainability.</p>
Voter Approved Sales Taxes (City)	<p>New capital improvement programs or other initiatives funded by voter-approved sales taxes could be additional sources of funding in the future.</p>

Source	Description
Community Capital Improvement Program (City)	<p>Fort Collins currently has a capital improvement tax in place, the latest in a series of such taxes that began in 1973. The current tax is set to expire in 2026. Several of the projects included in the Capital Improvement Program could support Downtown Plan priorities, including:</p> <ul style="list-style-type: none">• Poudre River Whitewater Park• Arterial Intersection Improvements• Pedestrian Sidewalk/Americans with Disabilities Act (ADA) Compliance• Safe Routes to Everywhere• Bicycle Plan implementation• Bus Stop improvements• Bridge replacements• Nature in the City implementation• Affordable housing fund• Stormwater management projects (e.g., Magnolia Street Outfall)
Innovation Fund (City)	<p>The Innovation Fund is an internal grant program open to all City employees. Proposed projects may be implemented by any City department. Submissions are accepted once or twice a year during the application period. In 2017-18, \$50,000 per year is available for innovative projects.</p>
Nature in the City Program (City)	<p>The Nature in the City (NIC) strategic plan was adopted by City Council in 2015. NIC is part of the Community Capital Improvement Program (CCIP) tax initiative and will receive \$3 million in capital projects funding through 2026. Capital projects will be selected through an annual competitive process. NIC also has programmatic funding, which supports communication and outreach activities.</p>
Neighborhood Improvement & Community Building Grant Fund (City)	<p>This fund is intended to foster co-creation between the City and residents and to incentivize participation in the Neighborhood Connections program. It is intended to provide neighborhood groups with City resources for community-driven projects that enhance and strengthen neighborhoods. All projects will be initiated, planned and implemented by community members in partnership with the City. Funds are available through a competitive grant process.</p>
Street Oversizing Fund (City)	<p>Fort Collins collects transportation impact fees through developer contributions in order to finance the Street Oversizing Program, which funds improvements to collector and arterial streets.</p>
Downtown Development Authority (DDA)	<p>The DDA uses Tax Increment Financing (TIF) as the primary tool to accomplish its mission of Downtown redevelopment and is authorized to use TIF until 2031. The DDA invests in three different types of projects:</p> <ol style="list-style-type: none">1. Enhanced public infrastructure like alleyways, plazas, streetscapes, parking structures and arts/culture facilities2. Building facades, utility improvements and upgrades3. Programs, plans and designs for the Downtown area with the City of Fort Collins and other strategic partners.
Downtown Business Association (DBA)	<p>The Downtown Business Association (DBA) provides funding for events and programmatic support to Downtown businesses.</p>

Source	Description
General Improvement District (GID)	Downtown property owners voluntarily created the GID in 1976 for the purpose of funding parking, pedestrian and street beautification improvements in the Downtown area. The GID assesses an additional 4.94 mill property tax on property owners within its boundaries and receives a share of vehicle registration tax. The GID is authorized to issue bonds to pay for larger projects, while smaller GID projects are funded on a “pay-as-you-go” basis using available reserves and revenues that are not already committed. The GID often partners with the DDA, the City, and/or private investment to complete large projects.
Urban Renewal Authority (URA)	The Urban Renewal Authority seeks to revitalize areas of the city deemed blighted and provide a funding mechanism (Tax Increment Financing) to encourage redevelopment. Qualified projects can receive a portion of property tax generated to be allocated back into the project for the community’s benefit. The North College Urban Renewal Area is along Vine Drive partially located within the Downtown Plan area.
Improvement Districts	<p>In Colorado, municipalities have the option of raising funds for special projects by implementing improvement districts. Improvement districts can be formed in specific parts of the city that stand to benefit from new projects. Landowners within the district often pay either additional property taxes or special assessments. While cities can propose improvement districts, they must then be approved by landowners within the district boundaries.</p> <p>A specific kind of improvement district is a Business Improvement District (BID). A BID is both an organization and a financing tool. Property owners within a particular area could petition to form a BID and vote to tax themselves with an additional assessment on commercial properties within the BID boundary.</p>
Colorado State University (CSU)	CSU is a key stakeholder and partner in Downtown’s success. CSU partners with the City to share costs on Transfort service, transportation improvements near campus, and other programs and projects. CSU is also a leader in research and development, which may support numerous Downtown priorities.
Staff Time	For many Downtown Plan action items, the only resource needed is staff time and additional coordination between various City departments and external entities. While additional staff positions would require a funding source, some actions could be accomplished within existing staffing levels.
Public-Private Partnerships	In some cases, a business, property owner or developer may seek a partnership with the City or DDA to share the costs of specific projects or improvements. For example, parking garages benefit a number of users and are often funded through public-private partnerships.
Developers	Development and redevelopment projects pay a number of impact fees that fund the development review process, transportation improvements and utilities. In addition, some development projects may be required to dedicate funding toward specific on-site or off-site improvements to be constructed at a later time (e.g., sidewalks, tree mitigation). Some of the Downtown Plan priorities may be accomplished through development review requirements.
Foundations & Non-Profit Organizations	Private philanthropy and support from non-profit organizations will be critical to achieving some Downtown Plan goals, particularly related to advancing arts and culture, assisting people experiencing homelessness and supporting social programs.

Source	Description
Private Business	Private industry will play a role in supporting a number of principles and policies for the Downtown area. In many cases, it makes more sense for businesses and employers to lead the way in innovating and championing new programs, with support from the City and other public entities.
State and Federal Grants	<p>Several recent large-scale transportation projects in Fort Collins have received state and federal funds, including the MAX Bus Rapid Transit and North College Avenue Improvement projects. These projects received grants because they increased mobility and enhanced alternative modes of transportation.</p> <p>One major source of federal funds is the Transportation Alternatives Program (TAP) section of the Moving Ahead for Progress in the 21st Century Act (MAP-21). Another potential state-funded option is Funding Advancement for Surface Transportation & Economic Recovery (FASTER) grant money. The FASTER program provides funding for large capital purchases that have significant regional impacts. Funds are awarded on a two-year cycle.</p> <p>Other federal grant funding sources could include:</p> <ul style="list-style-type: none"> • Hazard Elimination Program (HES) • Transportation Investment Generating Economic Recovery (TIGER) Program • Congestion Mitigation and Air Quality Improvement (CMAQ) Program • Surface Transportation Program (STP) Metro Grants • Community Development Block Grant Program (CDBG) • Sustainable Communities Regional Planning Grants • Environmental Protection Agency (EPA) Smart Growth Grants • Housing and Urban Development (HUD) programs



Immediate Actions (2017-2018)			
Regulations & Guidelines	Action Items	Responsibility	Potential Funding
	UD 5b (2): Adopt a streetscape hierarchy map depicting desired parkway widths and landscaping, hardscape and building setbacks.	City - Planning, Utilities, CDOT, Utility Providers	Budgeting for Outcomes
Programs	EE 2c (1): Expand education and incentive programs to encourage energy efficiency retrofits. Articulate the potential costs and benefits associated with upgrades. Showcase deep energy renovations in Downtown buildings. Provide information on short and long-term costs, benefits, and financial return on energy efficiency improvements. Recognize the value of efficient energy performance in older building stock that was designed for natural climate control.	City - Utilities, Environmental Services, Historic Preservation, DDA, DBA	Budgeting for Outcomes, General Fund, Utilities Enterprise Funds
Plans & Studies	TP 2i (3): Evaluate conditions where more parking spaces could be added in existing areas by changing stall configurations. Restripe spaces where efficiencies can be created.	City - Parking, Traffic	Staff Time
	TP 2c (1): Explore staffing and technical needs to extend parking enforcement hours after 5 p.m. on weekdays (Monday – Friday) and during the day on weekends (Saturday and Sunday).	City - Parking, Planning	Staff Time
	TP 2c (2): Consistent with the preferred alternative from the 2013 Parking Plan, implement a "pay-by-cell phone" option to allow customers to extend parking time beyond the 2-hour limit.	City - Parking, Planning	General Fund
	TP 3b (3): Incorporate variable messaging signage (e.g., availability of spaces) and other opportunities to provide wayfinding to parking.	City - Parking, Planning	Budgeting for Outcomes
	EE 1d (1): Assist with the identification and remediation of previously contaminated sites that may impact public health, with consideration for the environmental, social and economic costs and benefits of remediation projects. Encourage the selection of plant species that remove contaminants from soils and support bioremediation as appropriate.	City - Utilities, Planning, Historic Preservation, Natural Areas	Federal Grants (EPA), Staff Time

Immediate Actions (2017-2018)			
Plans & Studies	Action Items	Responsibility	Potential Funding
	EE 4d (1): Prioritize improvements and determine a realistic timeline for upgrades and replacement of water and wastewater infrastructure throughout Downtown.	City - Utilities	Staff Time
Monitoring & Evaluation	EE 2f (3): Apply the Transportation Air Quality Impacts Manual to City projects in the Downtown to inform land use and transportation decisions.	City - Environmental Services, Planning, FC Moves, Engineering, Traffic Operations	Staff Time
Coordination	MM 1a (2): Bring encroachment requests to interested departments for comment.	City - Engineering, FC Moves, Planning	Staff Time
	MM 1b (1): Maintain direct communication between City staff and owners where encroachment issues exist.	City - Engineering	Staff Time
	MM 2a (1): Convene organizations as needed to understand and confront problematic public behavior and promote responsible enjoyment of Downtown’s public space.	DDA ,DBA, Street Outreach Team, Police, bar owners, other affected interests	Staff Time
	MM 3a (2): Continue to support evolving efforts by all service providers.	City - Sustainable Services, Police, DDA, DBA, service providers	General Fund, Foundations, Nonprofit Organizations
	MM 4b (1): Articulate long-term space needs for all Parks functions and any related opportunities (e.g., composting, recycling).	City - Parks, Operations Services, Streets Depts	Staff Time
	MM 5a (1): Convene all interests to address timing of events and event character in terms of noise, alcohol issues, size, uniqueness to Fort Collins, appropriate venues, capacity and function of parks and public spaces, and other key factors.	City - Parks, Events Coordinator, Streets, DBA, other key producers, Police	Staff Time
	MM 5b (1): Convene all interests to evaluate suitability of available venues for relevant event categories. Consider the value of a consultant study to aid the evaluation.	City - Events Coordinator, Parks, Streets, Natural Areas, Police, DBA	Staff Time

Immediate Actions (2017-2018)

Action Items	Responsibility	Potential Funding
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MM 6a (1): Continue collaboration regarding funding, events, initiatives, and other issues that arise, and continue to seek areas for improvement.	DDA, DBA	Staff Time, DDA, DBA
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Coordination

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Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
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Regulations & Guidelines

UD 1a (1): Amend the Land Use Code to include new Downtown character subdistrict boundaries.	City - Planning	Budgeting for Outcomes
UD 2a (1): Amend the existing Land Use Code building heights map to include the entire Downtown Plan boundary.	City - Planning	Budgeting for Outcomes
UD 2a (2): Evaluate potential Land Use Code height incentives for projects with more sensitive building massing.	City - Planning	Budgeting for Outcomes
UD 2b (1): Develop Land Use Code building stepback regulations based upon results of a financial pro-forma analysis, desire to enhance the pedestrian environment and need to ensure compatible massing and scale with the existing built environment.	City - Planning	Budgeting for Outcomes
UD 1b (2): Develop Land Use Code regulations that set specific building mass, bulk and scale transition regulations to ensure scale compatibility between character subdistricts, and adjacent to the Old Town Neighborhoods.	City - Planning	Budgeting for Outcomes
UD 2c (1): Evaluate the economic impact of building design standards regulating Floor Area Ratio (FAR), height, massing, materials and facade design, and develop performance incentives in order to provide a balance between design performance and cost.	City - Planning	Budgeting for Outcomes
UD 2d (1): Develop Floor Area Ratio (FAR) and building massing regulations in the Land Use Code based upon results of a pro-forma analysis.	City - Planning	Budgeting for Outcomes
UD 2f (1): Develop incentives for taller, slender buildings based upon results of a pro-forma analysis and impacts to solar access, view corridors and subdistrict character.	City - Planning	Budgeting for Outcomes
UD 3a (1): Develop Land Use Code regulations that set specific design metrics on which to base design compatibility within its context.	City - Planning	Budgeting for Outcomes
UD 3b (1): Revise the Land Use Code to include greater specificity on the range of appropriate building materials, window glazing and door options.	City - Planning	Budgeting for Outcomes

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
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Regulations & Guidelines

UD 4a (1): Revise the Land Use Code regulations to protect and complement the unique character of historic Downtown buildings and designated districts.	City - Planning	Budgeting for Outcomes
UD 4a (2): Revise the definition of adjacency as it relates to the physical relationship of new buildings to historic structures.	City - Planning, Historic Presentation	Budgeting for Outcomes
UD 4b (1): Update and distribute the Downtown Buildings historic building inventory.	City - Planning, Historic Presentation	State & Federal Grants, General Fund
UD 4c (1): Revise the Sign Code to include provisions to recreate historic signs if sufficiently documented.	City - Planning, Historic Presentation	Budgeting for Outcomes
UD 5a (1): Develop Land Use Code regulations that identify performance standards for design elements that activate buildings and private outdoor spaces along public streets.	City - Planning, DDA, Private interests	Budgeting for Outcomes
UD 5a (2): Amend the Sign Code to require pedestrian-oriented signs.	City - Planning	Budgeting for Outcomes
UD 5c (1): Amend Article 3 of the Land Use Code to ensure that all site and parking area design standards match the intent of this policy.	City - Planning	Budgeting for Outcomes
UD 6c (1): Amend the Land Use Code to clarify the required quantity and location of private open space amenities.	City - Planning	Budgeting for Outcomes
UD 6d (1): Amend the Land Use Code to include shadow analysis for all private outdoor spaces to maximize solar access during winter months.	City - Planning	Budgeting for Outcomes
TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required on-site parking and support multi-modal options.	City - FC Moves, Planning	Staff Time
TP 1l (1): Identify and pursue a funding mechanism for transportation improvements Downtown (e.g., General Improvement District or potential parking benefit district; see also paid parking revenue policy in TP 2f).	City - Planning, Transport, Parking	Staff Time

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
ME 1b (1): Review the Land Use Code (LUC) to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for desired business types, mixed-use buildings that incorporate sustainable design and/ or increased affordability, and desired housing types and affordable housing options.	City - Planning, Economic Health	Budgeting for Outcomes
ME 3a (2): Analyze development review requirements that are in conflict with community goals, among City departments, or that do not reflect the context of Downtown and make appropriate changes to the development review process, if needed.	City - Planning	Budgeting for Outcomes
ME 3a (4): Consider implementing payment-in-lieu alternatives to meeting public space/plaza and parking requirements in the Downtown area.	City - Planning	Budgeting for Outcomes
AC 1d (1): Audit the City's approach to sustainability to explore opportunities to incorporate culture alongside environment, economic and social elements.	City - Planning Sustainability Services	Staff Time
AC 3c (2): Review and revise policies that might unintentionally limit innovative arts programming or business endeavors.	City - Office of Creative Industries, Planning	Staff Time
AC 4b (1): Audit the Land Use Code for opportunities to encourage or incentivize arts and cultural uses.	City - Economic Health, DDA, Organization of Creative Culture	Staff Time
AC 5c (1): Identify and address rules and other barriers that may unnecessarily limit expression in Downtown.	City - Planning, Organization of Creative Culture	Staff Time
AC 5d (1): Audit the Land Use Code for opportunities to encourage or incentivize art in new private development and redevelopment projects.	City - Planning	Staff Time

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
EE 2a (2): Identify specific strategies and technologies for achieving the community's climate action goals that can be better tested Downtown than in other locations in the community. Establish requirements for new development that help the community achieve its 2020, 2030 and 2050 targets for greenhouse gas reductions.	City - Environmental Services, Utilities, Planning, Building	Budgeting for Outcomes, Staff Time
EE 2d (4): Incentivize or require new construction from materials that are sustainable and built to last. Design buildings in a way that provides flexibility for future use and reuse.	City - Planning, Historic Preservation, Environmental Services	Budgeting for Outcomes, Staff Time
EE 2e (1): Acknowledge the environmental benefits, including embodied energy, of existing buildings and incentivize property owners and developers to reuse or partially reuse existing buildings prior to considering redevelopment. Avoid the environmental costs of demolition and new construction whenever possible.	City - Planning, Historic Presentation, Environmental Services	Staff Time
EE 2e (2): Update and implement requirements for waste reduction plans as part of the development review process for demolition and redevelopment projects to ensure that both construction and operations waste are minimized and valuable materials are recovered for reuse.	City - Environmental Services, Building, Planning	Staff Time
EE 2g (3): Update parking regulations to address growing demand for electric vehicle (EV) charging infrastructure in new development and redevelopment projects and parking facilities. Require dedicated EV and/or car sharing spaces for parking lots over a certain size.	City - Planning, Parking Services, FC Moves	Staff Time
EE 3a (1): Review the Land Use Code and propose amendments to clarify open space requirements and ensure standards allow for site-specific solutions based on the Downtown context, scale and objectives. Consider payment-in-lieu options to create larger public natural spaces.	City - Planning	Budgeting for Outcomes, Staff Time

Short-Term Actions (2019-2020)

Regulations & Guidelines	Action Items	Responsibility	Potential Funding
	EE 3c (1): Incorporate best lighting practices and dimming capabilities into street, pedestrian and building lighting. Select lighting sources with appropriate intensity, color output, color rendering and lighting distribution designed to support public safety, reduce glare, reduce light trespass and skyglow, and minimize health impacts (such as the impact of blue wavelength light on circadian rhythms).	City - Operations Services, Utilities	Property Owners, Developers, Light & Power Enterprise Fund
	EE 3c (3): Complement the primary uses of various Downtown character subdistricts with lighting that fits the context and priorities for each area (e.g., minimal lighting and wildlife protection along the river corridor vs. entertainment and holiday light display in the historic core).	City - Planning, Building Services	Staff Time
	EE 3c (4): Utilize dimming, automatic timing and motion sensor technology to reduce lighting levels along streets and at public buildings, while maintaining visibility, safety and security.	City - Operations Services, Utilities, Planning, Building Services	Property Owners, Developers, Light & Power Enterprise Fund
	EE 4c (2): Further integrate floodplain regulations into the planning process to create a more informed public and more disaster-resistant community.	City - Utilities, Planning	Staff Time
	MM 1a (1): Review and update guideline brochure for café railings in the sidewalk right-of-way.	City - Engineering, Planning	Staff Time
Programs	UD 4b (2): Encourage use of preservation tax credits, grants for structural assessments and programs that may incentivize the retention and reuse of historic buildings.	City - Historic Preservation	State & Federal Grants, General Fund
	UD 4c (2): Provide grant opportunities for historic sign rehabilitation or reconstruction.	City - Historic Preservation DDA, Private interests	State & Federal Grants, General Fund
	TP 1a (1): Expand the "Downtown" boundary used in the Pedestrian Improvement Program prioritization process to be consistent with the Downtown Plan boundary.	City - Engineering	Staff Time
	TP 1e (1): Continue to expand car share and bike share in the Downtown area.	City - FC Moves	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
TP 2a (2): Provide high quality, accessible short-term and long-term bike parking to meet current and future needs at businesses/employers and other key destinations. Consider solar lighting components as part of long-term bike parking needs, as applicable.	City - FC Bikes	Transportation Services Fund
TP 2d (2): Develop car share programs throughout Downtown to support employees and visitors.	City - FC Moves, Planning, Parking	Public-Private Partnerships
TP 2j (2): Create a program that provides guard escorts for anyone traveling to or from their parking location.	City - Parking, Planning, DBA	Budgeting For Outcomes
TP 3c (1): Provide information about travel options and parking locations for everyday access to Downtown, as well as for special events (e.g., festivals, CSU games, etc.).	Visit Fort Collins, DBA, City - FC Moves, CSU	Staff Time
ME 1a (1): Explore creation of a Business Improvement District, housed within the Downtown Business Association, to provide supplementary marketing and promotional support to Downtown businesses and property owners. This entity should incorporate initiatives to encourage local spending, sustain existing Downtown businesses, and support small and local businesses.	DBA, Downtown property owners, Downtown business owners, City-Economic Health	DBA, private/business, staff time (for start-up costs); then Special District (self-imposed assessment on commercial property within BID boundary)
ME 1c (5): Further invest in placemaking efforts that enhance Downtown's unique attributes, create vibrant "third places," and provide amenities that help businesses attract talented employees.	City - Planning, DDA, DBA	Budgeting for Outcomes, DDA, DBA, BID (if established), Public-Private Partnership
AC 1b (1): The Downtown Business Association (DBA) will implement a 24-hour program that provides resources (information and marketing) that cater to the different time periods of activity.	DBA	Downtown Business Association, BID
AC 1b (2): Expand public transportation into evening and weekend hours.	City - Transfort	Budgeting for Outcomes

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
AC 2a (1): The City of Fort Collins will hire a Director of Creative Industries within the Cultural Services Department with connectivity to the Economic Health Office.	City - Cultural Services	Budgeting for Outcomes
AC 2a (2): The Office of Creative Industries will be housed in the Creative Community Center in the historic Carnegie building, which is already dedicated to community arts and creative uses. The City will also facilitate centralized resources for the creative industries at that site.	City - Cultural Services	Budgeting for Outcomes
AC 2b (1): Convene regular meetings of creatives to garner a complete understanding of their needs, identify resources that support those needs, engage creatives in policy discussions, and provide a united voice for the creative community.	City - Cultural Services	Budgeting for Outcomes
AC 2c (1): Promote the centralization and availability of resources, information, announcements, and opportunities related to the creative industries at the Community Creative Center.	Office of Creative Industries, DBA, DDA, Visit Fort Collins	Staff Time, General Fund, BID
AC 2d (2): Sponsor and support programs/events that promote entrepreneurs and encourage innovation and collaboration.	Office of Creative Industries, DBA, DDA	Staff Time, General Fund
AC 3b (1): The City will cooperate with the Downtown Business Association, Visit Fort Collins and the Downtown Creative District to create a campaign that will facilitate interest in Downtown's art and culture scene.	DBA, Visit FC, Office of Creative Industries, Creative District	Downtown Business Association
AC 3b (2): Support and promote the Creative District and its activities that attract entrepreneurs and an educated work force.	DBA, Visit Fort Collins, Office of Creative Industries	General Fund, BID
AC 3c (1): Support existing and future efforts to create innovative programming and business opportunities Downtown, such as kiosks or pop-up art studios.	DDA, Office of Creative Industries	Budgeting for Outcomes
AC 5b (1): Evaluate the City's Art in Public Places Program for potential expansion, greater opportunities for artists and increased public engagement.	City - Cultural Services	Staff Time

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
EE 2f (4): Establish integrated pest management practices to reduce pesticide use and runoff and improve environmental health throughout Downtown.	City - Natural Areas, Parks, Stormwater, Planning	Staff Time
MM 1c (1): Convene all interests to develop a trial mobile wayfinding solution, using the Downtown Wayfinding Sign System Document as a unifying guide.	City - Planning, DBA, DDA, Visit Fort Collins	Staff Time, GID; DBA, DDA
UD6a (1): Identify the need for future Downtown parks and recreation services within the Parks and Recreation Policy Plan update.	City - Parks, Planning	Budgeting for Outcomes
UD 6b (1): Create an Urban 'Micro-Space' Design Plan.	DDA	DDA
TP 1c (1): Explore concepts for Complete Street corridors in the next Transportation Master Plan (TMP) update including but not limited to: Howes, Mason, Vine, Maple, Mountain and Walnut (east of College), Magnolia and Canyon (building off the design in Urban Design section). Emphasize biking, walking, and transit elements, as well as safety improvements for all users.	City - FC Moves, Traffic Operations, Engineering	Transportation Services Fund
TP 1e (3): Explore ways to support ride share activity Downtown.	City - FC Moves, Planning	Staff Time
TP 1f (1): Building off the Bicycle Master Plan, prioritize key corridors to improve both north-south and east-west bicycle connections (e.g., Magnolia, Laporte). Coordinate with the Transportation Master Plan update (planned for 2017-2018).	City - FC Moves	Transportation Services Fund
TP 1g (1): Develop a scope and budget for a Downtown Circulator as part of the biennial City budget process.	City - Transfort	Staff Time
TP 1g (2): Perform an analysis of future circulator performance, including ridership, using Transfort's transit model.	City - Transfort	Staff Time
TP 1h (2): Perform an analysis of future performance of Downtown transit routes, including ridership, using Transfort's transit model.	City - Transfort	Staff Time
TP 1h (3): Update funding recommendations in the Transfort Strategic Operating Plan to reflect proposed enhancements.	City - Transfort	Staff Time

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
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TP 1i (1): Develop station area plans for all MAX stations.	City - Transfort	Federal Grant
TP 2a (1): Develop a bike parking management plan, including monitoring rack condition/usage, managing abandoned bikes, design guidelines, potential land use code updates, guidelines for on-street bike parking and for long-term (secure covered) parking. Balance parking needs with maintaining a clear area for pedestrians.	City - FC Bikes	Staff Time
TP 2b (1): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other parking technologies such as pay by phone), identify implementation area and develop a comprehensive stakeholder education and communication plan.	City - Parking, Planning, DBA, DDA	General Fund
TP 2d (1): Create a Transportation Demand Management (TDM) program and TDM Plan.	City - FC Moves, Planning, Transfort, DDA, DBA	Budgeting for Outcomes
TP 2j (1): Identify and inventory gaps in safety in parking structures and surface parking. This should include secluded areas, limited access areas and poorly lit areas.	City - Parking, Planning	Staff Time
TP 3a (2): Develop a comprehensive, integrated mobile app ("Downtown at a Glance") that provides information for different modes of travel and parking availability (including street closures and construction information).	City - FC Moves, Transfort, Parking, IT	Budgeting for Outcomes
ME 1e (1): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed-use buildings or that could be prime employment sites. Identify and address barriers to redevelopment of these sites.	City - Planning, Economic Health	Budgeting for Outcomes
ME 1f (5): Inventory and monitor the types and prices of housing Downtown; analyze the affordability of existing Downtown housing.	City - Planning, Social Sustainability, Economic Health	Staff time
ME 2b (4): Analyze the rate of the City's occupation tax and the procedures for distributing the revenues generated to better support Downtown's maintenance and policing needs.	City - Finance	Staff Time

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
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AC 3a (1): Engage the creative community in co-creating updated Cultural Plans expected in 2017-2018.	City - Cultural Services	Budgeting for Outcomes
AC 3a (2): Further examine the feasibility of new venues, including an 1800 – 2200 seat performing arts center Downtown, which was the highest priority in the previous Cultural Facilities Plan.	City - Cultural Services	Budgeting for Outcomes
EE 4a (2): Determine feasibility and reduce barriers for implementing new sustainability approaches and technologies within the right-of-way (e.g., geothermal, solar, low-impact development, broadband internet, streetscape enrichment, Nature in the City, bike and pedestrian improvements).	City - Utilities, Engineering, Streets, Stormwater	Staff Time
EE 4d (2): Determine an equitable financing mechanism for upgrading smaller, deteriorated public water and sewer lines.	City - Utilities	Staff Time
UD 5b (1): Construct the Jefferson Street Streetscape Enhancements project.	City - Engineering	General Improvement District/CDOT/ Federal
UD 7a (1): Develop a final engineering and landscape design for the Riverside (Mulberry to Mountain) Streetscape Improvements.	City - Engineering	General Improvement District/CDOT/ Federal
TP 1a (6): Implement a more fine-grained pedestrian network through the use of safe and clear connections (e.g., alleys, other midblock connections).	City - Planning, FC Moves, DDA	KFCG, CCIP, DDA
TP 1f (2): Identify and construct intersection improvements that are beneficial for cyclists (e.g., in the Loomis, College corridors), as funding allows.	City - FC Bikes, Traffic Operations, Engineering	Budgeting for Outcomes, State and Federal Grants

Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Capital Projects	EE 1b (1): Support implementation of the projects and priorities identified in the Poudre River Downtown Master Plan, such as the Poudre River Heritage Walk, river restoration projects, pedestrian connections and the Poudre Whitewater Park.	City - Park Planning, Parks, Natural Areas, Utilities, Planning, Engineering	Budgeting for Outcomes, CCIP, Dedicated Sales Tax, State & Federal Grants, Other
	EE 1c (1): Create additional sidewalks, trail connections and gathering places along the river that allow people to view and experience the Poudre River corridor while minimizing impacts to sensitive natural resources.	City - Park Planning, Parks, Natural Areas, Planning, Engineering, Private Development	BFO, CCIP, Dedicated Sales Tax, State & Federal Grants, Developers, Other
	EE 2g (5): Include EV charging and car sharing stations in new and existing public parking garages. Identify additional locations for EV parking areas and charging stations.	City - FC Moves, Parking Services, Utilities	Public-Private Partnership, Private/ Business, Budgeting for Outcomes
	EE 3b (2): Proactively plant trees to replace those that may be lost to drought, disease (e.g., emerald ash borer), or other causes.	City - Forestry	Budgeting for Outcomes
	EE 4a (4): Work with private sector companies and public agencies to test new wireless telecommunication and internet systems Downtown, as appropriate.	City - Utilities, Engineering, Private Partners	Public-Private Partnerships
Monitoring & Evaluation	TP 1m (1): Regularly compile and analyze signalized intersection counts by mode, transit ridership, as well as safety data.	City - Traffic Ops, FC Moves, Transfort	Staff Time
	TP 1m (2): Compile travel survey data (e.g., from ClimateWise, etc.).	City - FC Moves, Utilities	Staff Time
	TP 1m (3): Establish mode split baseline.	City - FC Moves	Staff Time
	TP 2e (1): Work with the DDA to develop an inventory of private lots, including occupancy, rate and lease information.	City - Planning, Parking, DDA	Staff Time
	ME 1h (2): Identify key metrics and data sources and create a Downtown-specific economic dashboard to evaluate and monitor Downtown's economic health.	City - Economic Health, DBA, DDA	Budgeting for Outcomes

Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Monitoring & Evaluation	EE 2b (2): Develop a coordinated energy benchmarking and data transparency program based on the EPA Portfolio Manager system to track electric and natural gas usage for Downtown businesses and help customers leverage their energy score as an added value for improvements. Require participation for buildings larger than 20,000 square feet (short term) and consider requiring for smaller buildings (longer term).	City - Environmental Services, Utilities, CSU, Private Partners	Budgeting for Outcomes, Staff Time
	UD 5b (3): Clarify the strategy for design and construction of right-of-way encroachments, including street furniture, paving treatments, planters, landscaping and similar improvements.	CDOT, City - Utilities, Utility Providers	Staff time
Coordination	UD 5e (1): Uphold adopted Access Management Plans for state-controlled streets Downtown and amend Article 3 of the Land Use Code to ensure that all site, parking area design and engineering standards match the intent of this policy.	City - Planning	Staff time
	TP 1h (1): Assess existing ridership and develop strategies for implementing additional service and service changes through the Transit Master Plan update (planned for 2017-2018).	City - Transfort	Staff Time
	TP 1i (2): Identify funding mechanisms for joint development/shared use opportunities (e.g., public/private partnerships).	City - Transfort	Public-Private Partnerships
	TP 3b (1): Convene all interests to define an initial trial installation of physical, digital, and mobile wayfinding aids for visitors, considering all modes of travel.	City - Parking, Planning, FC Bikes; DDA, DBA	Staff Time
	ME 1e (3): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.	City - Economic Health, Social Sustainability	Staff time

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
AC 1a (1): Create formal and informal partnerships among organizations involved with arts and culture such as Colorado State University, Poudre School District, philanthropic organizations, art advocates, Downtown Development Authority, Downtown Business Association, City of Fort Collins, affinity groups (outdoor, craft spirits, tech) and traditional industries (healthcare, agriculture).	Office of Creative Industries, DDA, Art Organizations	Staff Time
AC 1c (1): Consult with the creative industries to consider potential impacts and to gain insights when making decisions on investment and regulations.	Office of Creative Industries	Staff Time
AC 1c (2): Engage artists and creatives in policy creation and decision making to leverage their creative problem-solving skills.	City - Cultural Services, DDA	Staff Time
AC 2b (2): Once hired, the Director of Creative Industries will support and facilitate the Creative Industries Partnership.	Office of Creative Industries	Staff Time
AC 2d (1): Support business education for creatives through partnerships with existing organizations such as Small Business Development Center (SBDC), Front Range Community College (FRCC), Colorado State University (CSU), or other providers.	Office of Creative Industries	Staff Time
EE 4a (1): Encourage cooperative approaches to sustainability innovations, such as renewable energy production and smart grid technologies, to pilot and test new methods and distribute financial risk among various departments, agencies and parties, especially as it relates to achieving the community's climate action goals. Create an interdepartmental group that brings together all departments involved in construction to identify partnership opportunities, improve coordination and reduce barriers to implementing forward-thinking approaches to utility service.	City - Utilities, Engineering, Streets, Stormwater, Planning, DDA, DBA, CSU, Places of Invention Innovators' Network, Private Partners	Staff Time
MM 3a (1): Publish and share frequent, coordinated information about efforts to address homeless-related issues.	Homeward 2020, DDA/DBA, City - City Manager's Office, Social Sustainability	Staff Time, Foundations, DDA, DBA

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
MM 3c (1): Implement, monitor, and shape the Homeward 2020 program in collaboration with all service providers and other interests.	Homeward 2020, City - City Manager's Office, Social Sustainability	General Fund, Foundations
MM 4a (1): Convene all funding sources to evaluate current and future budgetary issues, considering likely expansion of services (e.g., Campus North, Canyon, Lincoln, Innovation Subdistrict, and qualitative enhancements).	City - Parks, DDA, Planning	Staff Time
MM 4b (2): Revisit and confirm preliminary findings of suitability of Streets Facility property for current and future space and operational needs.	City - Parks, Operations Services, Streets Dept.	Staff Time
MM 4b (3): Identify and pursue an appropriate budgeting strategy.	City - Parks, Operation Services, City Manager's Office	Staff Time
MM 4d (1): Review the Downtown Plan with Parks staff and related interests to identify appropriate programs, funding sources and budgeting approaches to each Subdistrict.	City -Planning, Parks	Staff Time
MM 6b (1): Conduct conceptual BID reconnaissance effort with potentially interested property owners, and explore potential functions and boundaries.	DBA, DDA, City - Economic Health	DBA, Staff Time, DDA

Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
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Regulations & Guidelines

UD 1a (2): Establish guidelines for character subdistrict improvements that support the unique identity of the subdistrict.	City - Planning	Budgeting for Outcomes
TP 1n (3): Explore options to reduce drivers "rolling coal."	City - Traffic Operations, Police	Staff Time
TP 2h (1): When a sustainable funding source for new parking is in place, explore revisions to the Land Use Code allowing new development to pay a fee-in-lieu for of part or all the on-site parking requirements.	City - Parking, Planning	Staff Time
ME 1c (4): Support the development of larger floorplate office and commercial spaces to attract incubator graduates and growing primary employers.	City - Economic Health, DBA, DDA, SBDC, Chamber	Budgeting for Outcomes
ME 1d (1): Encourage the development of small-format retail spaces in infill and redevelopment projects to provide opportunities for unique shopping options, creative studio/gallery spaces, and other small-scale retail uses.	City - Planning, DDA	Budgeting for Outcomes
ME 1f (1): Support creation of housing at higher densities in key Downtown areas (for example, the Mason corridor).	City - Planning	Budgeting for Outcomes
ME 1f (3): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown.	City - Planning	Budgeting for Outcomes
ME 1g (1): Encourage multiple uses near or inside government facilities to generate pedestrian traffic outside of typical business hours.	City/County/State/Federal Government Facilities, City - Operation Services, Planning	Budgeting for Outcomes
ME 3a (1): Develop new policies and modify current policies, procedures and practices to reduce and resolve barriers to compatible infill development and redevelopment. Emphasize new policies and modifications to existing policies that support a sustainable, flexible and predictable approach to infill development and redevelopment that respects and maintains existing character.	City - Planning, Historic Preservation, Engineering, Building Services, Utilities	Budgeting for Outcomes

Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
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Regulations & Guidelines

EE 2f (2): Require radon testing and mitigation for new residential development, redevelopment, and remodels. Consider requiring testing and mitigation for commercial development projects.	City - Environmental Services, Building Services	Staff Time
EE 4e (1): Encourage use of the Net Zero Water Planning Toolkit by property owners and developers to evaluate water footprints for properties, identify opportunities to reduce water demand and help property owners save on utility costs.	City - Utilities, Planning, Environmental Services	Staff Time
TP 2e (2): Determine pricing and develop an online "marketplace" that allows customers to purchase parking in private facilities, as available, or utilize existing services like "ParkHound" to curate a "one-stop shop" for parking.	City - Planning, Transfort, DDA	Budgeting For Outcomes
AC 1b (3): Consider a "cultural sites trolley" that can circulate around Downtown to the various cultural facilities.	City - Transfort, DDA, DBA	Budgeting for Outcomes
AC 4a (1): Inventory existing spaces and buildings that could be used for affordable start-up, live and/or work space and invest in public-private partnerships to develop new affordable creative spaces.	City - Economic Health, DDA, Office of Creative Industries	Budgeting for Outcomes, Downtown Development Authority
AC 4b (2): Explore the use of flexible funding streams for arts, cultural and creative uses.	City - Economic Health, DDA, Organization of Creative Culture	Staff Time
AC 4b (3): Provide data/information to developers and landlords on the value of retaining a mix of creatives in Downtown.	Office of Creative Industries, Culture Services, DBA	Staff Time
AC 5a (1): Inventory micro-urban space such as alleys, parking lots, and other utility areas to incorporate art and develop public and/or private art programs for those spaces.	Organization of Creative Culture, DDA	Budgeting for Outcomes

Programs

Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Programs	EE 2b (1): Develop informational and educational resources on clean energy (solar, geothermal, hydropower, wind or other technologies) that acknowledge the unique constraints and opportunities Downtown.	City - Utilities, Environmental Services, Historic Preservation, Planning, Economic Health, DDA	Budgeting For Outcomes, Staff Time
	EE 2g (1): Develop a business electric vehicle (EV) charging station incentive program to increase installation of EV charging stations at existing businesses and institutional facilities.	City - Utilities, Environmental Services, FC Moves	Budgeting For Outcomes, Staff Time
	EE 2g (4): Explore opportunities for block or district-scale electric vehicle (EV) programs.	City - FC Moves, Parking Services, Utilities, Environmental Services, DBA	Public-Private Partnership, Private/ Business, Staff Time
	EE 2g (6): Identify partnership opportunities for providing real-time EV charging station availability information.	City - FC Moves, Parking Services, Environmental Services, Utilities	Public-Private Partnership, Budgeting For Outcomes
Plans & Studies	TP 1a (5): Evaluate pedestrian bulb-outs to enhance walkability and reduce crossing distance at key intersections.	City - FC Moves, Engineering	Staff Time
	TP 1b (1): Building off the Arterial Intersection Prioritization Study, do a more detailed analysis within the Downtown area to evaluate and prioritize potential improvements for various modes at intersections.	City - FC Moves, Traffic Ops, Engineering	Staff Time
	TP 1n (4): Pursue more efficient ways of managing deliveries Downtown.	City - Traffic Operations	Staff Time
	TP 2f (2): Research and identify preferred vendor and meter type (e.g., single- space or multi-space; pay by space, pay by license plate; cell phone only).	City - Parking, Planning	General Fund
	TP 2f (3): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other existing parking technologies).	City - Parking, Planning	General Fund

Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Plans & Studies	TP 2f (4): Identify implementation area and develop a comprehensive stakeholder education and communication plan.	City - Parking, Planning	Staff Time
	TP 2f (5): Identify specific use of revenue generated from on-street paid parking fees that support City policies.	City - Parking, Planning	Staff Time
	TP 2g (1): Identify conditions that warrant the development of new parking structures.	City - Parking, Planning, Economic Health	Staff Time
	TP 2g (2): Explore various funding sources for development of parking structures such as public-private partnerships, parking district, tax increment financing (TIF), parking fee-in-lieu, on-street paid parking, and other creative fundraising techniques such as memorial bricks and advertising rights.	City - Parking, Planning	Budgeting For Outcomes
	TP 2g (3): Explore development of parking structures to encourage primary employment on the fringes of Downtown.	City - Parking, Planning, Economic Health	Staff Time
	TP 2i (1): Create a comprehensive regulation document for public parking facilities (on street and structured) in Downtown.	City - Parking, Planning	Staff Time
	TP 2i (2): Analyze appropriate triggers for removing on-street parking in favor of bike parking, car share, and/or bike share spots in the context of the overall supply and availability of parking.	City - FC Moves, Parking, Planning,	Staff Time
	TP 2k (1): Begin conversation in the City Plan and Transportation Master Plan update planned for 2017- 2018.	City - Transfort, Parking	Budgeting for Outcomes
	ME 1e (2): Examine fee structures for redevelopment (permits, capital expansion, street oversizing, planning, etc.) to encourage the development of mixed-use buildings with smaller, more affordable units. Ensure that fee structures reflect the unique context of Downtown development.	City - Planning	Budgeting for Outcomes

Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
ME 2a (1): Conduct in-depth research that considers several scenarios for 1) continued public investment in Downtown infrastructure, public space, and redevelopment and 2) adequate funding for ongoing Downtown maintenance and operations after the expiration of Tax Increment Financing (TIF) in 2031.	DDA, DBA, City - Economic Health	Budgeting for Outcomes, DDA, General Improvement District
ME 2b (1): Evaluate the current operations and efficacy of the General Improvement District (GID); consider expansion of the GID boundary to appropriate character subdistricts (e.g. the River Subdistrict) as development moves further from the historic core area when appropriate.	City - Planning, Economic Health	General Improvement District
ME 2b (3): Evaluate the feasibility of establishing a Downtown economic development fund to further support public-private partnerships in the Downtown area.	City - Economic Health, DDA	Budgeting for Outcomes
ME 3a (3): Develop and maintain development fee schedules that account for differences between redevelopment and greenfield development costs, and aim to provide fair and equitable apportionment of cost for the different types of development.	City - Planning	Budgeting for Outcomes
EE 2b (8): Identify obstacles and opportunities to support the development of public and/or private district energy, combined heat/power, smart grids, demand response systems, a zero energy district and other energy innovation projects in the Downtown area.	City - Utilities, DDA, Environmental Services, Private Partners	Staff Time, BFO
EE 2e (3): Consider the environmental and economic potential of a mandated deconstruction and salvage program for buildings constructed prior to a certain date to encourage recycling and reuse of materials.	City - Building, Planning, Environmental Services	Staff Time
EE 2g (2): Evaluate the effects of additional vehicle charging stations on grid management and existing utility infrastructure. Identify needed improvements to support demand.	City - Utilities, Environmental Services, FC Moves	Budgeting For Outcomes, Staff Time

Plans & Studies

Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
EE 2g (7): Explore the transformation of the Mason Street Corridor from a designated "enhanced travel corridor" to a "transportation innovation corridor" that integrates and supports new transportation technologies and products (e.g., driverless cars, shared cars, electric and alternative fuel vehicles).	City - FC Moves, Planning, Utilities	Budgeting For Outcomes, Public-Private Partnership
EE 3d (2): Identify possible locations acceptable for limited food production in strategic locations along the Poudre River and throughout Downtown.	City - Natural Areas, Parks, Park Planning, Stormwater	Staff Time
MM 2a (2): Continue to seek and support initiatives, programs and staffing to build proactive relationships and understanding regarding related issues, and assist in reducing conflicts in public space related to disruptive behavior (see also Policy MM 3b).	City - Parks, Natural Areas	Staff Time
TP 1b (2): Implement multi-modal intersection-related improvements identified in TP 1b (1), including identifying and pursuing funding within the larger citywide project prioritization process.	City - FC Moves, Traffic Ops, Engineering	Budgeting for Outcomes, KFCG, CCIP
TP 1d (1): Construct the full design of the Lincoln Corridor Plan.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District
TP 1d (2): Update and implement the Riverside Access Control Plan, building on the Jefferson Street Design and the with updated design from Downtown Plan; see the Entryway Corridor Subdistrict section on page 213.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District
TP 1d (3): Implement the Jefferson Street Design.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District
TP 1j (1): Design and construct potential access improvements for buses, particularly for exiting off Maple and turning south onto Mason.	City -Transfort, Traffic Operations, FC Moves	Budgeting for Outcomes

Plans & Studies

Capital Projects

Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Capital Projects	TP 1j (2): Design and construct potential access improvements for cyclists and pedestrians.	City - Transfort, Engineering, Traffic Operations, FC Moves	Budgeting for Outcomes
	ME 1c (3): Invest in the physical assets (sidewalks, utilities, buildings) necessary to support entrepreneurship in parts of Downtown that currently lack adequate physical infrastructure.	City - Planning, Economic Health, DDA, Utilities	Community Capital Improvement Program (BOB 2.0), State & Federal Grants, DDA, GID, private/business, Public/Private Partnership
Monitoring & Evaluation	TP 2b (2): Develop strategies to provide parking utilization data to the public in both online and mobile application form.	City - Parking Services, CPIO	General Fund
	ME 1h (1): Anticipate potential impacts of the sharing economy (i.e., car share, short-term rentals) and ensure that policies for land use, municipal regulation, and economic development are reviewed as needed.	City - Planning, Economic Health	Staff Time, Budgeting for Outcomes
	ME 1h (3): Update market conditions and trend analyses every five years and make appropriate adjustments to the Downtown Plan and key metrics.	City - Economic Health, Planning	Budgeting for Outcomes
Coordination	EE 2a (3): Partner with CSU's Eco-District initiative to test and demonstrate innovative and sustainable projects in the Downtown, potentially including a zero energy district.	City - Environmental Services, Utilities, Planning, CSU	Staff Time, Research Grants, Public-Private Partnerships
	TP 1g (3): Identify and pursue potential Downtown Circulator funding partnerships (see also AC 1b (3)).	City - Transfort	Staff Time
	TP 2f (1): Work with the Parking Advisory Board to identify thresholds based on parking utilization data that would warrant initiation of an on-street paid parking system.	City - Parking, Planning	Staff Time

Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Coordination	ME 1b (2): Work with existing Downtown businesses that are interested in relocation; facilitate opportunities for adaptive reuse and redevelopment.	City - Economic Health	Staff time
	ME 1f (2): Support reform of the construction defects claim legislation to encourage development of for-sale condominiums.	City - Economic Health	Staff time
	ME 1f (4): Public-private partnerships should be used to achieve key community objectives, including parking, sustainable design, and affordability.	City - Social Sustainability, Economic Health	Public-Private Partnerships
	ME 2a (2): Educate the public and stakeholders in the City organization about the impact of investments that have been funded through TIF resources.	City - Economic Health, DDA	Staff Time
	AC 3a (3): Support the creation of a community-centered use in the Car Barn	City - Economic Health	Budgeting for Outcomes
	AC 4a (2): Support and promote existing creative spaces, both public and private, so they remain a resource for creative industries.	City - Economic Health, DDA, Office of Creative Industries	Staff Time
	MM 2a (4): Identify opportunities to increase recreational use of parks and natural areas where concentrations of illegal activity and encampments are a problem, to provide higher visibility and make spaces more family-friendly (e.g., disc golf course in Gustav Swanson Natural Area).	City - Parks, Police	Staff Time
	MM 4a (2): Prepare a report for City Council and others summarizing key budget forecast issues to inform biennial budgets and the programming of new improvement projects.	City - Parks, DDA	Staff Time
	MM 4c (1): Ensure that aging improvements (e.g., trees and plants, special paving, planter walls, pedestrian lights, street furnishings, holiday lights infrastructure, irrigation, fountains) are maintained by responsible parties.	City - Parks, Planning	Staff Time
	MM 4e (2): Work with haulers to explore cleaning, maintenance and litter clean-up as part of their service for enclosures.	City - Environmental Services., DDA, Parks, Business	Staff Time

Mid-Term Actions (2021-2028)

Coordination	Action Items	Responsibility	Potential Funding
	MM 4e (3): Provide educational information and signage regarding waste reduction, waste management and recycling.	City – Environmental Services, DDA, Parks, Planning, Private/ Business	Staff Time
	MM 4e (4): Work with individual property owners to reduce waste, coordinate with neighbors on waste collection and utilize best practices for waste management.	City – Environmental Services, DDA	Staff Time
	MM 4e (5): Explore reducing the frequency of large waste vehicles Downtown by identifying opportunities for shared resources, coordinated collection schedules, single-provider contracts, bicycle-based recycling and food waste collection, and other actions.	City – Environmental Services, DDA, Private/Business	Staff Time
	MM 4e (6): Explore options and technology for year-round drinking fountains to reduce beverage container waste.	City - Parks, Environmental Services	Staff Time
	MM 6b (2): If a base of initial support emerges, explore a public deliberation process to discuss BID concepts and potential suitability for Downtown or parts of Downtown.	DBA, DDA, City - Economic Health	DBA, Staff Time, DDA

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Ongoing Actions

Action Items	Responsibility	Potential Funding
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AC 5d (2): Explore opportunities for artwork to stand in lieu of design requirements.	City - Planning	Staff Time, New Development
EE 1a (2): Continue to conserve land along the Poudre River to protect floodplain areas and optimize carbon sequestration through floodplain requirements and natural habitat buffers.	City - Natural Areas, Parks, Park Planning, Stormwater	Staff Time
EE 1b (2): Continue to ensure new development creates an adequate transition between Downtown and the river, with special consideration for avoiding negative impacts of development projects on the aesthetics and character of the Poudre River.	City - Planning	Staff Time
EE 2b (7): Promote and incentivize the use of passive urban cooling strategies, such as tree canopies, reflective roofs and pavement, living walls and green roofs, and shading canopies and devices over windows, walls, parking lots and other open areas.	City - Planning, Utilities, Natural Areas, Environmental Services	Developers, Private/ Business, DDA
EE 2d (2): Promote green building practices that support community goals when providing public financing for new development or redevelopment projects (e.g., LEED, Energy Star, Living Building Challenge, WELL Building and Net Zero Energy Building strategies).	City - Planning, Building, Economic Health, DDA	Staff Time
EE 3a (2): Incorporate pocket parks, plazas, courtyards, safe children's play areas, green roofs, living walls, and opportunities to enjoy nature into new development, existing properties (public and private), streetscapes, alleyway improvements and other projects.	City - Planning, DDA, Parks, Engineering, Natural Areas	Developers, DDA, Budgeting For Outcomes
EE 3a (3): Incorporate landscaping that benefits birds, butterflies, pollinators and other urban adapted wildlife species into new development, existing properties, streetscapes, alleyway improvements and stormwater management projects.	City - Planning, Parks, Engineers, Natural Areas, DDA	Developers
EE 3a (4): Incorporate setbacks or varied edges into large infill buildings to create a green edge and publicly accessible gathering spaces where appropriate for the context and desired character of a block or subdistrict, while considering any impacts to affordability of development projects.	City - Planning, Parks, Engineers, Natural Areas, DDA	Developers

Ongoing Actions

Action Items	Responsibility	Potential Funding
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EE 3b (1): Continue to incorporate street trees and high-quality landscaping in all development. Continue to maintain the health and longevity of the existing, mature tree canopy Downtown.	City - Planning, Forestry	Developers, Budgeting For Outcomes
EE 3c (2): Ensure that lighting levels on existing and new development sites are adequate to protect public safety and ensure personal security while protecting natural features (e.g., the Poudre River corridor) from unnecessary light spillage. Revise the Land Use Code to reflect best lighting practices.	City - Utilities, Planning, Building Services	Staff Time
EE 3d (1): Encourage the planting of fruit trees as part of new development projects when appropriate, as determined by Forestry and other City departments.	City - Planning	Developers
EE 4b (1): Continue to require and encourage best practices for Low-Impact Development (LID) as part of all new development to reduce the amount of runoff and improve stormwater quality.	City - Utilities, Engineering, Planning	Staff Time
EE 4c (1): Continue to require new development and redevelopment be protected from flood damage by complying with floodplain regulations in Chapter 10 of the Municipal Code.	City - Utilities	Staff Time
EE 4e (2): Encourage public and private landscaping that utilizes xeric and wildlife-friendly plant species and management techniques. Continue to provide resources and technical assistance to property owners and developers.	City - Utilities, Planning	Staff Time
TP 1a (2): Continue to implement the Pedestrian Improvement Program, including identifying potential improvements in coordination with the Street Maintenance Program (SMP) and other capital project opportunities.	City - Engineering, Streets	KFCG*, CCIP*
TP 1a (3): Continue to update ramps at intersections to make pedestrian pushbuttons accessible for people using mobility devices.	City - Engineering	CCIP*
TP 1a (4): Continue to implement Leading Pedestrian Intervals at appropriate Downtown intersections.	City - Traffic Operations	Staff Time

Ongoing Actions

Action Items	Responsibility	Potential Funding
TP 1h (4): Continue to support and expand regional transit service offerings (e.g., Bustang, FLEX).	City - Transfort	General Fund, Grants, and support from other communities and transportation agencies in the region*
TP 1k (1): Continue implementing the Bus Stop Improvement Program.	City - Transfort, Engineering	Budgeting for Outcomes
TP 3a (1): Expand the use of real-time bus arrival information to additional bus stops (e.g., for the proposed Downtown Circulator in TP 1g), and identify opportunities for improved communication of other transit information.	City - Transfort	Budgeting for Outcomes
TP 3b (2): Continue to implement the Bicycle Wayfinding Plan.	City - FC Bikes	Transportation Services Fund*
TP 3d (1): Work with employers to provide information on travel options and special programs (engagement, incentives) via the Transportation Demand Management (see also TP 2d (1)) and ClimateWise programs to promote the use of public transit, biking, and walking.	Visit Fort Collins, DBA, City - FC Moves	Staff Time
ME 1c (1): Continue to support Fort Collins' Downtown business incubation programs and industry cluster groups as key elements of both innovation and future employment growth in the City.	City - Economic Health	Budgeting for Outcomes
ME 1d (2): Support and develop programs that encourage residents to spend dollars locally.	City - Economic Health, Planning, DBA, DDA	Budgeting for Outcomes, DBA, BID (if established)
AC 1a (2): Develop a creative industries partnership to engage all creatives and advance the industries. Build the partnership's role in arts, culture and creativity at the city, state, national and international levels.	City - Economic Health	Budgeting for Outcomes

Ongoing Actions

Action Items	Responsibility	Potential Funding
EE 2a (1): Create ongoing awareness about climate action and encourage community members to suggest and demonstrate local ideas that support greenhouse gas reduction and sustainability goals. Sustainable projects should be visible and/or accessible to the public to celebrate innovation and provide educational opportunities.	City - Environmental Services, Utilities	Budgeting For Outcomes, Staff Time
EE 2b (5): Ensure that opportunities to produce and utilize clean energy are available and affordable to all businesses, property owners and tenants, regardless of business size or socioeconomic status. Explore solutions that allow multiple tenants and condominium owners to produce and utilize clean energy in shared buildings, both residential and commercial.	City - Utilities, DDA, Private Partners	Staff Time
EE 2d (1): Support green building projects that exceed minimum code requirements through incentives, rebates, technical assistance and other initiatives. Work with developers, lenders and property owners to overcome the perception that green building practices cost more than traditional building techniques.	City - Planning, Building, Environmental Services, Utilities	Staff Time, Budgeting For Outcomes
EE 2d (3): Encourage developers and property owners to utilize the City's Integrated Design Assistance Program. Provide technical assistance and education on the benefits and business case for green building practices. Emphasize green building practices for both existing and new buildings that improve long-term affordability and financial returns for property owners and tenants.	City - Utilities, Planning, Environmental Services	Staff Time
EE 2f (1): Strongly encourage best practices to detect, prevent and mitigate indoor air pollutants such as carbon monoxide, volatile organic compounds, radon and particle pollution for redevelopment projects that utilize existing buildings. Encourage best practice maintenance of heating, ventilation and air conditioning (HVAC) systems to maintain healthy indoor environmental quality. Encourage the design, construction and operation of buildings that meet WELL Building standards or similar measures of superior indoor environments.	City - Environmental Services, Utilities, Building Services	Staff Time

Ongoing Actions

	Action Items	Responsibility	Potential Funding
Programs	EE 4c (3): Continue to work with stakeholders to educate the community on flood safety and property protection techniques.	City - Utilities	Staff Time
Plans & Studies	TP 1n (2): Pursue ways to mitigate train horn noise.	City - Traffic Operations, City Manager's Office	Staff Time
	ME 2b (2): Create and maintain an inventory of prioritized public improvement needs for the entire Downtown Plan area. Ensure that implementation of public improvements is distributed throughout the Downtown subdistricts as appropriate.	DDA, GID, BID (if created)	Budgeting for Outcomes, General Improvement District, DDA
	EE 2b (4): Identify buildings and sites with the greatest and most effective opportunities to integrate photovoltaic and solar thermal systems, including self-storage, warehouses, large office buildings, and other uses with suitable roof space. Create education, incentives, rebates, demonstrations, and partnership opportunities to facilitate participation.	City - Utilities, Private Partners	Staff Time, Budgeting for Outcomes
	EE 4d (3): Ensure that infrastructure is sized to allow for planned or future development and adequately accounts for potential impacts to the water and wastewater system.	City - Utilities	Staff Time
Capital Projects	AC 5a (2): Program "convertible" streets that can be used for art events (Canyon Avenue, 200 block of Linden and 200 block of Howes).	Organization of Creative Culture, DDA, City - Planning	Budgeting for Outcomes
	EE 2a (4): Showcase art, clean energy, and nature together through Art in Public Places projects and other artistic installations.	City - Art in Public Places, Utilities, Natural Areas	Art in Public Places Fund
	EE 2b (6): Develop subdistrict- or community-scale solar gardens that are available to both business and residential subscribers. Consider installation on top of parking garages, sites with limited development potential and other suitable sites.	City - Utilities, Private Partners	Public-Private Partnerships, Business, Budgeting for Outcomes, Subscribers/ Ratepayers

Ongoing Actions

	Action Items	Responsibility	Potential Funding
Capital Projects	EE 4a (3): Seek private and other creative funding sources for innovative capital projects that support multiple sustainability goals.	City - Sustainability Services, Utilities, Engineering, City Manager's Office, Places of Invention Innovators' Network, Private Partners	Staff Time
	TP 1n (1): Use crash data to monitor, evaluate, and identify potential improvements on an ongoing basis.	City - Traffic Operations, Police	Staff Time
Monitoring & Evaluation	EE 1a (1): Evaluate the impacts of water supply storage and delivery projects on the aesthetics, ecological functions and natural character of the river.	City - Utilities, Natural Areas, Planning, Environmental Services	Staff Time
	MM2a (3): Evaluate local efforts and best practices from other cities (e.g., Street Outreach Team; Give Real Change campaign; Homeward 2020; Ambassador/Host Program) to inform the ongoing solutions in Fort Collins.	Funders, Service Providers, City - City Manager's Office, Social Sustainability	Staff Time, Foundations/ Philanthropy/Non-Profits, General Fund
	TP 1f (3): Continue to coordinate with the Street Maintenance Program (SMP) and other capital projects to add/improve bicycle facilities when opportunities allow.	City - FC Bikes, Streets, Traffic Operations	Budgeting for Outcomes, State and Federal Grants
Coordination	TP 1n (5): Continue coordinating with CSU to manage the impacts of large university-related events on Downtown.	City - Traffic Operations, Police, CSU	Staff Time
	ME 1c (2): Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation and recruitment of start-ups, maker spaces, artisan manufacturing, and other businesses that bring jobs and import income or dollars to the community.	City - Economic Health, DDA, DBA	Staff time
	ME 1d (3): Support the retention and recruitment of retailers and development projects that have a high potential impact on sales tax generation, specifically focused on increasing the amount of retail sales generated within the Downtown area.	DBA, City - Economic Health	Staff time

Ongoing Actions

Action Items	Responsibility	Potential Funding
ME 1h (4): Regularly share Downtown economic information with the public, business owners and property owners in multiple formats.	City - Economic Health, DBA, DDA	Staff time
AC 5b (2): Explore opportunities to collaborate with the Neighborhood Connections Program to develop a neighborhood-based public art program.	Neighborhood Services, Organization of Creative Culture, Cultural Services	Staff Time
AC 5b (3): Convene all stakeholders to explore opportunities and structure that could support additional public and/or private arts initiatives.	Organization of Creative Culture, Art Organizations	Staff Time
EE 2b (3): Explore a variety of funding sources and creative financing mechanisms to promote clean energy production Downtown, including public-private partnerships, Colorado Commercial Property Assessment Clean Energy (C-PACE), DDA incentives, attracting private investment such as the Solar Power Purchase Program, or other appropriate mechanisms.	City – Environmental Services, Utilities, DDA, DBA, CSU, Private Partners	Staff Time
EE 2b (9): Engage innovative groups, such as the “Places of Invention Innovators’ Network,” in conversations about ways to encourage innovation, reduce risks, showcase local technologies and pilot university research.	City - Economic Health, Environmental Services, Utilities, CSU	Staff Time
EE 3a (5): Showcase art, energy, and nature together through Art in Public Places projects and other artistic installations.	Office of Creative Industries, DDA, Art Organizations	Public-Private Partnership, State and Federal Grants, Private/ Businesses
EE 4b (2): Coordinate implementation of the projects detailed for the Old Town Drainage Basin in the Stormwater Master Plan with other public and private development and improvement efforts. Major capital projects planned to remove structures from the floodplain and mitigate potential flood risks in the Downtown area include the Downtown River District (Jefferson/Pine) and Magnolia Outfall.	City – Engineering, Utilities, Natural Areas, Parks, Planning	Staff Time

Coordination

Ongoing Actions

Action Items	Responsibility	Potential Funding
MM 2c (1): Continue open exploration of issues and possible new locations for a D1 Substation, with collaboration among affected City departments and other key interests.	City - Police, Operations Services	Staff Time
MM 4e (1): Research and share information about urban solutions for enclosures to accommodate waste, recycling, cooking oil, composting and linen bins while maintaining aesthetic quality. Support coordination among property owners to reduce the number of enclosures and receptacles.	City, DDA, Business	Staff Time

Coordination



The Downtown Plan can be found at:
www.fcgov.com/downtown