Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, August 12, 2025
300 Laporte Avenue, Fort Collins, CO 80521

NOTICE:

Work Sessions of the City Council are generally held on the 2nd and 4th Tuesdays of each month. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

How to view this Meeting:

Meetings are open to the public and can be attended in person by anyone.

Meetings are televised live on Channels 14 & 881 on cable television.

Meetings are livestreamed on the City's website, fcgov.com/fctv.

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 970.221.6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide 48 hours' advance notice when possible.

A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione 48 horas de aviso previo cuando sea posible.

While work sessions do not include public comment, mail comments about any item on the agenda to cityleaders@fcgov.com

City of Fort Collins

Meeting agendas, minutes, and archived videos are available on the City's meeting portal at https://fortcollins-co.municodemeetings.com/

City Council
Work Session Agenda

August 12, 2025 at 6:00 PM

Jeni Arndt, Mayor
Emily Francis, District 6, Mayor Pro Tem
Susan Gutowsky, District 1
Julie Pignataro, District 2
Tricia Canonico, District 3
Melanie Potyondy, District 4
Kelly Ohlson, District 5

Council Information Center (CIC)
300 Laporte Avenue, Fort Collins

Cablecast on FCTV
Channel 14 on Connexion
Channel 14 and 881 on Comcast

Carrie Daggett	Kelly DiMartino	Delynn Coldiron
City Attorney	City Manager	City Clerk

CITY COUNCIL WORK SESSION
6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. **Parking Services Optimization Study Update**

   The purpose of this item is to provide an update on operational and financial trends in Parking Services. Staff, in partnership with the Downtown Development Authority, have been working closely with Walker Consultants to identify immediate and future parking policy and models. Information from the preliminary draft of the 2025 Parking Study, specifically the implementation and action plan, will be shared.

C) ANNOUNCEMENTS

D) ADJOURNMENT

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File Attachments for Item:

1. Parking Services Optimization Study Update

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August 12, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council

STAFF

Drew Brooks, Deputy Director, Planning, Development, and Transportation
Eric Keselburg, Sr Parking Services Manager

SUBJECT FOR DISCUSSION

Parking Services Optimization Study Update

EXECUTIVE SUMMARY

The purpose of this item is to provide an update on operational and financial trends in Parking Services. Staff, in partnership with the Downtown Development Authority, have been working closely with Walker Consultants to identify immediate and future parking policy and models. Information from the preliminary draft of the 2025 Parking Study, specifically the implementation and action plan, will be shared.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

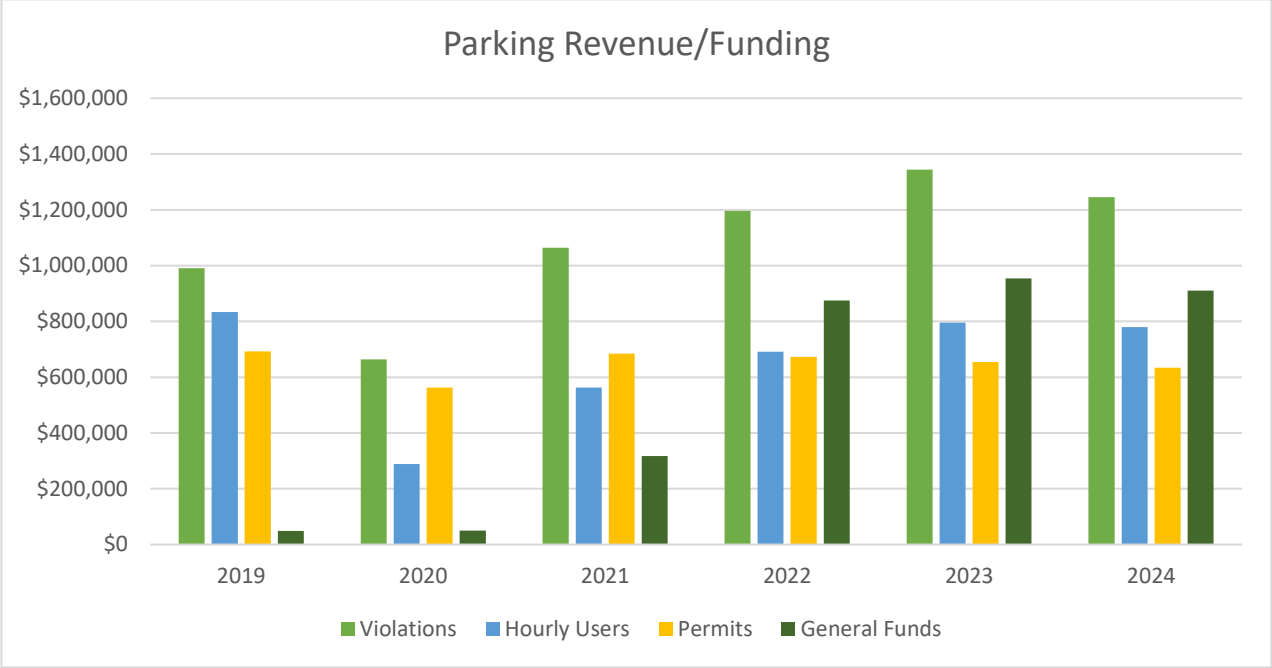
1. What questions do Councilmembers have on the supply and demand and the financial analysis of our Downtown Parking System?

2. What feedback do Councilmembers have on next steps to implement paid on-street parking and other proposed changes to parking system?

BACKGROUND / DISCUSSION

Parking Services is tasked with the management and enforcement of a parking system consisting of 4,846 public parking spaces in the downtown area of Fort Collins. This inventory of spaces includes 3,149 on-street spaces and 1,697 off-street spaces in three (3) parking structures and six (6) surface lots. For the purpose of the downtown paid-parking discussion, this only includes a centralized area of 1,328 on-street parking spaces in the downtown area. Additionally, the department manages twelve (12) Residential Parking Permit Zones adjacent to Colorado State University (CSU) campus.

Parking Services has operated as a quasi-enterprise department for decades, with revenues generated by the department covering nearly all operating expenses, but reliant on the General Fund for major maintenance, as well as technology, equipment and vehicle upgrades. The primary revenue streams for the department are violation citations, hourly parking structure fees, and monthly permit fees from the parking structures and surface lots. The following graph shows the trend, including General Fund allocation, caused by the impact of the pandemic. Parking Services received General Funds between 2021 – 2024. Beginning in 2025, Parking Services is not receiving any offsetting General Fund contribution.



Parking Services was one of the most heavily impacted City departments during the pandemic, through recovery. The pandemic exposed the fragility of a system which is not self-sufficient, and reliant on General Fund contributions, versus developing a model of self-sufficiently, which is best practice across the parking industry.

The current rates for permit holders, hourly users, and citations are illustrated below:

Parking Services has not raised its rates for hourly parking structure users since 2009, and most violation fines have not changed since approximately 2003. This was highlighted when maintenance was deferred during the pandemic, identifying the need for a model which will ensure regular and ongoing maintenance and repairs to the parking structures/assets.

It has become evident that Parking Services, under the current revenue model, cannot meet general operation and maintenance requirements, without relying on General Fund contributions. Ideally, Parking Services would generate revenue to manage and maintain the parking system, including asset management, and technological advancements to better serve the customer.

Parking Services Study and Goals

Since 2023, Parking Services has contracted with Walker Consultants, a leading parking and transportation consultant firm, to fully analyze the current system and make recommendations for strategic improvements. This study has been conducted in strong partnership with the Downtown Development Authority (DDA), which has provided extensive support including funding, data resources, engagement networks, and strategic guidance.

Parking Services has identified outcome goals for the parking system, which have been informed by the changing conditions from the 2013 Parking Plan until today. The primary goals are:

1. To support a vibrant and active downtown economy,
2. Develop a customer-focused system that provides choice for all parkers and modes,
3. Establish a parking system that is financially sustainable and aligned with community goals.

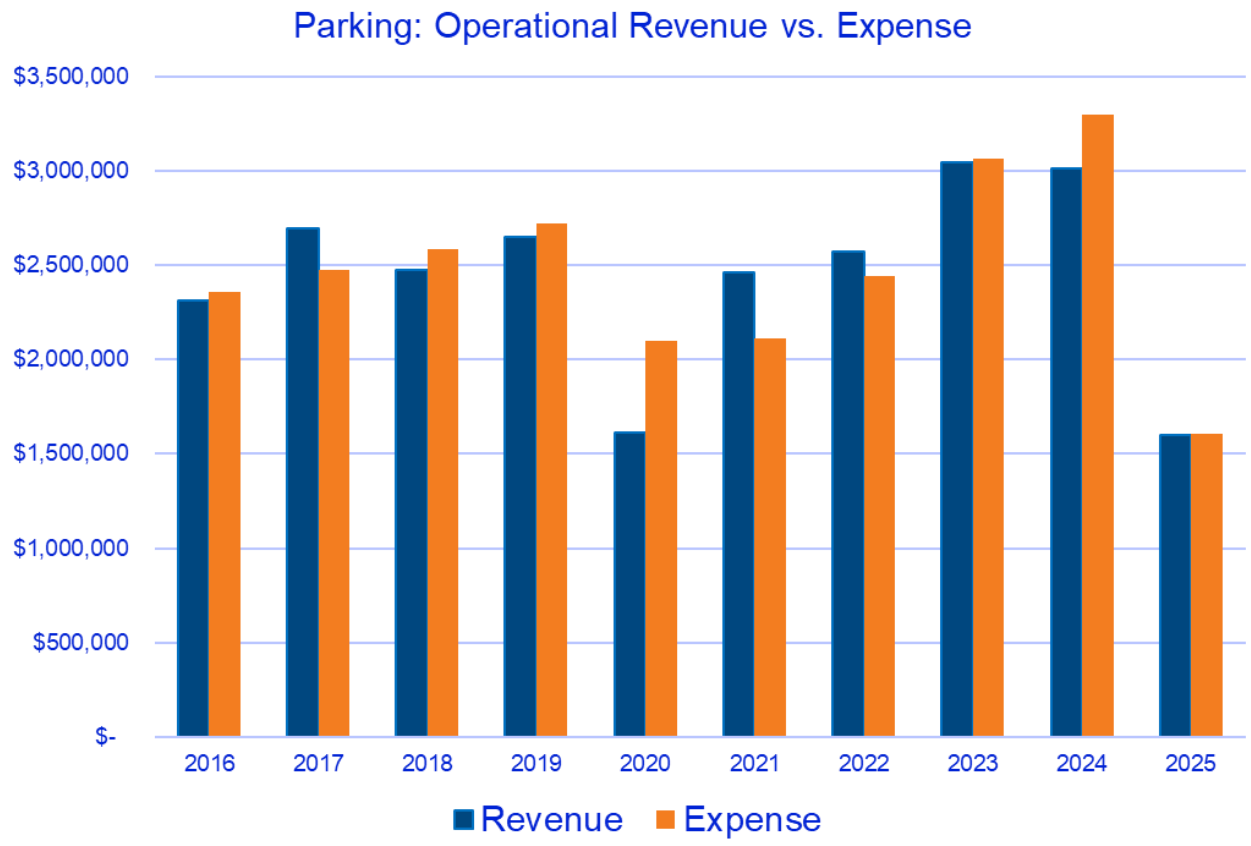
A vibrant and active downtown would make it easier for people to reach their destination, improve the public's perception of parking ease and availability, balance parking demand and more evenly distribute it across the system, incentivize longer-term parkers to park into underutilized parking garages, enhance economic growth by establishing a market-based price mechanism to incentivize efficient use of parking to support parking space turnover, support and encourage different modes and transportation choices, and a provide appropriate placement of parking garage(s) around the periphery of downtown which would provide parking capacity and allow the ability to reimagine the space use.

A customer-focused parking system that provides choice for all parkers and modes of transportation would support those people who value choice, and a paid parking model provides a market-based approach where a menu of different options is provided. It would ensure that the most convenient spaces are available to those who value them the most and make a distinction between the most valuable curb space along the busiest streets downtown and less valuable curb space along less busy streets a little further away from the center of activity. There is value in maximizing the efficiency of the parking system and ensuring that parking assets are being used and allocated adequately and as intended. Customer choice would leverage supportive, rather than punitive, enforcement and reduce ticket-writing and enforcement revenue over time.

Finally, a parking system that is financially sustainable and aligned with community goals would have a dedicated funding mechanism to fund additional new parking assets when or if they are needed. It would utilize parking revenues to offset management, maintenance, administration, and other costs associated with the parking system. An updated parking model would reduce "trolling" activity, which will decrease traffic circulation and on-street congestion and lower carbon emissions. It would allow for the ability to fund other improvements that may complement the parking system or reduce the need for parking, such as micromobility or bicycle/pedestrian infrastructure improvements and support and encourage different modes and transportation choices. If no one is paying for parking, then everyone is paying for parking, and this would ensure that the people who need parking are the ones paying for it and that people who do not own vehicles and/or do not park downtown are not subsidizing parking.

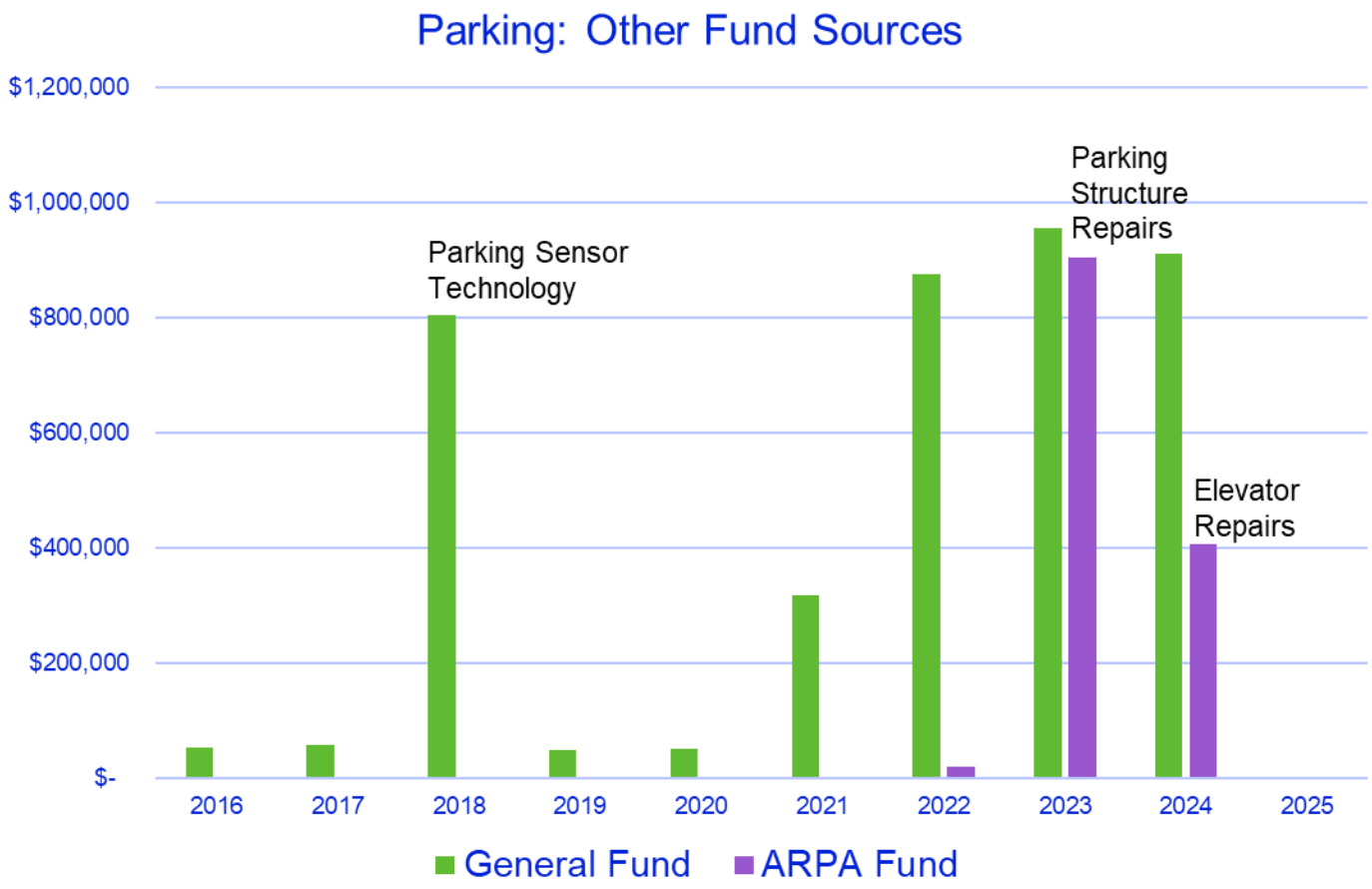
Fiscal Picture

Historically, operational revenue and expenses for Parking Services track closely; however, the imbalance in revenue versus expenses impacted by the 2020 pandemic, caused the observed shortfalls to be met through General Fund subsidy.



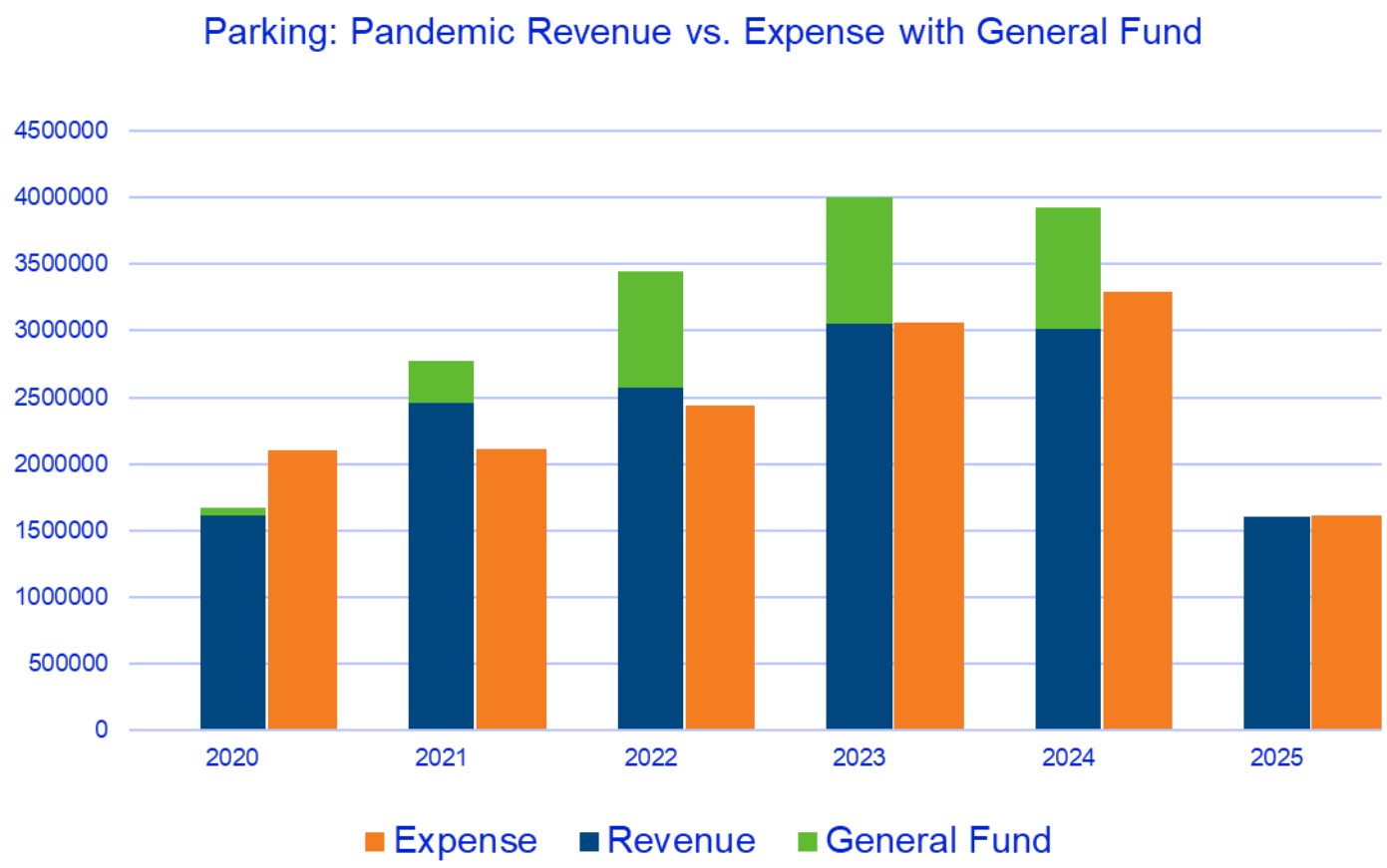
Past Maintenance and Capital

Historically, significant maintenance or other capital costs are met through non-Parking Services revenue sources. The General Fund subsidy amount was increased between 2021 – 2024, to offset the revenue impact caused by the 2020 pandemic. In addition, Parking Services relied on American Rescue Plan Act (ARPA) funding to complete deferred parking structure repairs and maintenance, and elevator retrofit/repairs.



Current Maintenance and Capital

Parking Services' revenue recovered, while still receiving a General Fund subsidy; the result was a growing balance of the Parking Services reserves. Parking Services is no longer receiving General Fund subsidy in 2025 and going forward. There are projects underway which will deplete a large portion of the reserve balance; the Civic Center Parking Structure is receiving a full stairway replacement, $1.2M, and Parking Services contributed $450k to the remodel of the new Parking Services office location, to support the Municipal Court expansion in the 215 N Mason building.



Indicators of Demand

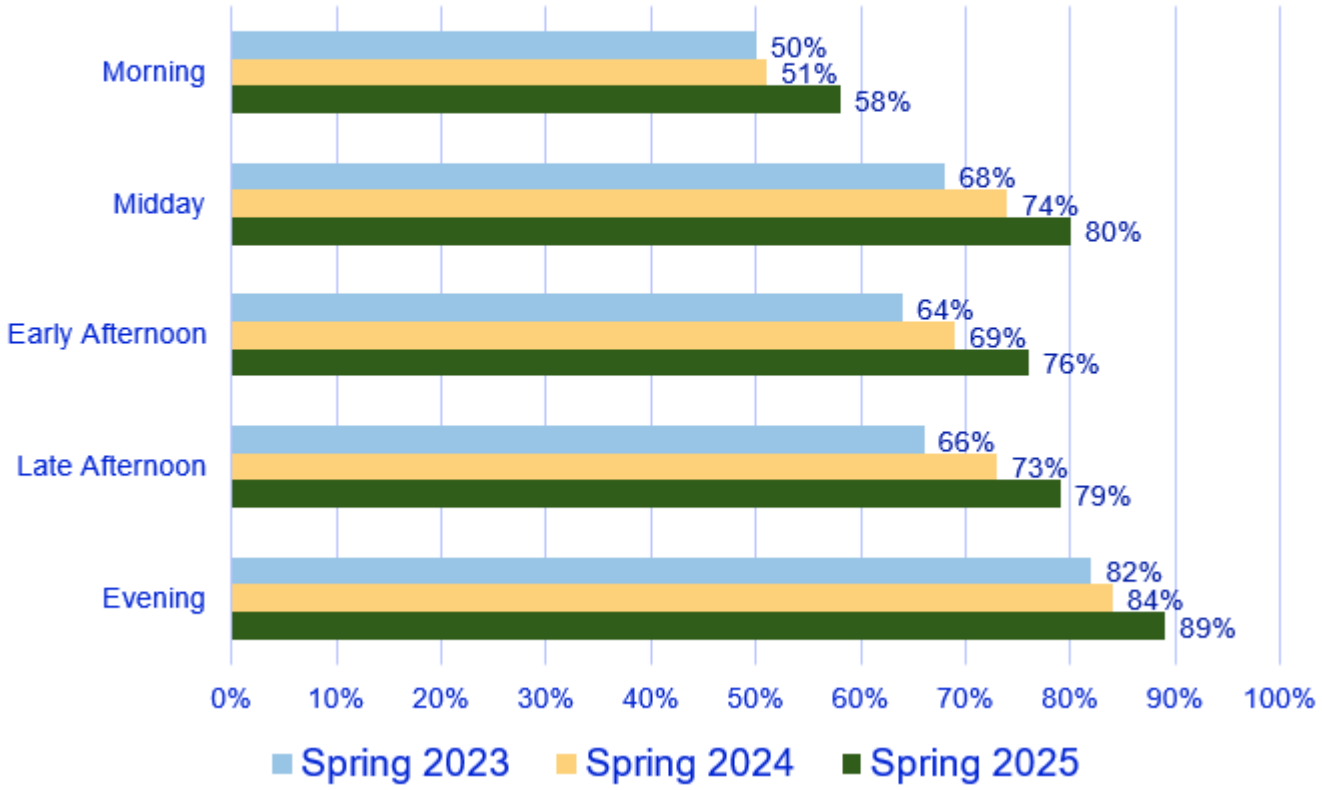
As Fort Collins continues to grow in population, regional visitors to the downtown, and ongoing infill and development, the existing parking methodology struggles to manage the strain on the existing system.

It has been identified in both the 2013 Parking Plan and in the 2017 Downtown Plan that Fort Collins is operating under an upside-down model, where the close and convenient parking availability is free, whereas the further away and less-convenient parking has an associated cost. This phenomenon was identified, and still holds true, that:

> 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 as "parking structure avoidance" due to the "upside-down pricing".
>
> This practice creates congestion, air pollution, and a perception that there is no parking available and general frustration.

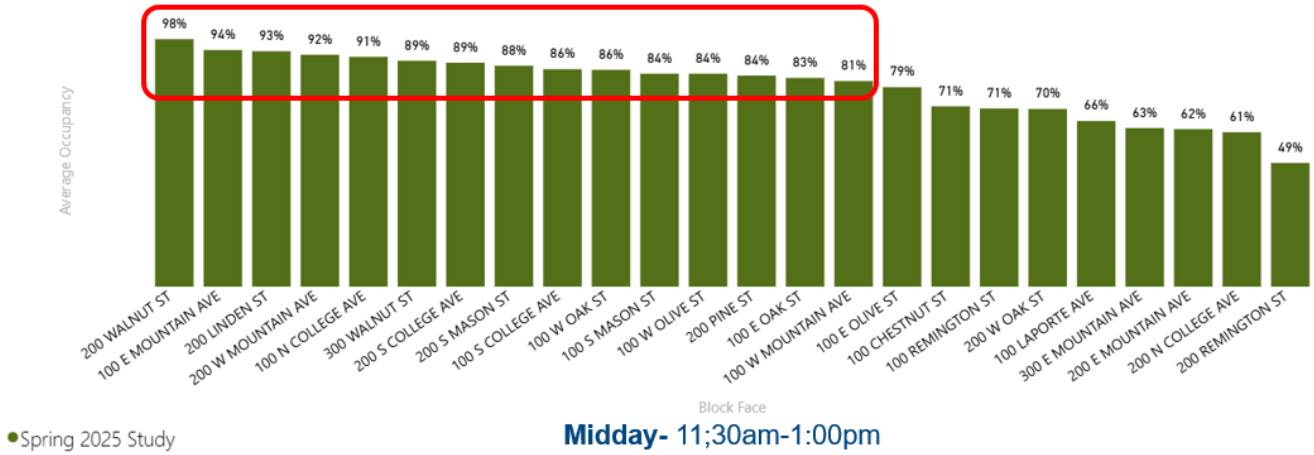
Parking Services has been collecting point-in-time data collection specific to occupancy, duration of stay, and unique user; and demand indicators shows that the perception of low parking availability is a reality on-street during certain peak times and locations within the downtown parking system. It is important to note that industry standards observe that parking occupancy levels that meet, or exceed, 80-85% occupancy, are considered unhealthy. The following graphs show the trend of data collected over three (3) spring data collection periods, and the increase of on-street occupancy. As well, the recent Spring 2025 data collection does highlight midday and early evening occupancy, which are near or exceeding the 80-85% healthy threshold:

Indicators of Demand



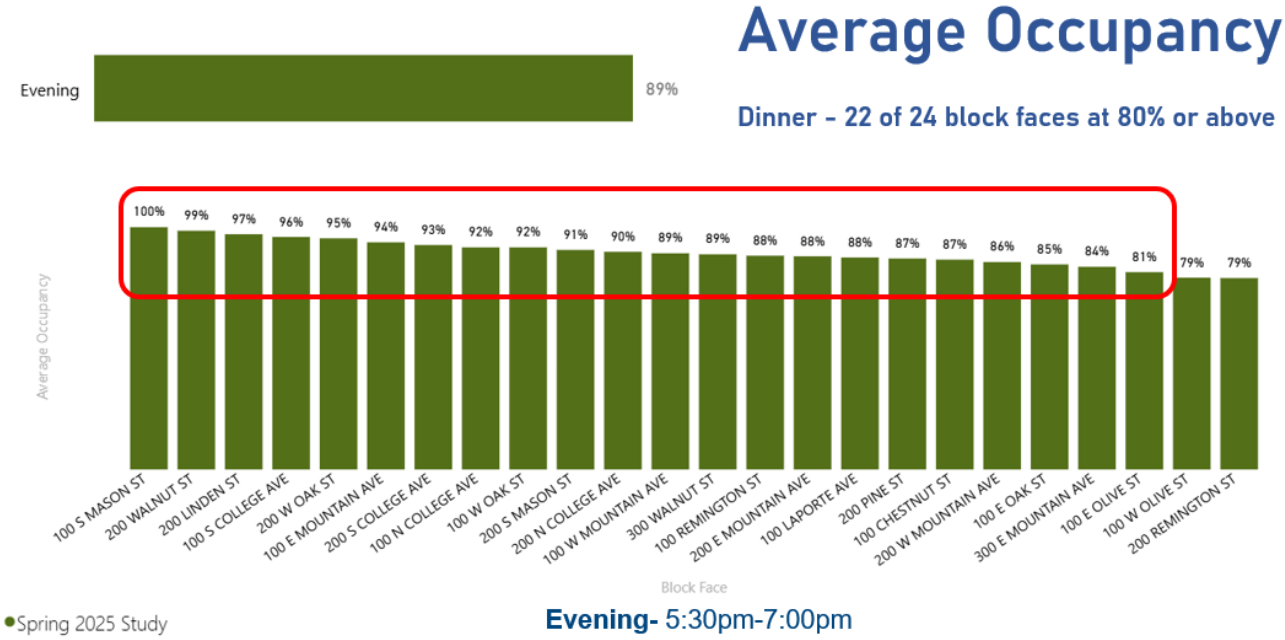
Average Occupancy

Lunch - 15 of 24 block faces at 80% or above



Spring 2025 Study

Midday- 11;30am-1:00pm



Parking Structure occupancy at all three (3) garages rarely exceeds 60-70%. The exceptions may include Friday and Saturday nights and during special events, when parking structure occupancy may be higher.

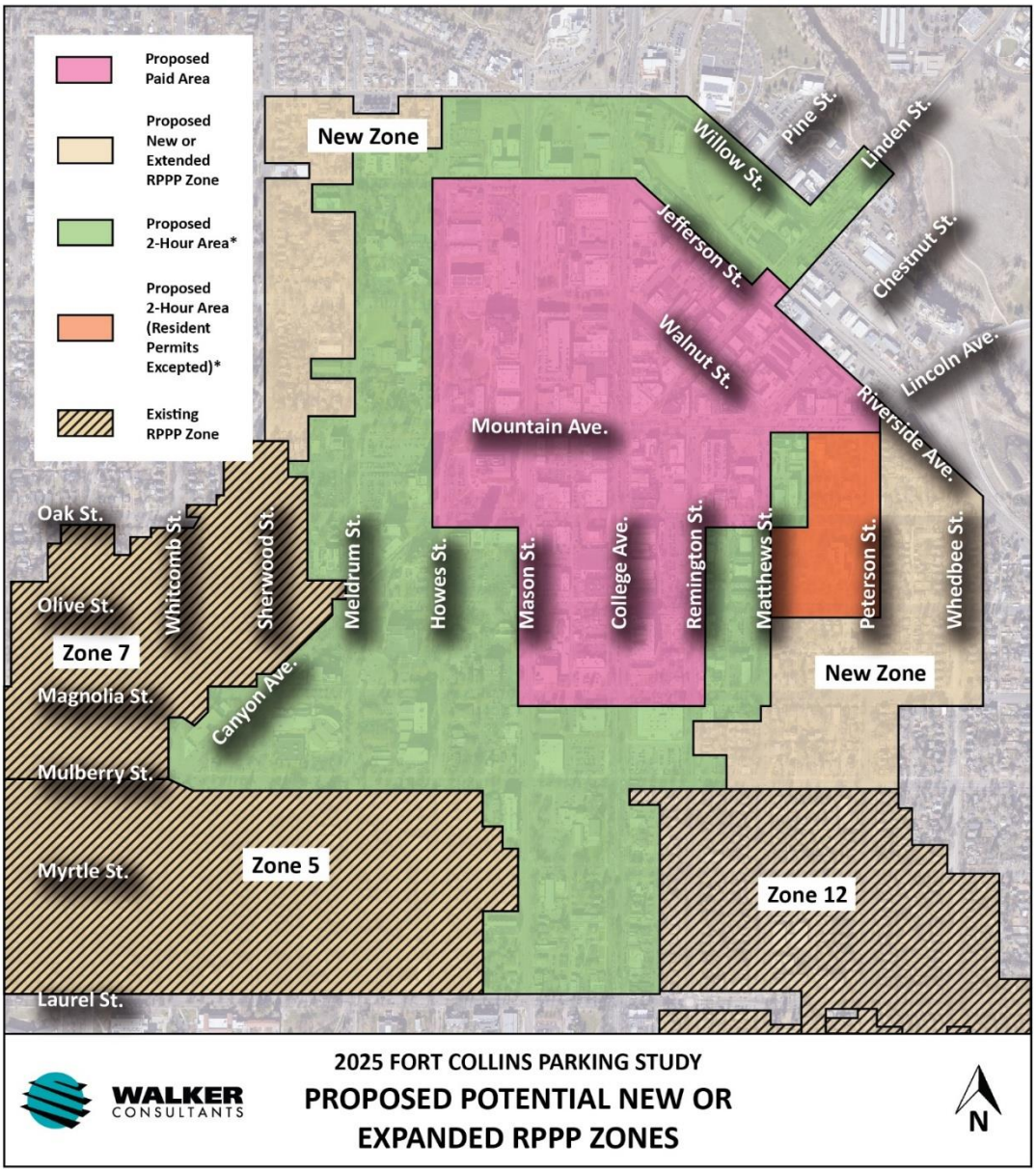
The DDA has also shared significant data which has informed this parking demand analysis from two sources: the 2023 Downtown Fort Collins Parking & Travel Habits Survey and reports from Placer.AI, both attached.

Placer.AI is a data analytics platform which uses robust datasets of cell phone locations to analyze travel patterns. Any cell phone which has location services turned on in apps supplies this data anonymously and allows for deep analysis of trips and patterns. This data is invaluable in demonstrating who is visiting the study area and where they are coming from. An additional report included in this work was a similar analysis of visitors to the Oak Remington surface lot.

In summary, all of these data sources show a strong and increasing demand for parking supply in our Downtown core, as well as identifying post-pandemic changes to when and where that demand is trending.

Recommended Implementation Strategies

The study recommends a paid parking downtown area, with an identified 1,328 parking spaces. Additionally, an expanded time-regulated area would come into effect in conjunction with the introduction of the paid on-street parking area, to help minimize the spillover parking demand and to help prevent parking demand "crowding out" from the managed areas into the less managed ones, and/or from paid parking areas into free locations. Recommendations were based on the following criteria: must be a contiguous area, include mid- to high-density block faces, include block faces where peak occupancy reaches or exceeds 75%, include both sides of the street, and the full length of block face.



Implementation plan recommendation:

- Establish a flat-rate framework for on-street paid parking with an hourly rate in place of between $1.50 and $2 per hour.
- Establish a flat-rate framework for existing off-street surface parking with an hourly rate in place of between $1 and $2 per hour.
- Time limits either be eliminated or extended to 4 hours for on-street parking within the paid area.
- Surface lots where public parking is currently provided as time-limited and free are treated the same as paid on-street parking from an operational perspective, including not having a grace period in place.
- Hours and days for which paid parking is in effect in the garages to be the same as for the on-street system and the off-street surface lots; from 10 AM to at least 8 PM from Monday to Saturday.

Revenue metric

The parking methodology strategies which may be implemented immediately would result in revenue generation. The recommendations include paid on-street in a designated area of the downtown with parameters around occupancy thresholds, and a few options of rates and hours allowed, adjusting the rates for parking garage permits and Residential Parking Permit Program (RP3) permits, and updating citation fine amounts.

Summary of potential increased revenues:

Revenue Metric	Low End of Potential Range	High End of Potential Range
Total Adjusted Annual Parking Revenue in 2024	$2.8M	$2.8M
Additional Estimated Potential Gross Revenue from Expansion of **Paid Parking** (On-Street and Off-Street Surface)	$2.4M	$4.2M
Additional Estimated Potential Gross Revenue from Adjusted Parking Structure Permit Rates	$100k	$800k
Additional Estimated Potential Gross Revenue from Adjusted Residential Parking Permit Rates	$0	$60k
Additional Estimated Potential Gross Revenue from Adjusted Citation Fines	$310k	$420k
Total Estimated Increased Gross Annual Potential Revenue Impact	**$2.8M**	**$5.5M**
Total Estimated Gross Annual Parking Revenue (Existing + Potential)	**$5.6M**	**$8.3M**

Revenue- Paid Parking

Walker Consultants calculated the number of parking spaces, 1,328, within the identified paid-parking boundary area, based on the concept of "revenue per occupied space per hour." For every hour paid parking is in effect, the number of spaces proposed for the paid on-street system and multiplied the number of spaces occupied at that hour systemwide by the proposed hourly rate. Systemwide percent occupancy was used to project/estimate the number of occupied spaces per hour based on the limited summer and spring on-street occupancy data, which is limited across the system and does not cover the entirety of the proposed paid area, as shown. Also, it is assumed that the systemwide percent occupancy would be unchanged for the purposes of the model.

To further explain the process, spring systemwide on-street percent occupancy, according to recent data, is 54% on weekdays. Multiply the number of identified parking spaces, 1,328 by 54% to get 717 occupied spaces. Then multiply that by the proposed rates of either $1.50 or $2; and replicate for each hour, i.e. 10 AM, 11 AM, etc. Since occupancy data was only able to be collected every 2 hours, Walker Consultants averaged between hours to get percent occupancy values for the hours missing.

The key benefit with this methodology is that it does not rely at all on length of stay data, either current or projected. Meaning, from a revenue perspective with a flat hourly rate in place, it is irrelevant if there are 4 vehicles in a space for 1 hour each or 1 vehicle in a space for 4 hours each. In both cases, gross revenue would be $4, assuming $1 an hour. This is important as our length of stay data is very limited, and there is difficulty to model or predict how lengths of stay might change with paid parking introduction. Also, it does not change based on whether time limits would remain in place or not with paid parking; it is solely looking at hourly occupancy.

Assumptions were made about potential demand adjustment due to on-street implementation (10% adjustment down) and assumed 85% payment compliance. Also factored were credit card transaction fees, and assumed an average length of stay of 1.2 hours, based on the limited length of stay data provided, as such fees would only be charged once per transaction, not once per hour.

Revenue- Permit Rates

Walker Consultants recommends increasing monthly permit rates according to benchmarked peer communities. For these projections, it was assumed that current active permits would carry through unchanged, and therefore the overall permit demand and oversell rates would also be unaffected by rate changes. The below reflects a 79% revenue increase.

Structured Parking Facility	Number of Active Permits (February / May 2025)	Current		At Walker-Recommended Increased Rates		
		Monthly Rate (With Advance Monthly Discount Applied)	Annual Revenue	Monthly Rate (With Advance Monthly Discount Applied)	Annual Projected Revenue	Percent Increase
Civic Center (Covered)	1,074	$40	$515,520	$65	$837,720	63%
Civic Center (Roof)	568	$20	$136,320	$40	$272,640	100%
Firehouse Alley	208	$50	$124,800	$80	$199,680	60%
Old Town (Covered)	274	$40	$131,520	$65	$213,720	63%
Old Town (Roof)	141	$20	$33,840	$40	$67,680	100%
Jefferson Lot	40	$21	$10,080	$90	$43,200	329%
Mason Lot	39	$33	$15,444	$65	$30,420	97%
Oak/Remington Lot	127	$27	$41,148	$90	$137,160	233%
Olive Lot	41	$18	$8,856	$40	$19,680	122%
Total (All)	**2,512**		**$1,017,528**		**$1,821,900**	**79%**

Revenue- RP3 Permits

Walker Consultants assumed that the current active number of permits (2,593 across all zones, as of February 2025) would carry through unchanged, and that the RP3 zones would remain unchanged, since overall permit demand should remain unaffected by potential rate increases. The below reflects both a low-end and high-end rate increase scenario and reflects a 102% revenue increase and 252% revenue increase respectively.

Number of Permits per Household	Number of Active Permits (February 2025)	At Walker-Recommended Increased Rates (Low End)			At Walker-Recommended Increased Rates (High End)		
		Cost per Year	Projected Annual Revenue	Percent Increase	Cost per Year	Projected Annual Revenue	Percent Increase
1	1,577	$15	$23,655		$30	$47,310	
2	753	$15	$11,295	0%	$30	$22,590	100%
3	205	$40	$8,200	0%	$40	$8,200	0%
4	28	$100	$2,800	0%	$100	$2,800	0%
5	5	$200	$1,000	0%	$200	$1,000	0%
Total	**2,593**		**$46,950**	**102%**		**$81,900**	**252%**

Revenue- Citation Fines

Walker Consultants projected potential future increased citation revenue generated from parking fines issued based on two different fine increase scenarios, with the following assumptions:

- The total overall number of overtime + “failure to pay” violations would remain constant after paid parking on-street were introduced.
- Existing overtime violations associated with 2-hour spaces would become “failure to pay” violations if/when those spaces were converted to hourly paid parking spaces.

- The total overall number of citations would remain more or less unchanged, for purposes of these projections.
- The number of "failure to pay" violations as currently reported was sorted into violation sub-types based on the presumed number of occurrences for the two potential future revenue scenarios by assuming the same percent distribution of violations by number of occurrences for overtime violations as exists currently, as reported by the City (67% of existing overtime violations are 1st occurrences, 15% are 2nd occurrences, 7% are 3rd occurrences, and 11% are 4th or more occurrences).

Scenario 1: 1st violations per calendar year for all overtime violations and existing/future "failure to pay" violations remain a warning with $0 associated fine. All other violations increase to Walker-recommended rates. Walker projects that base fine revenue could increase from about $1.4 million today to $1.7 million, or about a 21% increase.

Scenario 2: 1st violations per calendar year for all overtime violations and existing/future "failure to pay" violations increase from $0 currently to $10. All other violations increase to Walker-recommended rates. Walker projects that base revenue could increase to about $1.8 million, or about a 30% increase.

Violation	Violation Sub-Type	Number of Citations in 2024 (All Departments)	Current		Walker Recommended (No Fine for 1st Overtime & Failure to Pay Violation)		Walker Recommended ($10 Fine for 1st Overtime & Failure to Pay Violation)	
			Existing Base Fine	Projected Revenue	Existing Base Fine	Projected Revenue	Existing Base Fine	Projected Revenue
Overtime Parking / Future Failure to Pay Parking Fee (On-Street)	1st	7,153	$0	$0	$0	$0	$10	$71,530
	2nd	1,543	$10	$15,430	$25	$38,575	$25	$38,575
	3rd	780	$25	$19,500	$50	$39,000	$50	$39,000
	4th +	1,148	$50	$57,400	$75	$86,100	$75	$86,100
Failure to Pay Parking Fee*	1st	5,783	$25	$144,575	$0	$0	$10	$38,936.18
	2nd				$25	$20,997.67	$25	$20,997.67
	3rd				$50	$21,229.01	$50	$21,229.01
	4th +				$75	$46,867.12	$75	$46,867.12
Permit / Restricted Parking		7,787	$25	$194,675	$35	$272,545	$35	$272,545
All Other Non-Serious Violations		3,639	$25	$90,975	$35	$127,365	$35	$127,365
Expired Plates & License Plates	60 Days	4,607	$35	$161,245	$35	$161,245	$35	$161,245
	90 Days	2,059	$50	$102,950	$50	$102,950	$50	$102,950
	120 Days	6,726	$75	$504,450	$75	$504,450	$75	$504,450
Handicap		151	$100	$15,100	$250	$37,750	$250	$37,750
All Other "Serious" Violations		1,043	$100	$104,300	$250	$260,750	$250	$260,750
Total		**42,419**		**$1,410,600**		**$1,719,824**		**$1,830,290**

Revenue expenditure

Walker recommends that a network of multi-space meters be deployed across the proposed paid on-street area and in surface lots. Walker calculated that 118 multi-space meters would be needed to service the entire new paid area as proposed, and to replace the existing Mason Lot multi-space meter.

In order to promote a positive customer experience and to minimize instances of persons waiting in line to pay, which might particularly be an issue during peak parking periods, even if pay-by-phone is the preferred payment method, it is recommended that multi-space meters be installed according to the following criteria:

- Parkers should not be more than 300 feet away from a multi-space meter.
- Parkers should have access to a multi-space meter on the same block face on which they parked (parkers should not have to cross the street to pay).
    - Multi-space meters may not be feasibly installed in street medians, but median parkers are required to cross to one side of the street or the other in any case and can therefore make use of multi-space meters installed on either side of the street along with block-face parkers.
- A minimum of 1 multi-space meter should be available per block face.

- 2 multi-space meters should be available, regardless of distance or spacing, for block faces with more than 20 spaces, including median spaces.
- 3 multi-space meters should be available, regardless of distance or spacing, for block faces with more than 40 spaces, including median spaces.

As of 2022, the average up-front "all-in" cost of a multi-space parking meter, including installation and other up-front costs such as hardware, software, and configuration, ranges from $5,000 to $8,000, depending on the vendor and services provided would fall at the $590,000 (low-end) to $944,000 (high-end).

These costs do not include ongoing capital costs such as maintenance and software/platform subscriptions.

Calculated Number of Meters Needed	Cost per Multi-Space Meter		Projected Total Cost of Multi-Space Meters, Including Installation	
	Low-End	High-End	Low-End	High-End
118	$5,000	$8,000	$590,000	$944,000

There would be additional expenditures related to paid-parking implementation, such as wayfinding signage, downtown sign updates, and parking access and revue control systems for the parking structures. Although sign replacement costs may be considered as part of ongoing maintenance expenditures due to the need to replace and update signage as they become weathered or unreadable.

Updated Downtown and Improved Wayfinding Signage		$150,000
Parking Structure – Improved Access Control	Low-End	High-End
	$195,000	$500,000

Peer City Comparison

A review of peer communities reveals that Fort Collins is one of the few cities that currently does not charge for on-street parking. Of the nineteen (19) comparable City's, sixteen (16), or 85%, operate with a paid on-street parking model. This benchmarking shows that Fort Collins is an outlier in not charging for on-street parking.

Pre- and post-paid parking in two (2) peer communities showcased success achieved via an increase in downtown sales tax revenue.

Idaho Springs, Colorado, observed a 41% downtown sales tax revenue increase between 2019, implementation, to 2022.

Pre- and Post-Paid Parking Downtown Sales Tax Revenue				
2018	2019	2020	2021	2022
$1,355,740	$1,503,905	$1,479,348	$1,831,997	$2,2125,476

Manitou Springs, Colorado, observed a 232% downtown sales tax revenue increase between 2014, implementation, to 2019. The trend in Manitou Springs continues to increase, however, based on significant changes to both the parking system and to a sales tax increase, 2020 and 2021 data was not included, however, shown to have increased as well.

Pre- and Post-Paid Parking Downtown Sales Tax Revenue						
2013	2014	2015	2016	2017	2018	2019
$1,899,611	$2,365,574	$3,997,951	$5,412,284	$5,822,915	$5,765,695	$6,325,070

Customer Choice

An important distinction between free time-regulated parking versus a paid parking model relates to customer choice. When a customer has the opportunity to decide how long they park, or where in the system they park, it allows them to make decisions based on their individual needs. Whereas a time-regulated parking system is punitive in nature and penalizes parkers who may desire to extend their stay beyond the allowable free period.

A paid-parking model ensures that the most convenient spaces are available to those who value them the most while incentivizing long-term parkers to park in facilities intended for those users.

With the current free parking, albeit time-regulated, effectively if nobody is paying for parking, then everyone is paying for parking, as the funds to cover expenses related to parking management, operation, maintenance, repair, administration, and construction of parking must come from general funds and/or other pools of revenue. In this specific case, those who do not drive and/or do not need parking downtown are subsidizing those who own vehicles and/or need parking downtown.

Engagement

Parking Services has been working closely with Walker Consultants and the Downtown Development Authority to gather, provide, and review data related to parking downtown.

Further community outreach and engagement will consist of an open house and direct business outreach events.

NEXT STEPS

Staff are encouraged by the discussions regarding a paid on-street parking model, and the participation and feedback from the Downtown Development Authority. Parking Services will conduct broader outreach, collaboration, and community engagement to ensure that the impacts of the implementation of paid on-street parking are minimized and that the business, and the community, are aware and engaged through the transition.

ATTACHMENTS

1. 2013 Parking Plan
2. 2017 Downtown Plan
3. 2023 Downtown Fort Collins Parking and Travel Habits Study (DDA)
4. Copy of Council Work Session Presentation, October 24, 2023
5. Placer.ai Data for Downtown Parking Study Area (DDA)
6. Placer.ai Data for Oak/Remington Parking Lot (DDA)
7. Presentation

January 15, 2013

Parking Plan Fort Collins

DOWNTOWN & SURROUNDING NEIGHBORHOODS

City of Fort Collins

Parking Plan: Downtown and Surrounding Neighborhoods

Adopted January 15, 2013

Parking Services
215 North Mason Street
Fort Collins, CO 80524
970-221-6617

fcgov.com/parking

For additional copies, please download from our website, or contact us using the information above.

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Downtown Development Authority
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Natural Resources Advisory Board
Planning and Zoning Board
Transportation Board

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Downtown Stakeholders

Downtown Business Association
Downtown businesses, employers, employees, and residents

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Eric Anderson, former City Manager, Tacoma
Dennis Burns, Kimley-Horn and Associates
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Executive Summary

Why A Parking Plan?

The *Downtown Strategic Plan* (2004) led to improvements in Downtown parking, but conditions have changed and there are a number of issues yet to be resolved. The *Parking Plan* focuses on unsolved problems and high-priority concerns identified by staff, the consultant team, and community stakeholders.

The following list provides some examples of these issues and concerns:

- As housing, jobs, and commercial activity grows in Downtown, what are the best ways to manage the supply and demand for parking?
- Do we need more parking infrastructure? If so, how do we pay for it?
- What is the best way to educate and engage the business community and Downtown management on the range of new parking management options and their benefits as they relate to supporting and enhancing a vibrant Downtown?
- How can the management of parking also support the needs of bicyclists, pedestrians, and bus riders?
- Are the City's parking policies regarding new development adequate to achieve the City's higher-level goals for sustainability, urban design, and overall mobility management?
- How can customer service regarding parking options be improved?
- What new policies are needed to address the impacts of parking in neighborhoods near Downtown and Colorado State University (CSU)?

Civic Center Parking Structure in Downtown Fort Collins.

The Strategic Parking Plan Approach

The *Parking Plan* addresses a wide range of parking program elements including parking management strategies, organization, planning, operations, communications, technology, and others. The field of parking management has advanced significantly in recent years with new programmatic approaches, best practices, and technology solutions that can transform and expand the positive role that parking can play in helping communities achieve success.

The primary objective of this planning effort is to align parking system philosophies and programs to be more supportive of the larger community's

strategic goals. There are many opportunities for parking to be integrated into larger community and economic development strategies. The development of effective and collaborative relationships between parking management and Downtown stakeholders can transform and greatly enhance the vitality of Downtown. Parking is one of those activities that literally provides millions of "customer touches" each year. Improvements to the ease of use of parking and parking customer service can have a dramatic impact on how a community is perceived and on the success of community businesses and the livability of its neighborhoods.

Finally, this strategic approach offers the City an opportunity to expand the way parking is viewed and its important role in creating vibrant, healthy communities and business districts. The Plan promotes the philosophy that parking needs to be focused on overall Downtown access rather than parking in isolation. In other words, parking is integral to a variety of important community access strategies, rather than a discipline in isolation from the larger transportation system, providing a more balanced and sustainable transportation system.

In summary, by evolving the parking program to fit within overall Downtown objectives, the Plan creates opportunities to better align parking and economic development, delivers a more comprehensive and sustainable approach to community access strategies, and establishes more collaborative relationships with related agencies and community partners.

Parking Plan Process

The *Parking Plan* is a result of the efforts of a large number of people. Four major periods of public participation, beginning in May 2011 and ending in October 2012, were provided resulting in extensive feedback from the community. A brief overview of the 2012 The *Parking Plan* study process is outlined below:

1. Conduct a current conditions assessment and parking management program review. This study element involved conducting a parking supply/demand analysis, on-street parking turnover studies, a review of land-use and zoning codes, and development of a parking demand model.

2. Review and understand the current planning context. Plan Fort Collins and related planning initiatives were important for framing the discussion around the overall Parking Plan approach.

3. Conduct a variety of public engagement processes. The following is a summary of the public out-reach and community engagement processes employed as part of this study:

a. Project Kick-Off and Technical Advisory Committee meetings;
b. Downtown stakeholder and other public outreach meetings, including the Downtown Business Association meetings (monthly), public open houses, and meetings with other Downtown and community stakeholders;
c. Four rounds of outreach meetings to City Boards and Commissions, including the Downtown Development Authority, Transportation Board, Planning and Zoning Board, Air Quality Advisory Board, and Economic Advisory Commission;
d. Parking questionnaire, with over 1,000 responses received containing responses from both Downtown businesses and community members;
e. Parking Expert Advisory Panel , a three and a half day process involving meetings of community members, focus groups of key stakeholders, and elected officials, culminating in a final public meeting in which initial impressions

and preliminary recommendations were shared;

f. Two City Council Work Sessions and several Council small group meetings, in which information was summarized and preliminary study options and alternatives were developed into a Council briefing package. The goal of these meetings was to give the Councilmembers a preview of the direction and key issues, and to receive feedback on potentially sensitive issues and overall plan progress.

4. Develop a plan containing parking guidance. The *Parking Plan* provides a blueprint for defining and advancing the strategic direction for the Fort Collins parking program.

Parking Vision and Approach

PARKING VISION STATEMENT
The City of Fort Collins will develop and manage parking as a critical component of public infrastructure, and as a tool to promote and sustain economic health. Parking system management and investment decisions will be guided by three primary concepts:

- Develop and manage parking to support business, economic, and neighborhood vitality.
- Create a balanced and sustainable parking and access management strategy for Downtown.
- Enhance Downtown Fort Collins as a preferred, visitor-friendly regional destination.

COMPREHENSIVE APPROACH
Parking management strategies are inter-related. Actions that work to change parking behavior may have a ripple effect. For instance, programs that result in optimal on-street occupancies may result in the relocation of long-term parkers to residential neighborhoods. Individual recommendations in this Plan should be considered integral parts of a larger management system. A combination of approaches and strategies is necessary to achieve outcomes that balance the need for access amongst all Downtown users. Policies that address urban planning, mobility management, economic development, neighborhood quality and long-term funding must be integrated with parking management to increase the probability of achieving desired results.

Preferred Alternative

This section provides a high-level overview of the key ideas that are the basis for policies and action items in the Principles and Policies and Action Plan.

ON-STREET PARKING MANAGEMENT
- Continue existing level of on-street parking enforcement.
- 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.
- Mitigate spillover impacts through a neighborhood permit parking program.
- When the issue of over-occupancy becomes untenable to Downtown employers, shift to on-street pay parking that maximizes customer convenience and payment options.

COMPONENTS OF WORLD CLASS PARKING PROGRAM

PUBLIC PARKING INFRASTRUCTURE

- Establish public-private partnerships resulting in smaller, distributed parking garages around the Downtown where public parking is needed.
- Promote the conversion of surface parking to structured parking over time.
- Include electrical vehicle charging stations in public parking facilities.

PARKING FOR NEW DEVELOPMENT

- Provide public-private partnerships to leverage private investment in the Downtown.
- Implement a Parking Impact Fee for new development that is correlated to the amount of new parking provided and the level of parking demand management.
- Require new development to provide information about changes in parking demand and parking impacts.

Key Principles and Policies

During the Plan preparation process, the focus of conversation by participants revolved around several important topic areas. The following key principles, policies, and related actions address issues within these topic areas (note that the numbering of items below corresponds to the item numbering in the section from which it was drawn):

PRINCIPLE 1: ORGANIZATION AND PARTNERSHIPS

Downtown parking will be effectively managed by the City of Fort Collins. The City will collaborate with Downtown stakeholders and actively seek input and participation.

Policy 1.1 - Centralized Public Parking Management
The City of Fort Collins Parking Services Department will have the authority and tools necessary to effectively and efficiently manage a comprehensive, vertically-integrated Downtown public parking system for the benefit of Downtown businesses, residents, customers, employers, employees, visitors, and the community as a whole.

Policy 1.2 - Engagement with Downtown Stakeholders
Continue direct engagement with the Downtown Business Association, Downtown Development Authority, and other stakeholders through various forms of outreach and active participation in boards, committees and activities.

PRINCIPLE 2: MANAGEMENT OF ON-STREET PARKING

Downtown patrons will be given top priority for use of on-street parking in high-demand locations.

Policy 2.1 - Time Limit Enforcement
Time limit enforcement will continue to be the primary tool for managing on-street parking and creating parking space turnover. The City should continue to pursue improvements to the enforcement of time limits to make the system more efficient and convenient for Downtown patrons.

Policy 2.2 - On-Street Parking Pricing
Charging for on-street parking is not currently City policy. However, the City should continue to assess the need for on-street parking pricing and assess triggers for actions that begin to implement an effective pricing system.

PRINCIPLE 3: MANAGEMENT OF EMPLOYEE AND OFF-STREET PARKING

Off-street parking in garages or surface lots will be managed primarily as areas for Downtown employee parking.

Policy 3.2 - Employee Parking Incentives and Disincentives
Provide a variety of public incentives and disincentives to shift employees away from parking in high-demand locations,

particularly on-street spaces. Adjust the pricing structure over time to make public off-street parking more attractive to employees.

Policy 3.3 - Partnerships with Employers
Work with Downtown employers to reduce on-street parking by employees in high-demand areas by providing education, information, and resources on appropriate employee parking.

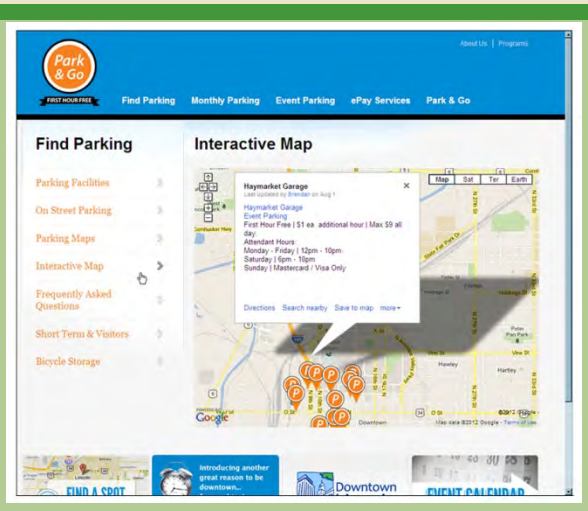
Action Item 9. Employee Parking
Continue to work with employers to establish programs for deterring employees from parking in high-demand on-street locations. (Near-Term)

PRINCIPLE 4: ENHANCING THE DOWNTOWN EXPERIENCE

Customer service will be the top-priority focus in the delivery of the Downtown parking experience.

Policy 4.1 - Customer-Oriented Parking System
The Downtown parking system shall continue to be customer-oriented, not enforcement- or revenue-oriented.

Policy 4.2 - Parking Program Marketing
Develop a clear and identifiable marketing, education, and communication strategy for the parking program.



Action Item 17. Parking System Education and Marketing
Develop an education and marketing program for the Downtown parking system. (Longer-Term)

Policy 4.7 - Flexible On-Street Time Limits
Provide ways for customers and visitors to park on-street for longer than two hours without enabling Downtown employees to use the on-street parking.

Action Item 6. Pay-by-Cell for Extended On-Street Parking
Assess and, if feasible, implement a Pay-by-Cell system to allow for parking longer than two hours in on-street locations. (Near-Term)

PRINCIPLE 5: NEIGHBORHOOD PARKING

Protect neighborhoods from excessive parking by non-residents.

Policy 5.1 - Residential Permit Program
Establish a residential permit program as an option for areas that experience excessive parking by people who do not live in the neighborhood.

Policy 5.2 - Cost of Residential Permit Program (RPP)
The cost to administer an RPP will be shared between the City and permit holders. Residents can obtain a limited number of permits for free, and can purchase additional permits. Non-residents can purchase permits on a "space available" basis.

Action Item 5. Residential Permit Program
Develop criteria for, and implement, a residential permit program to address the impacts of non-residents parking in neighborhoods. (Near-Term)

PRINCIPLE 6: NEW PARKING INFRASTRUCTURE

The City's investments in new parking facilities will support and be consistent with the economic health and urban design principles in *City Plan* and other adopted plans. In general, that means parking strategies must be sustainable while being fully integrated as an element of community and economic development strategies.

Policy 6.1 - Comprehensive Parking Program for Future Needs
Future parking needs will be addressed through a comprehensive parking development and management program. This program will include integrated components consisting of public-private partnerships, shared parking, distributed parking resources, funding for public parking infrastructure, parking demand reduction measures, parking information and technology improvements, and central management of public parking resources by the City of Fort Collins Parking Services.

Action Item 7. Transportation Impact Study (TIS)
Amend Larimer County Urban Area Street Standards Chapter 4 – Transportation Impact Studies to require that TISs for development proposals include an assessment of parking impacts in Fort Collins. (Near-Term)

Policy 6.3 - Public-Private Partnerships for the Development of New Parking
Use public-private partnerships to provide public parking in needed locations distributed throughout the Downtown. The intent is to create parking structures that promote shared parking, provide multiple parking options, reduce construction costs, and leverage new development projects that align the City's economic goals. This approach is preferred over large, public parking structures developed solely with public funding.

Action Item 12. Public-Private Partnership Criteria
Develop criteria of when to offer parking incentives and enter into public-private partnerships. Define the minimum desired return on public sector parking investments. (Longer-Term)

PRINCIPLE 7: MULTIMODAL ACCESS AND URBAN DESIGN

Parking management programs will support an integrated, multimodal approach to Downtown access. Parking programs should emphasize good urban design, walkability, and strong support for transportation alternatives. The focus will be on synergistic strategies and programs that can solve multiple parking, transportation and community needs.

Policy 7.1 - Reduce Overall Downtown Parking Ratios
Encourage unneeded private parking spaces to be eliminated and replaced with activity-generating uses or pedestrian amenities.

Policy 7.5 - Downtown Transit
The City will continue to support enhanced transit Downtown, including MAX and a potential Downtown circulator because transit usage reduces Downtown parking demand by providing mobility options for employees, visitors, and customers.

Policy 7.8 - Electrical Vehicle Charging Stations
Electrical vehicle charging stations will be provided in appropriate locations on-street and in public facilities.

Action Item 4. Public Electric Vehicle Charging Stations Pilot Program
Create an electric vehicle (EV) charging station pilot program to install and operate a limited number of EV charging stations for use by the general public at selected City facilities. (Near-Term)

Policy 7.9 - Carpool and Fuel Efficient/Low Emission Vehicles
Encourage the use of carpool and fuel-efficient/low-emission vehicles through preferential parking spaces in public facilities, both on- and off-street.

PRINCIPLE 8: FUNDING OF DOWNTOWN PUBLIC PARKING

The City's parking program will be self-funded. Revenues from parking-related activities will be reinvested in the parking program. Excess revenues should be retained for use in the Downtown.

Policy 8.1 - Parking Enterprise Fund
A parking enterprise or revenue fund will be used to account for all financial aspects of the parking program including, but not limited to, daily operations, maintenance, new parking infrastructure, neighborhood programs, and parking demand reduction initiatives. Parking will generate revenues sufficient to cover its operating and maintenance costs, including the funding of reserves for parking facility major maintenance projects.

Action Item 10. Revenue Fund for Parking
Create a Parking Enterprise Fund or Special Revenue Fund for revenues generated from parking operations. (Near-Term)

Policy 8.3 - Fair Distribution of Public Parking Costs
Parking infrastructure and programs will be funded through tools that distribute costs fairly, and according to benefit, between Downtown stakeholders, development interests, users of parking facilities, and the community.

Action Item 11. Funding for Parking Infrastructure
Develop a long-term funding plan for public parking infrastructure and programs based on community and Downtown sources, and a parking impact fee on new development. (Longer-Term)

PRINCIPLE 9: BICYCLE PARKING

Bicycling will be supported through the provision of quality end-of-trip facilities such as bicycle racks and other amenities associated with bicycle travel. Bicycle facilities will include varying types and designs of bicycle parking for a diversity of users including visitors, customers, and employees.

Policy 9.2 - Bicycle Parking Requirements for New Development
Bicycle parking requirements for development will be based on land use type and projected number of site users (employees, residents, visitors, etc.).

Performance Monitoring

Performance measurement is necessary to gauge the effectiveness of the strategies outlined in the *Parking Plan*, as well as the overall progress towards meeting the principles and policies for the study. A structured performance measurement program also provides a framework for the City to track changes to public and private parking supply and parking demand so that parking issues are identified early on, and appropriate refinements to the Plan may be made.

Preferably, a report would be prepared on an annual basis containing these indicators. The report will be part of a larger effort such as the Plan Fort Collins Monitoring Program (which contains performance measures from City Plan and the Transportation Master Plan). The Action Plan contains Action Item 12 - Parking Data, which is a project for collecting parking data necessary for tracking performance measures.

Important indicators are as follows:

- Parking occupancy
- Turnover
- Bicycle parking occupancies
- Public parking needs
- Employee parking in high demand on-street locations
- Permit parking
- Parking surface area

In addition to overall performance metrics, a set of triggers for the implementation of on-street pay parking was developed, as follows:

- The occurrence of 100% on-street occupancy rates on additional Downtown blocks.
- On-street parking occupancies increase in the Downtown core by 20% over the current levels.
- The number of parking citations issued in the Downtown area increases by 20% over current levels.
- Collaborative efforts with Downtown employers to encourage Downtown employees to use parking garages and other off-street parking prove to be unsuccessful.
- Public opposition to enforcement of the two-hour time limits reaches an unsustainable level.
- A consensus develops within the Downtown community that two-hour time limits are not working.

Introduction

Purpose of this Plan

The *Parking Plan* is a strategic framework that articulates the vision, policies, and actions for parking management in Downtown Fort Collins and surrounding neighborhoods. It builds and expands upon the previous parking planning that was provided as a section in the *Fort Collins Downtown Strategic Plan* (2004). It provides new parking data, an updated list of issues, and a revised and clarified set of policies and actions to address these issues. It is intended to guide not only City officials, but also to inform and enhance collaboration with businesses, employers, residents and others who live, work, and visit Downtown. While many of the policies and programs require involvement of the City's Parking Services Department, most involve a wider range of City departments and entities outside of the City organization.

This Plan promotes a comprehensive approach that integrates parking into the broader Downtown community goals. It places parking within the context of the larger community goals, articulated in *City Plan* and the *Transportation Master Plan*, in order to align parking program philosophies and programs to be more supportive of community and economic development objectives. Rather than focusing solely on providing space for vehicular parking, this Plan provides a more comprehensive scope that supports other transportation areas such as bicycle parking, MAX Bus Rapid Transit, electric and low emission vehicles, and alternative modes as a method to mitigate parking demand. It also supports *City Plan* goals for the promotion of redevelopment and infill in the Downtown area.

Overall, this plan provides for incremental improvements in the City's parking management system.

Extensive work will be needed in the future to move parking to a "world-class" system that has substantial Downtown support as well as sufficient resources for implementation. The outcome reflected in this Plan is based on extensive public involvement - including Downtown businesses, property owners, residents, organizations, and others - in which there were areas of agreement (such as public-private partnerships) and areas of disagreement (namely, on-street parking management and governance).

In some areas, including the development of new public parking infrastructure, the integration of alternative modes, and the support for new development, policies and

strategies represent a new approach. In the area of on-street parking management, the current system of time-limit enforcement is recommended, supplemented by a few key improvements such as more flexible time-limit options, better marketing and information, and more collaboration to reduce inappropriate parking by Downtown employees in high-demand on-street locations.

Study Area

The *Parking Plan* study area covers the central business district and residential neighborhoods near Downtown and the Colorado State University main campus (Figure 1 Study Area). The study area core extends to the north at Cherry Street, Peterson Street to the east, and Laurel Street to the south and Whitcomb Street to the west. The study limits did not include any portion of the Colorado State University campus but does share a common boundary of Laurel Street on the south end of the study area and north side of the university.

The Downtown core is the focus of much of the *Parking Plan* effort because this area is the source of many parking issues, and was the primary area analyzed for existing on-street and off-street parking characteristics. The study area core consists of more than 52 blocks and covers approximately 400 acres, and includes a wide variety of land uses. Parking characteristics are just as varied, with a composition of on-street and off-street parking, and public and private lots and garages.

Nearby neighborhoods were included in this effort because residents near Downtown and CSU may experience the effects of spillover parking by Downtown employees and CSU students, faculty or staff on predominantly residential streets.

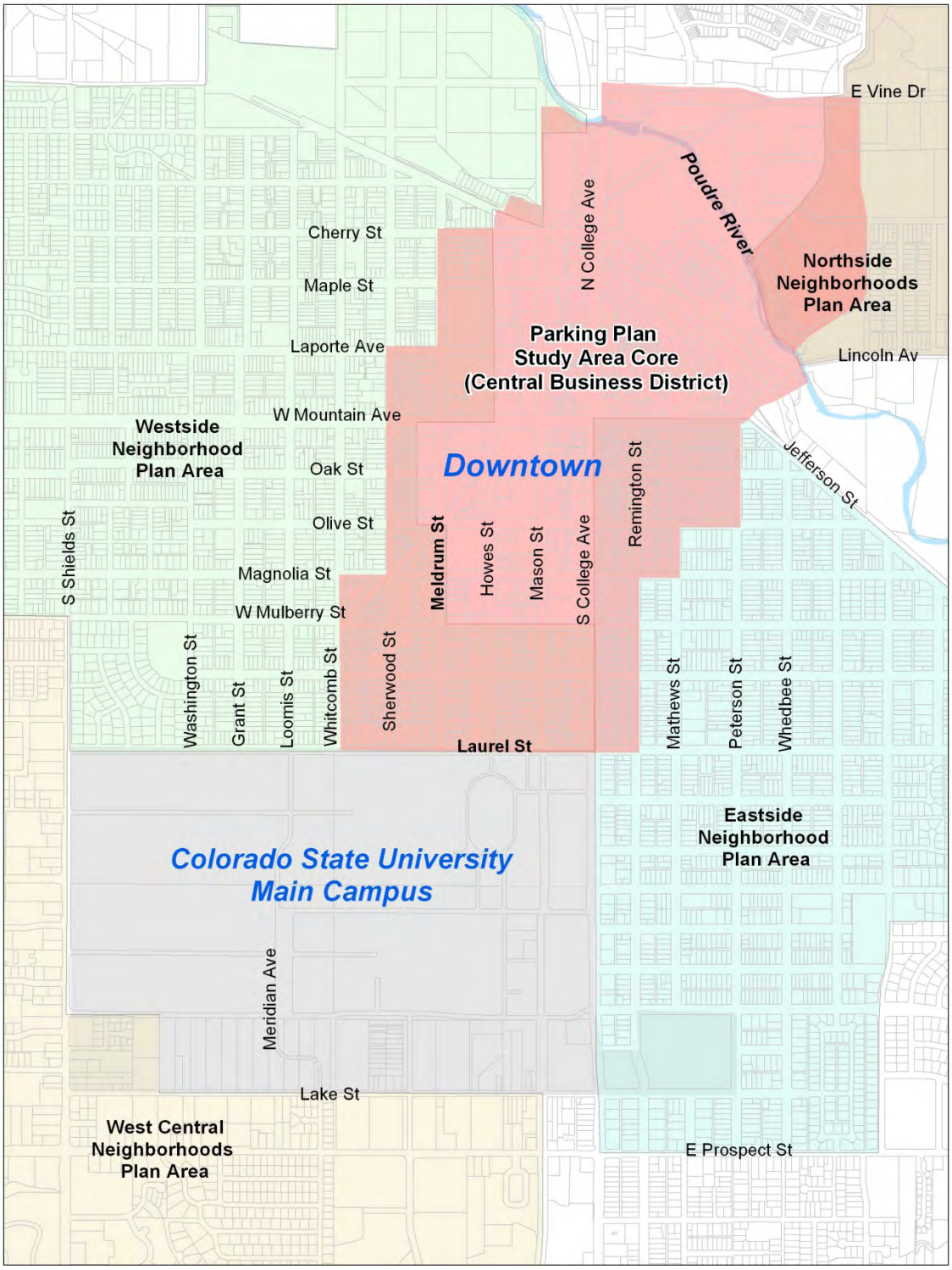
While the focus was on Downtown, many of the policies and actions contained in this report could be relevant to other areas such as the Midtown Corridor.

About This Document

The *Parking Plan* is an element of *City Plan* and is part of the *Transportation Master Plan* similar in relationship as the *Master Street Plan, Bicycle Plan, Pedestrian Plan, Transfort Strategic Operating Plan,* and the *Capital Improvement Plan*. It has a strong relationship to the City's economic health policies because an effective parking management system is crucial to retaining the vitality of Downtown.

Parking Plan is an element of the Transportation Master Plan.

FIGURE 1: STUDY AREA



Sustainability and Parking

INTRODUCTION

Parking either act to facilitate the achievement of sustainability objectives or work against them. As with any *City Plan* policy, program, or action, parking efforts need to be evaluated against broad City sustainability goals. In this planning effort, parking alternatives for three areas of parking management have been evaluated against sustainability criteria (See Parking Alternative Analysis on page 27.)

ECONOMIC CONSIDERATIONS

Parking is never free, but in many places consumers pay nothing to park. The cost of parking is hidden by charging higher prices for everything else – commercial transactions such as rents, and retail sales, include such hidden costs that everyone pays regardless of how they travel. In effect, free parking is a subsidy for auto travel. Large areas of parking can be an eyesore and lessen the concentration of uses in an area, leading to a decline in the quality of a place and less economic vitality. On the other hand, parking management can be an important tool for supporting Downtown economic health. It provides for the appropriate allocation of parking supply for customers, visitors, owners, employees and residents. Effective management can reduce abuse of parking by certain Downtown users, such as parking by employees in spaces of high value to retailers, leading to more customers and higher sales. It can promote share parking opportunities and structured parking to reduce parking surface area.

SOCIAL CONSIDERATIONS

Not all citizens can afford, or choose to travel, by car. However, as mentioned previously, everyone pays for free parking in one way or another, the increasing the cost of goods and services. Large expanses of parking are a barrier to pedestrians and cyclists, and social interaction. Developments with excessive parking are harder to serve with transit. Alternatively, parking management can act to facilitate Downtown access by special needs populations who might rely on handicap parking spaces that are within a convenient distance from key destinations. It can also work toward enhancing social interactions by reducing the need for surface parking (which break up the pedestrian scale and concentration of uses), and by providing for shared parking opportunities. Management of parking is particularly important during Downtown events and festivals as the demand outstrips supply in a particular area.

ENVIRONMENTAL CONSIDERATIONS

Surface parking has a significant impact on the environment. The heat island effect from surface parking increases air temperature, leading to more energy used to keep buildings cool, increased amounts of ozone pollution, and decreased health and comfort. Increased stormwater runoff and lower water quality are other important concerns. Again, appropriate management can result in programs to promote alternatives to parking, shared parking opportunities, structured parking, and greener parking layouts and designs, all of which can lessen environmental impacts.

Related Plans and Reports

This section provides an overview of related Fort Collins plans. The purpose is to show how this Plan implements the City's vision and goals, and to describe the relationships between this and other planning initiatives. This section

summarizes the parts of each plan that are relevant to the *Parking Plan*.

CITY PLAN (FEBRUARY 2011)

City Plan, the City's comprehensive plan, includes the community vision and goals providing guidance on how the City wants to grow over the next 25 years. All other city plans are to adhere to the overall *City Plan* vision, principles, and policies. Three overarching themes are presented that frame the City's vision:

1) Innovate – The City wishes to be a world-class leader and serve as a model for other communities. When developing plans for the City, new and creative solutions are encouraged.

2) Sustain – All plans should have a long-term focus, be mindful that the community should respect nature's boundaries and resources, acknowledge the interdependent nature of economics, human activity, and the impacts of policies, decisions, and outcomes on the environment.

3) Connect – This vision focuses on physical, social, and technological connectivity. Physical connectivity refers to providing safe and efficient modes of transportation. Social connectivity refers to encouraging community organizations and providing gathering spaces to promote interaction. Technological connections refer to expanding technology infrastructure to improve communication throughout the community. Plans for the City should maintain and strengthen these connections.

City Plan categorizes community principles and policies in seven topic areas: Economic Health; Environmental Health; Community and Neighborhood Livability; Safety and Wellness; Culture, Parks, and Recreation; High Performing Community; and Transportation. Key policies related to parking management include:

- Policy EH 1.4 – Target the Use of Incentives to Achieve Community Goals
- Policy EH 4.1 – Prioritize Targeted Redevelopment Areas
- Policy EH 4.2 – Reduce Barriers to Infill and Redevelopment
- Policy ENV 9.1 – Promote Alternative and Efficient Transportation Fuels and Vehicles
- Policy LIV 5.1 – Encourage Targeted Redevelopment and Infill
- Policy LIV 5.2 – Target Public Investment Along the Community Spine
- Policy LIV 30.4 – Reduce Visual Impacts of Parking
- Policy LIV 30.5 – [Design of] Parking Structures
- Policy LIV 30.6 – Reduce Land Devoted to Surface Parking Lots
- Policy LIV 32.5 – Maintain Visual Character [of the Downtown District]
- Policy T 2.2 – [Provide a wide array of transportation facilities to support development of] Districts and Activity Centers
- Policy T 3.4 – Travel Demand Management
- Policy T 6.1 – Sustainable Long-Term Funding
- Policy T 6.3 – Innovative Funding
- Policy T 7.1 – [Re-evaluate standards, policies, and operations dealing with] New Transportation Modes
- Policy T 19.4 – Development and Sharing of [Public and Private] Infrastructure
- Policy T 23.1 – Maintenance [Protect investment in transportation facilities]

TRANSPORTATION MASTER PLAN (FEBRUARY 2011)

The *Transportation Master Plan* (TMP) is the transportation element of *City Plan*. The transportation goals that are important to consider in this parking plan are as follows:

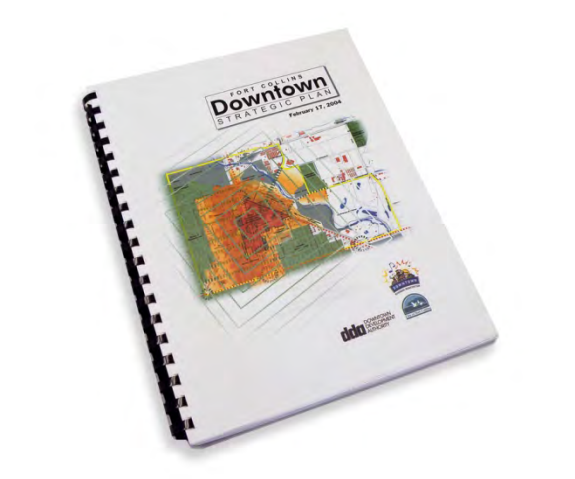
- Fully integrate land use and transportation to create an affordable, accessible, low energy, low impact, and efficient transportation system.
- Providing multiple modes of transportation that are safe, affordable, easy, and convenient for people of all ages and abilities.
- Provide safe, reliable, convenient, and effective vehicular mobility and access.
- Provide high quality transportation infrastructure that will be recognized as world class by residents, visitors, and peers.
- Educate people of their transportation choices and on how their travel choices impact the transportation system, the environment, and the community.

The TMP does not contain specific policies referencing parking. However, there is a reference to parking under "Minor Update Areas". This section describes parking principles from the *Downtown Strategic Plan*, and the intent is to update the principles and policies in the TMP through the parking plan update process.

DOWNTOWN STRATEGIC PLAN (FEBRUARY 2004, AMENDED 2006)

The *Downtown Strategic Plan* (DSP) currently serves as the City's parking plan. The background data, principles, and recommended strategies will be replaced through this new Parking Plan effort.

Principle 1.1.1
Increase the availability of existing parking for commerce by promoting higher vehicle turnover of on-street parking to enhance and sustain commercial vitality.



The Downtown Strategic Plan (DSP) currently serves as the City's parking plan. The background data, principles, and recommended strategies will be replaced through this new Parking Plan effort.

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

Principle 1.3.1
Create a comprehensive parking management plan for the Downtown area.

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

Principle 2.3.2
Enhance the responsiveness of the City's parking department to effectively deal with the rapidly changing parking environment.

The City has already taken actions that work towards realizing these principles. Enforcing two-hour time limits, new license plate recognition technology, implementation of an increasing fine

structure, and requiring long-term parkers to move off the block-face when they leave a timed parking area, have worked to improve turnover by 20% since 2004 when the DSP was adopted. In addition, implementation of permit program choices and discounted prices in lots for long-term parkers has been instrumental in encouraging use of lots and garages.

However, many of the issues identified in the DSP remain unresolved. First, there are still high occupancies in the Downtown core. Second, employee parking in on-street locations in the high demand parking area is still problematic. Third, the City has not thoroughly addressed the parking needs of new development. Great strides have been made with the realization of MAX BRT and upgraded bicycling facilities. However, there will be large parking deficits without a concerted effort to provide new parking infrastructure and to increase alternative mode usage.

MASON CORRIDOR PLANS AND REPORTS – MASON STREET TRANSPORTATION CORRIDOR MASTER PLAN (OCTOBER 2000), MASON CORRIDOR ECONOMIC ANALYSIS (DECEMBER 2007), MASON CORRIDOR – MASON EXPRESS BUS RAPID TRANSIT ENVIRONMENTAL ASSESSMENT (MAY 2008), AND OTHER STUDIES RELATED TO THE MASON CORRIDOR

The project is expected to be completed by 2014. The Mason Corridor presents unique opportunities and challenges for the Downtown parking system. On one hand, high-frequency Bus Rapid Transit will provide an excellent option for visitors to the Downtown and has significant potential to reduce future parking demand. On the other hand, there will be the need for a Downtown park-and-ride lot, and new transit oriented developments that come with less parking will put additional strains on existing parking resources. Studies estimated a need for 125 spaces for a Downtown park-and-ride lot.

The Mason Corridor Economic Analysis describes the economic benefits of the Mason Corridor and includes an overview assessment of the development potential of eleven sites in the Downtown area. The report suggests that there is the potential for 1,500 housing units and approximately 295,000 square feet of commercial spaces split between retail and office uses. This amount of development would be absorbed over a 10 – 15 year timeframe. The study assumed this level of development would be supportable with structured parking. The figures are relevant to the future parking demand projections used in this Parking Plan update.

DOWNTOWN FORT COLLINS WAYFINDING SIGN SYSTEM (DECEMBER 2009)

The purpose of this schematic design manual is to present customized signage within Downtown Fort Collins and signage leading to Downtown. In regards to parking, the wayfinding system will communicate and direct visitors to Downtown parking locations. The system is to be implemented by a City staff team using General Improvement District #1 funds.

DOWNTOWN RIVER DISTRICT STREETSCAPE IMPROVEMENT PROJECT (AUGUST 2008)

In addition to on-street parking improvements, the River District project identified the need for off-street parking to meet future demand. The parking demand was estimated at 285 spaces for future residential uses, and 805 spaces for non-residential uses, for a total of new 1,090 spaces needed to meet new demand. The demand was to be met through a combination of on-street and off-street spaces. On-street spaces could provide

approximately 355 spaces, with a balance of 735 spaces in off-street locations.

The project did not determine specific off-street locations, but suggested that surface lots could be provided to be shared amongst multiple land uses and eventually expanded into multi-story parking structures built as part of residential and mixed-use developments. The study states, "The City and the DDA will encourage developers to look for ways to provide off-street parking supply that is beneficial to their developments and to the River District as a whole. Ideally, a joint public/private parking solution could be developed to serve the Downtown River District area-wide needs." The study describes an action item to be undertaken by City and DDA staff to "explore short-term and long-term parking strategies."

2008 BICYCLE PLAN (OCTOBER 2008)

Chapter 9 of the *Bicycle Plan* describes multi-modal connectivity including end-of-trip facilities that are relevant to the *Parking Plan*. The *Bicycle Plan* identifies several problem areas around Downtown where the condition of short-term parking needs more attention:

- Southern and northern entrances to Old Town Square
- College Avenue, between Mountain and Laporte Avenues
- Mountain Avenue, between College Avenue and Mason Street
- Walnut Street, between College Avenue and Linden Street

The *Bicycle Plan* recommends exploring ways through which the City can encourage the development of indoor, long-term, bicycle parking facilities with new public and private development. Areas of focus should include transit stops and stations, community facilities, public and private parking structures, and major employment and commercial centers. Specifically for the Downtown, the *Bicycle Plan* recommends close coordination and cooperation with local businesses to encourage innovative parking solutions, like the use of vehicle parking stalls or the use of removable, bicycle parking racks for weekend evenings and during special events.

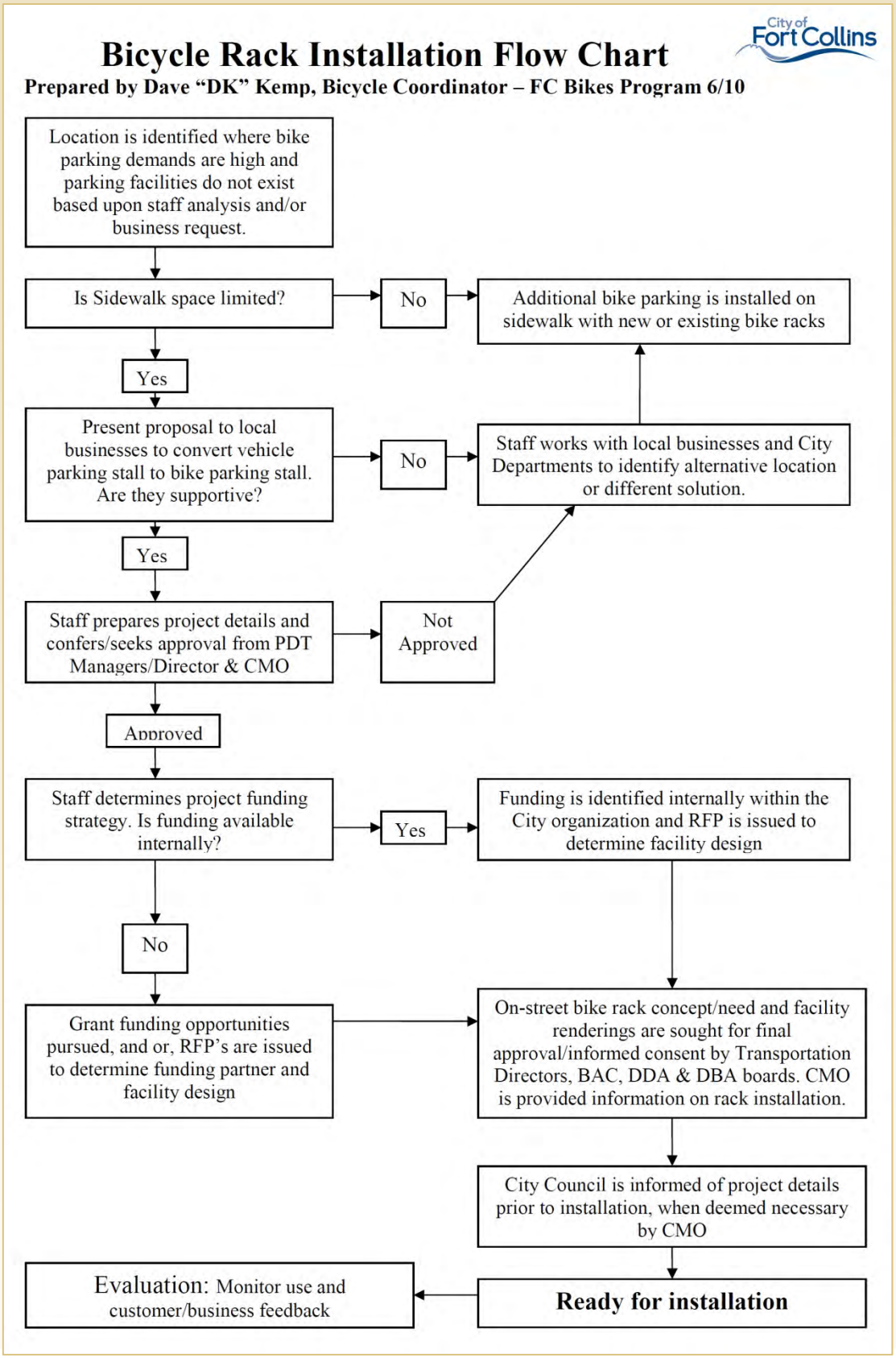
A related bicycle parking policy is the City's Bike Facility and Program Sponsorship and Advertising Policy, which encourages public-private partnerships as a means to implement more bicycle parking in the City. The policy establishes a method for facility sponsorship and advertising of those facilities. The policy includes a flowchart to guide the siting of new bicycle racks particularly for locations that involve on-street vehicular parking spaces (see Figure 2 below).

LAND USE CODE PARKING DEVELOPMENT STANDARDS

The Land Use Code does not require a minimum number of parking spaces for most nonresidential uses throughout the City. Instead, the Code identifies maximum allowed parking spaces for different nonresidential uses (Section 3.3.2(K)). In addition, minimum parking requirements for multi-family and mixed-use dwellings do not apply in the Transit–Oriented Development (TOD) Overlay Zone, of which Downtown is a part. The Code also describes parking lot layout requirements, handicapped parking requirements, parking stall dimension standards, and landscaping requirements.

Section 3.2.2(C)(4)of the Code was updated in August 2012 with changes to the City's bicycle parking requirements. The Code provides for two types of bicycle parking: enclosed storage and fixed racks. Different land uses have different requirements for bicycle parking amounts and types, and minimums are tied to the size or intensity of the use.

FIGURE 2: BICYCLE RACK INSTALLATION FLOW CHART



Parking Vision and Approach

Parking Vision Statement

The City of Fort Collins will develop and manage parking as a critical component of public infrastructure, and as a tool to promote and sustain economic health. Parking system management and investment decisions will be guided by three primary concepts:

- Develop and manage parking to support business, economic, and neighborhood vitality.
- Create a balanced and sustainable parking and access management strategy for Downtown.
- Enhance Downtown Fort Collins as a preferred, visitor-friendly regional destination.

COMPREHENSIVE APPROACH

Parking management strategies are inter-related. Actions that work to change parking behavior may have a ripple effect; for instance, programs that result in optimal on-street occupancies may result in the relocation of long-term parkers to residential neighborhoods. Individual recommendations in this Plan should be considered integral parts of a larger management system. A combination of approaches and strategies is necessary to achieve outcomes that balance the need for access amongst all Downtown users.

Policies that address urban planning, mobility management, economic development, neighborhood quality and long-term funding must be integrated with parking management to increase the probability of achieving desired results.

Parking management strategies are inter-related. Actions that work to change parking behavior may have a ripple effect; for instance, programs that result in optimal on-street occupancies may result in the relocation of long-term parkers to residential neighborhoods.

FIGURE 3: COMPONENTS OF A WORLD CLASS PARKING PROGRAM

Parking Issues

List of Issues

There are significant issues with the way that Downtown parking functions today. A comprehensive list of issues was identified through an extensive public process including board and commission meetings, stakeholder comments, Parking Expert Advisory Panel interviews and observations, questionnaire results, and field data collection (see section beginning on page 83). Note that this list is not given in any prioritized order.

1. The City does not have a parking component to its economic development strategy.
2. Very high occupancies of core on-street parking and public surface lots.
3. Upside-down pricing causes trolling and "garage avoidance".
4. Some business owners very concerned about lack of Saturday/evening enforcement.
5. Employees parking on-street. Many employees don't have access to, or are unwilling to use, off-street parking.
6. Two-hour time-limit not meeting needs of many customers.
7. Downtown employees and CSU students park in adjacent neighborhoods.
8. People don't know about their parking options.
9. Wayfinding improvements are needed.
10. Lack of business involvement and accountability in parking management decisions.
11. More parking infrastructure is needed in the future, but no revenue streams are identified to pay for it.
12. There is no accountability for new Downtown uses regarding employee or resident parking.
13. Parking is a "giant unfunded liability".
14. Need to provide different types/design of bicycle parking.

The most convenient and valuable parking spaces are free while there is a charge to park in the less convenient off-street parking spaces. In other words, the parking pricing policy is "upside-down."

Another way to characterize the current Downtown parking situation, and its possible parking future, was stated by the Expert Advisory Panel:

"The parking program and management is currently very good, but the system is not ready for the future. While parking is an aggravation today, it could become a real "pain" with more and more parkers seeking fewer and fewer spaces. In the future, a surge in employment could place a burden on the system. The public garages and lots could become full, and more employees and customers will park in limited on-street spaces. Enforcement will need to increase, and with it will come the danger where Downtown is perceived as the "enforcement zone."

Description of Key Parking Issues

HIGH PARKING OCCUPANCIES IN THE RETAIL CORE

The parking utilization study showed that the retail core has very high occupancies – in many cases approaching 100% (see Figure 9, page 71). This so-called "Parking Hot Zone" is an area where parking demand approaches or exceeds available supply. Very few spaces are vacant in this area, causing drivers to spend a lot of time trolling for a parking space, increasing congestion, wasting fuel, polluting the air, and decreasing pedestrian safety. Frustration over not finding a convenient space causes some potential customers to avoid Downtown altogether (see Parking Plan Questionnaire Results on Page D-1). According to one expert, 20 studies between 1927 and 2008 found an average of 36% of the cars in congested downtown traffic were cruising for underpriced curb parking.

The occupancies in Downtown are reflective of the fact that the most convenient and valuable parking spaces are free while there is a charge to park in the less convenient off-street parking spaces. In other words, the parking pricing policy is "upside-down." There is a direct relationship between parking pricing policies and promoting the parking behaviors that are in the best interest of a healthy and vital Downtown activity center.

LONG-TERM PARKERS IN SHORT-TERM SPACES

A significant percentage of employees currently park in high-demand on-street parking spaces. It is estimated that at least 20% of the spaces in the Core are parked by Downtown employees based on 2004 *Downtown Strategic Plan* (DSP) and 2011 Parking Plan questionnaire responses. On-street spaces are critical for the success of Downtown retailers and restaurants, and are not intended to be used as long-term parking. While the enforcement program instituted following the DSP has been successful in addressing most long-term parking issues, the problem of employee parking remains. Scofflaw employees avoid the two-hour time limits by re-parking their vehicles.

Trolling for parking is a common Downtown experience.

Obviously this impacts merchants, but it also impacts the City in terms of lost sales tax revenues.

This common parking problem requires a combination of incentives and disincentives to be effectively resolved. Requiring a fee for on-street parking, while taking advantage of advances in parking technology is acknowledged by parking experts as the most effective strategy to reduce abuse of short-term parking spaces. However, reasonably priced and convenient employee parking must simultaneously be provided to ensure an effective and sustainable system.

HEADS UP

There are approximately 1,200 heavily used on-street parking spaces in the Downtown core.

If 20% of those spaces were used by workers, 240 spaces would be unavailable to shoppers.

If each space turned over 6 times per day, they would accommodate 1,440 shopper trips.

If each car carried 1.5 customers, there would be 2,160 customers.

If a quarter of those customers went elsewhere to shop and each customer spent $10, the total loss per day would be $5,400.

Annualized at 6 shopping days each week, the total loss would amount to over $1.6 million in Downtown revenue.

LACK OF AN OVERALL PARKING STRATEGY FOR NEW DEVELOPMENT

Many cities have used minimum parking requirements to ensure that a given land use accounts for its parking demand by providing adequate parking. However, minimum parking requirements undermine efforts to create attractive, vibrant, and walkable communities. More specifically, as stated by a white paper from the City of Newport Beach, CA, minimum parking requirements have been shown to:

- Create an "oversupply" of parking in almost all communities in all but the highest periods of parking demand.
- Devalue the true "costs" of parking to drivers, thereby creating an incentive to drive, which results in more local congestion and vehicle emissions.
- Require tremendous amounts of land, thereby degrading the physical environment and impacting a community's urban form, design, and aesthetics.
- Limit the ability to develop urban "infill" projects or adaptively reuse historic structures.
- Make projects more expensive and reduce overall profitability.

The City eliminated its minimum parking requirements for most commercial uses in 1997 as part of *City Plan* and the adoption of the Land Use Code. The Code retained minimum parking requirements for residential uses, and added maximum parking requirements for commercial uses.

In 2007, the City adopted development standards for the Transit-Oriented Development (TOD) Overlay Zone which included elimination of parking minimums for residential uses. This change applied to Downtown and other areas inside the TOD Overlay Zone.

The Land Use Code also implements *City Plan* policies calling for decreasing the amount of area devoted to surface parking (Policy LIV 30.6), maintaining the visual character of Downtown (Policy 32.5), and designing to enhance pedestrian and bicycle activity (Policy 32.9).

The premise behind the elimination of minimums was that the amount of off-street parking should be determined by a developer's analysis of what is financially feasible for their project and what they believe that "market" would support. It is intended to provide a better nexus between the free market for parking and actual demand, rather than an arbitrary parking standard. It was also intended to provide flexibility for difficult to develop sites and to help ensure that existing parking supply is efficiently utilized before more parking is built.

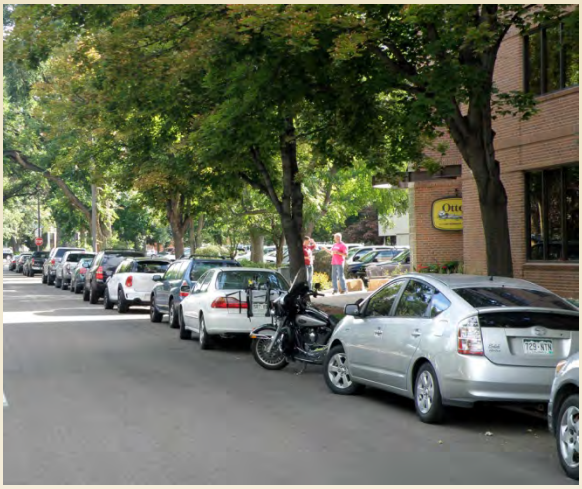
Many communities have removed minimum parking requirements for their downtowns

or transit oriented areas like Fort Collins. Some successful examples include Boulder, Petaluma, CA, Portland, OR, and Eugene, OR. Unlike Fort Collins, these communities have backfilled the parking demand with a more centralized parking infrastructure investment strategy and with strong parking demand reduction measures. In this model, the public sector (and, in some cases, private operators) provides the bulk of the shared parking for various uses and manages demand reduction programs such as transit passes for employees, parking cash-out, employer-mandated reduction programs, etc.

Most new Downtown Fort Collins development has been built with parking to meet at least a portion of the project's demand. However, the demand from some new land uses outstrips the designated parking supply. In addition, effective mitigation measures have not been implemented to reduce demand or otherwise make underutilized parking lots usable to the public. As a result, there has been an impact on the limited supply of public on- and off-street parking. New parkers compete with existing parkers for the same number of public on-street and off-street spaces, and neighborhoods adjacent to Downtown experience spillover parking by employees.

These issues underline the need to accompany the elimination of parking minimums with other strategies that address unmet parking demand.

While a simple solution could be to re-institute minimum parking requirements, this option comes with significant negative effects as explained earlier. The comprehensive approach recommended by this Plan contains several inter-related elements: (1) Create a stronger role for the City by participating in public-private parking partnerships for the creation of parking infrastructure that can serve multiple uses; (2) Require an assessment of potential development parking impacts; (3) Ensure that development participates financially in the construction of infrastructure related to parking demand impacts; and (4) Strengthen efforts to reduce parking demand such as providing more multi-modal options.



Many Downtown employers do not provide parking on-site.

SUMMARY

The lack of parking to accommodate new development puts a burden on public parking infrastructure, much of which is already heavily used. Many employees do not have any other option but to park in high-demand locations, which contributes to the high on-street occupancy problem. As a result, trolling for parking spaces increases, leading to congestion, air quality impacts, spillover parking into neighborhoods, and other associated issues.

The inter-related nature of these issues means that solutions need to be linked and coordinated. For example, pricing programs to ensure appropriate occupancies and upside-down pricing structure could result in spillover parking into neighborhoods unless there is a viable strategy to create options for displaced parkers and a method to restrict parking in neighborhoods.

Parking Alternatives Analysis

Introduction

This section identifies and evaluates alternatives for three key parking topics:

- On-street parking management
- New public parking infrastructure
- Parking for new development

The purpose of the assessment was to compare different options for addressing these key topics. The assessment was useful in understanding strengths and limitations of the alternatives and helped to shape a preferred alternative.

Alternatives to Address Key Parking Issues

The alternatives listed below are presented from the least amount of change or involvement by the City to the most amount of change or involvement by the City. The characteristics were selected based on their ability to provide clear choices for parking solutions, although in reality elements from different alternatives could be combined and modifications could be made to mitigate negative certain impacts.

Bicycle-sharing station in Boulder.

The approach taken in this assessment is a hybrid between the City of Fort Collins Utility's Triple Bottom Line Analysis Map (TBLAM) and Plan Fort Collins' Decision Support Tool. Evaluation criteria were used to assess each alternative. The criteria were based on policies in *City Plan*, the *Transportation Master Plan*, and the *Downtown Strategic Plan*, and are related to parking issues (page 22) identified in the planning process.

TABLE 1: ALTERNATIVE EVALUATION CRITERIA

Evaluation Criterion	City of Fort Collins Policy Basis*
Change in Downtown retail sales	CP Policy LIV 33.1 – Emphasize Retail (p. 85) DSP 1.1.3 Encourage active level ground uses…(p. 24)
Private sector investment in Downtown	CP Policy LIV 5.1 - Encourage Targeted Redevelopment and Infill (p. 51) CP Policy EH 4.2 - Reduce Barriers to Infill Development and Redevelopment DSP 2.1.3 Implement an active economic development program to foster redevelopment… (p. 34)
Provision of sustainable funding	TMP T 6.1 – Sustainable Long Term Funding (p. 27) TMP T 6.3 – Innovative Funding (p. 27)
One-time costs	TMP T 6.2 – Fiscal Responsibility (p. 27)
On-going costs	TMP T 6.2 – Fiscal Responsibility (p. 27)
Impacts to congestion and air quality	CP Principle ENV 9: The City will reduce total mobile source emissions by focusing on both technology and behavior (p. 34) TMP Policy T 17.8 Congestion on Built-Out Corridors (p. 32)
Support for other travel options	TMP Policy T 3.1 – Pedestrian Mobility (p. 25) TMP Policy T 3.2 – Bicycle Facilities (p. 25) TMP Policy 3.3 – Transit Supportive Design (p. 25) TMP Policy 3.4 – Travel Demand Management (p. 25)
Amount of area devoted to parking (heat island effect, stormwater, water quality)	CP Policy LIV 30.6 Reduce Land Devoted to Surface Parking Lots (p. 82) DSP 1.2.5 Maintain and reinforce the visual distinctiveness of downtown (p. 29)
Changes in neighborhood quality of life	CP Policy LIV 21.3 – Calm Traffic (p. 73) DSP 3.1.1 Protect the character of existing residential neighborhoods… (p. 45)
Support for walkable environment	CP LIV 31.4 – Design for Pedestrian Activity (p. 83) TMP Policy T 3.1 – Pedestrian Mobility (p. 25)
Opportunities for partnerships and collaboration	CP Policy EH 2.3 – Develop Economic Partnerships (p. 21) CP Policy HI 4.1 – Forge Partnerships (p. 117)
Cost equity	CP Policy LIV 4.2 – Utilize Fees and Development Requirements (p. 51) CP Policy HI 6.2 – Diversify the Revenue Stream (p. 118) TMP T 6.3 – Innovative Funding (p. 27) TMP T 19.4 – Development and Sharing of Infrastructure (p. 33)
Public acceptance	CP Principle HI 3: The City will provide outstanding customer service and work collaboratively to address issues and resolve problems. (p. 117)

*KEY TO ABBREVIATIONS
CP = City Plan
LIV = Community and Neighborhood Livability
EH = Economic Health
HI = High Performing Community
TMP = Transportation Master Plan
DSP = Downtown Strategic Plan

On-Street Parking Management

RELATED ISSUES (SEE PAGE 23)

- Very high occupancies of core on-street parking and public surface lots.
- Upside-down pricing causes trolling and "garage avoidance".
- Some business owners very concerned about lack of Saturday/evening enforcement.
- Employees parking on-street. Many employees don't have access to, or are unwilling to use, off-street parking.
- Two-hour time limit not meeting needs of many customers.
- Downtown employees and CSU students park in adjacent neighborhoods.

ALTERNATIVES

1. Existing (Null) – Time limit enforcement

   Characteristics:
   - *Existing* time limit enforcement: progressive fines (free, $10, $25, $50), 4-hour block face rule, 180-day citation rule
   - Free on-street parking
   - Free, hourly ($1/hour), and permitted spaces ($18 - $46/month) in off-street lots and garages

2. Increased enforcement and other programs to reduce inappropriate long-term parking

   Characteristics:
   - *Increased* enforcement of time limits: larger fines, longer block face rule, and enforcement in the evenings and weekends
   - Voluntary efforts by employers to reduce inappropriate employee parking
   - Lower-priced permit parking than today

3. On-street pay parking

   Characteristics:
   - Charge for on-street parking with 20 minutes free time
   - Performance-based pricing - 10-15% parking spaces unoccupied at any time
   - No time limits and progressive pricing - the longer you stay the more you pay
   - Off-street parking hourly rate lower than on-street

TABLE 2: TRIPLE BOTTOM LINE ANALYSIS FOR ON-STREET PARKING MANAGEMENT

	Evaluation Criteria	ALTERNATIVE		
		1. Existing Time Limits	2. Increased Enforcement	3. On-street Pay Parking
Economic	Change in Downtown retail sales	Sales may decline over time as occupancies grow & fewer shoppers are accommodated[1]	Potentially lower sales due to "enforcement zone" perception amongst customers[2]	Evidence of positive benefits but no definitive correlation[3]
	Private sector investment in Downtown	No change	May deter some businesses from locating/expanding	Unknown
	Provision of sustainable funding	Sufficient revenues to retain existing program	Potential funding increase through higher fine revenue[4]	Provides significant funding for parking and Downtown programs[5]
	One-time costs	None	$K for new enforcement equipment	Pay-by-cell = $0 Meters = $1.3M[6]
	On-going costs	Same enforcement costs	Higher ongoing enforcement costs	Pay-by-cell = $0; meters = $60K[7]
Environmental	Impacts to congestion and air quality	High occupancies cause trolling, increasing congestion & emissions[8,9,10]	Somewhat fewer impacts if increased enforcement reduces abuse of curb parking	Parking pricing reduces vehicle miles travelled and emissions[11]
	Support for other travel options	No change	Potential to increase alternative modes (but at cost to retailers)	Pricing with travel options reduces commuting by 10-30%[12]
	Amount of area devoted to parking (heat island effect, stormwater, water quality)	No change	No change	Smaller, because more efficient use of spaces and higher "throughput" of parking for vehicles
Social	Changes in neighborhood quality of life	Some neighborhoods are impacted by spillover parking	Could worsen spillover parking	Could worsen spillover parking
	Support for walkable environment	No change	No change	Greater support – better allocation of different user groups to appropriate parking
	Perception of safety	Less safe for pedestrians due to drivers circling the block for parking[13]	Could be marginally better if enforcement effectively reduces abuse of curb parking	Safer for pedestrians due to fewer trolling vehicles
	Opportunities for partnerships and collaboration	No change	No change	High if meter revenue is retained to the Downtown[14]
	Cost equity	Community pays indirect costs for parkers (through rents, retail sales, and externalities)[15]	Community pays indirect costs for parkers (through rents, retail sales, and externalities)	Downtown motorists pay to park and revenue can be used to offset external impacts like spillover parking.[16]
	Public acceptance	No change	Likely to be strongly negative because of higher fines	Mixed for and against. Some businesses see benefit in ability to accommodate more visitors; others see it as a deterrent to shopping and competitive disadvantage[17][18]

New Public Parking Infrastructure

RELATED ISSUES (SEE PAGE 23)

- The City does not have a parking component to its economic development strategy.
- Upside-down pricing causes trolling and "garage avoidance".
- More parking infrastructure will be needed in the future, but no revenue streams have been identified to pay for it.
- Parking is a "giant unfunded liability".

ALTERNATIVES

1. Existing (Null) – No new parking infrastructure

   Characteristics:
   - Reliance on existing inventory to supply future parking needs

2. Public-private partnerships and efficient use of existing parking infrastructure

   Characteristics:
   - Public-private partnerships to create new public parking
   - Smaller, distributed parking structures
   - Conversion of surface parking to structured parking over time
   - Increased amount of shared parking between land uses

3. Build a new large public parking structure

   Characteristics:
   - One large public parking structure built solely from public funds
   - Structure placed at a central Downtown location

TABLE 3: TRIPLE BOTTOM LINE ANALYSIS FOR NEW INFRASTRUCTURE

		ALTERNATIVE		
	Evaluation Criteria	1. Existing - No new parking infrastructure	2. Public-private partnerships	3. Build a new large public parking garage
Economic	Change in Downtown retail sales	Does not provide additional support to Downtown retail	Could support Downtown retail if lots within the Downtown core near retail become available for public use[19]	Limited support Downtown retail due to 1) upside-down" pricing; 2) excess capacity at existing garages
	Private sector investment in Downtown	Does not support private sector investment	Helps to support Downtown development in a variety of locations	Could benefit development in a limited area
	Provision of sustainable funding	Existing program is self-funded	New funding sources will be needed	New funding sources will be needed to build; possibility that garage would need City subsidies to operate if underutilized
	One-time costs	$0	$33 million (over a period of time)[20]	$33 million (one time)
	On-going costs	No change	Self-funded through permits	If sufficient use, then self-funded through permits
Environmental	Change in congestion and air quality	No change	Same as current if this alternative results in more efficient use of existing lots	Worse if this alternative encourages more driving
	Support for other travel options	No change	No change	No change
	Amount of area devoted to parking (heat island effect, stormwater, water quality)	No change	Could reduce surface parking in several locations through new garages	Reduces area devoted to surface parking on site occupied by new garage
Social	Changes in neighborhood quality of life	Spillover parking expected to get worse	Could address spillover parking in some areas by providing distributed long-term parking	Limited ability to address spillover parking because garage would serve a limited area[21]
	Support for walkable environment	No change	Opportunity to transform surface parking into structured parking in several locations	Opportunity to transform surface parking into structured parking in just one location
	Opportunities for partnerships and collaboration	No change	High - partnerships are central to this alternative	Medium – additional parking capacity could benefit some businesses
	Cost equity	No change	Community, Downtown, and development share in costs for infrastructure and programs	Community and/or Downtown bear entire cost of infrastructure
	Public acceptance	Public perceives that there is a parking shortage because of high on-street parking occupancies	Mostly positive, although some may view it negatively as this alternative provides an indirect subsidy to Downtown development	Depends on use: if low, then large expenditure may not be viewed favorably[22]

Parking for New Development

RELATED ISSUES (SEE PAGE 23)

- The City does not have a parking component to its economic development strategy.
- Employees parking on-street. Many employees don't have access to, or are unwilling to use, off-street parking.
- Downtown employees and CSU students park in adjacent neighborhoods.
- There is no accountability for new Downtown uses regarding employee or resident parking.

ALTERNATIVES

1. Existing (null) – No mandatory development contribution to parking

   Characteristics:
   - No parking minimums
   - Parking for project determined by developer
   - No financial contributions

2. Shared responsibility for new parking

   Characteristics:
   - Public-private partnerships for new parking infrastructure to serve new development
   - Parking impact assessment as part of a Transportation Impact Study
   - Parking impact fee

3. Minimum parking requirements

   Characteristics:
   - Minimum parking requirements based on industry-standard parking ratios
   - Fee-in-lieu of parking option

TABLE 4: TRIPLE BOTTOM LINE ANALYSIS FOR PARKING FOR NEW DEVELOPMENT

		ALTERNATIVE		
	Evaluation Criteria	**1. Existing - No mandatory parking requirements**	**2. Shared responsibility for parking**	**3. Minimum parking requirements**
Economic	Change in Downtown retail sales	Unknown, but current policy does not constrain development on difficult infill sites that could contain retail	Unknown, but better support of development on difficult infill sites that could contain retail	Unknown, but could be development constraint on difficult infill sites that might contain retail[23]
	Private sector investment in Downtown	May be a deterrent to investment due to lack of available parking	Could either increase or decrease investment depending on level of parking impact fees	Could reduce investment because of high cost of providing parking[24]
	Provision of sustainable funding	None	Yes, parking impact fee but amount limited	Yes, fee-in-lieu of parking but amount limited
	One-time costs	No change	Staff time for creation of public-private partnerships program	Staff time for development of minimum requirements
	On-going costs	No change	Staff time for administration of public-private partnerships and parking impact fee	Staff time for administration of fees-in-lieu
Environmental	Change in congestion and air quality	No change	Could provide benefits through support for shared parking options	Increases congestion and worsens air quality[25]
	Support for other travel options	Supports stronger urban design and increases walkability and bicycling[26]	▲ Parking demand mitigation from TIS would increase travel options for employees and residents	Decreases ability to support travel options[27]
	Amount of area devoted to parking (heat island effect, stormwater, water quality)	Reduces amount of surface parking	Reduces amount of surface parking	Would increase the area devoted to parking and increase stormwater runoff and air pollution[28]
Social	Changes in neighborhood quality of life	Spillover issues will get worse over time	Fewer spillover issues	Fewer spillover issues
	Support for walkable environment	Not having minimums supports walkable environment	More, as more resources are provided to convert surface to structured parking	Less, as more surface area devoted to parking, results in lower CDB density and diversity of land uses [29]
	Opportunities for partnerships and collaboration	Limited; limited City resources to create partnerships	More, as public partnerships are central to this alternative	Some opportunities with fee-in-lieu option
	Cost equity	Burden is on community to provide parking for all Downtown users	Community, Downtown, and development share costs for infrastructure	Development would provide parking according to City established minimums
	Public acceptance	Concerns have been expressed about not having minimum requirements	Could address public concerns over no minimum parking requirements	Addresses public concerns over parking impacts of new development

Alternatives Analysis Footnotes

[1] Time limits restrict flexibility for shoppers and diners who need to stay longer than 22 hours. Also, Downtown stakeholders have reported that employees continue abuse the time limits by moving vehicles around. See also Appendix I, page H-2.
[2] This term was coined by a Downtown stakeholder during the Fort Collins Parking Advisory Panel interviews. See Appendix C: Expert Advisory Panel Report, page C-1.
[3] See Appendix I: Economic Impacts of Paid On-Street Parking Pricing.
[4] However, if greater enforcement becomes a deterrent to shoppers, revenues may actually stay flat or decline.
[5] Revenues estimated at minimum of $1.1M per year after 1st year.
[6] Assumes 147 multi-space meters at $9,000 each.
[7] Assumes 5% of revenues used for operations and maintenance of meters.
[8] Shoup, D. (2007, Spring). Cruising for Parking. Access (30), 17.
[9] Shoup, D. (2005). The High Cost of Free Parking. Los Angeles: Planners Press, 291.
[10] How cruising adds up: 3 minutes to find a space, space is used 10 times in a day, 30 extra minutes of driving per space per day. If average car travels at 10 miles per hour… 30 minutes results in 5 extra miles of driving per space per day If the average block has 33 spaces, then the block results in cars cruising 165 miles per day or 60,000 miles per year (twice around the world). Gasoline: 60,000/ 30mpg = 2000 gallons a year/ block, 12 Downtown blocks = 24,000 gallons/year.
[11] Frank, L. D., Greenwald, M. J., Kavage, S., & Devlin, A. (2011, April). Research Reports. Retrieved July 15, 2012, from Washington State Department of Transportation: www.wsdot.wa.gov/research/reports/fullreports/765.1.pdf
[12] Hess, D. B. (2001). Effect of Free Parking on Commuter Mode Choice: Evidence from Travel Diary Data. Journal of the Transportation Research Board, 1753, 35-42.
[13] Shoup, 2005, 362.
[14] Commonly called “Parking Benefit Districts”. See Shoup, 2005, 505-557, and Weinberger, R., Kaehny, J., & Rufo, M. (2010, February). U.S. Parking Policies: An Overview of Management Strategies. Retrieved June 18, 2012, from www.itdp.org: http://www.itdp.org/documents/ITDP_US_Parking_Report.pdf.
[15] Litman, T. (2008, November 5). Parking Management Strategies, Evaluation and Planning. Retrieved June 18, 2012, from Victoria Transport Policy Institute: www.vtpi.org, 11.
[16] Weinberger, R., Kaehny, J., & Rufo, M. (2010, February). U.S. Parking Policies: An Overview of Management Strategies. Retrieved 6/18/12, from www.itdp.org: www.itdp.org/documents/ITDP_US_Parking_Report.pdf, 41.
[17] Based on input received as part of the Parking Plan process – see City Council Work Session packet for February 29, 2012, “Attachment 4 – Public Feedback on Fort Collins Parking Plan Overview Principles.” Also, for articles that reveal the range of attitudes towards on-street pay parking, see Van Horn, J. (2011, June). Forces of Nature and a Case for Paid Parking. Parking Today, 16(6), 16-17.
[18] The City of Aspen experienced parking issues similar to Fort Collins in the early 1990s, and as a result installed parking meters in 1995. The initial public reaction was strongly negative, but parking pricing was supported 6 months later at a municipal election. See The Brendle Group, Inc. (2006). Mobility Management Best Practices. City of Fort Collins, Fort Collins, and Victoria Transport Policy Institute. (2011, June 17). Shared Parking. Retrieved June 18, 2012, from TDM Encyclopedia: http://www.vtpi.org/tdm/tdm89.htm, 38.
[19] Shared parking is limited to acceptable walking distances. For general retail and restaurants, the maximum distance is less than 1,200 feet. See Victoria Transport Policy Institute, 2011 – “Geographic Considerations”.
[20] The cost estimate is based upon estimated cost of 1,000 structured parking spaces in 10 years (starting with $25,000/space in 2012 and adjusted for inflation).
[21] Victoria Transport Policy Institute, 2011.
[22] A parking garage built in downtown Fairbanks provides a perfect example of the risks involved in this alternative. The situation is similar to Fort Collins in that on-street parking is free. See Chomicz, D. (2011, December 18). Downtown parking garage underutilized where parking once was scarce. Retrieved June 15, 2012, from newsminer.com: http://www.newsminer.com/view/full_story/16831188/article-Downtown-parking-garage-underutilized-where-parking-once-was-scarce?instance=home_lead_story.
[23] Parking facilities represent 5-15% of the annualized cost of a typical building (VTPI, 2011).
[24] Shoup, 2005, 157-158.
[25] Weinberger, 2012 and U.S. Environmental Protection Agency. (2006, January). Parking Spaces/Community Places: Finding the Balance through Smart Growth Solutions. Retrieved June 18, 2012, from www.epa.gov: http://www.epa.gov/dced/pdf/EPAParkingSpaces06.pdf, 18.
[26] U.S. Environmental Protection Agency, 2006, 7.
[27] Weinberger, Kaehny, & Rufo, 2010, 29.
[28] Shelton, K., & Williams, S. (No Date). Parking Lots to Parks: Concepts in Sustainable Parking-Lot Planning and Design. Mid-America Reg. Council: www.sustainableskylineskc.org/assets/ParkingLotstoParksbook-web.pdf, 8.
[28] Shoup, 2005, 136-141.

Preferred Alternative

This section provides a high-level overview of the key ideas that are the basis for policies and action items in the Principles and Policies and Action Plan sections.

Consistent with the comprehensive approach of this Plan, items from each of the topic areas were combined into a preferred alternative. Public feedback and City Council preferences were also important considerations in choosing the preferred alternative. The preferred alternative includes the following features:

ON-STREET PARKING MANAGEMENT

- Continue existing level of on-street parking enforcement.
- Enhance collaboration between the City and Downtown employers to shift employees away from on-street parking in high demand locations.
- Mitigate spillover impacts through a residential permit program.
- Provide a pay-by-cell phone option to allow customers to extend parking time beyond the two-hour limit.
- When the issue of over-occupancy becomes untenable to Downtown employers, shift to on-street pay parking that maximizes customer convenience and payment options.

PUBLIC PARKING INFRASTRUCTURE

- Establish public-private partnerships resulting in smaller, distributed parking garages around the Downtown where public parking is needed.
- Promote the conversion of surface parking to structured parking over time.
- Include electrical vehicle charging stations in public parking facilities.

Additional public parking is needed in the future.

PARKING FOR NEW DEVELOPMENT

- Provide public-private partnerships to leverage private investment in the Downtown.
- Implement a parking impact fee for new development that is correlated to the amount of new parking provided and the level of parking demand management.
- Require new development to provide information about changes in parking demand and parking impacts.

More detail on many of these key ideas can be found in the Detailed Descriptions of Key Action Items section beginning on page 47.

Principles and Policies

PRINCIPLE 1: ORGANIZATION AND PARTNERSHIPS
DOWNTOWN PARKING WILL BE EFFECTIVELY MANAGED BY THE CITY OF FORT COLLINS. THE CITY WILL COLLABORATE WITH DOWNTOWN STAKEHOLDERS AND ACTIVELY SEEK INPUT AND PARTICIPATION.

Policy 1.1 - Centralized Public Parking Management
The City of Fort Collins Parking Services Department will have the authority and tools necessary to effectively and efficiently manage a comprehensive, vertically-integrated Downtown public parking system for the benefit of Downtown businesses, residents, customers, employers, employees, visitors, and the community as a whole.

Policy 1.2 - Engagement with Downtown Stakeholders
Continue direct engagement with the Downtown Business Association, Downtown Development Authority, and other stakeholders through various forms of outreach and active participation in boards, committees and activities.

Policy 1.3 - Continuous Improvement
The Parking Services Department will seek to continuously improve its programs and operations. This will include a formal system of data collection and analysis, research into parking best practices, outreach to Downtown stakeholders, and collaboration with other communities.

Policy 1.4 - Staff Development and Training
The Parking Services Department will actively pursue staff development and training to improve the level of staff knowledge, professionalism, and efficiency.

PRINCIPLE 2: MANAGEMENT OF ON-STREET PARKING - DOWNTOWN PATRONS WILL BE GIVEN TOP PRIORITY FOR USE OF ON-STREET PARKING IN HIGH-DEMAND LOCATIONS.

Policy 2.1 - Time Limit Enforcement
Time limit enforcement will continue to be the primary tool for managing on-street parking and creating parking space turnover. The City should continue to pursue improvements to the enforcement of time limits to make the system more efficient and convenient for Downtown patrons. (Also see Policy 4.7)

Policy 2.2 - On-Street Parking Pricing
Charging for on-street parking is not currently City policy. However, the City should continue to assess the need for on-street parking pricing and assess triggers for actions that begin to implement an effective pricing system. (Also see Policy 3.6)

Policy 2.3 - Valet Parking
The City recognizes that public valet parking is a legitimate form of parking that provides additional choice and helps optimize public parking resources. The use of public parking spaces for a valet pick-up-and-drop-off zone should be permitted under the City's Downtown Concessionaire Agreement program, but public resources should not be used to park valet vehicles. That should be a private activity.

Policy 2.4 - Parking Fines
Fines shall be in place to discourage illegal parking and promote on-street parking turnover. The Parking Services Department and Municipal Court will from time-to-time review the Fort Collins parking fine structure to ensure that it remains effective. (See also Policy 4.5)

PRINCIPLE 3: MANAGEMENT OF EMPLOYEE AND OFF-STREET PARKING - OFF-STREET PARKING IN GARAGES OR SURFACE LOTS WILL BE MANAGED PRIMARILY AS AREAS FOR DOWNTOWN EMPLOYEE PARKING.

Policy 3.1 - Off-Street Parking Information
Proactively provide information on off-street parking options and programs to Downtown employees.

Policy 3.2 - Employee Parking Incentives and Disincentives
Provide a variety of public incentives and disincentives to shift employees away from parking in high-demand locations, particularly on-street spaces. Adjust the pricing structure over time to make public off-street parking more attractive to employees.

Policy 3.3 - Partnerships with Employers
Work with Downtown employers to reduce on-street parking by employees in high-demand areas by providing education, information, and resources on appropriate employee parking.

Policy 3.4 - Better Utilization of Public Parking Resources
Promote better utilization of parking garages and other off-street spaces through innovative permit programs and the cooperation of Downtown businesses.

Policy 3.5 - Large Vehicle Parking
Large vehicle parking should be accommodated within walking distance of Downtown for visitors arriving by private bus and recreational vehicles.

Policy 3.6 - Parking Rates
Transient, monthly, and special events parking rates will be variable, based on time, demand, location, or the service provided. Parking rates shall be established to cover direct and indirect parking costs. Parking rates shall be at levels that will encourage rather than discourage access to Downtown. In the long term, on-street parking rates should be higher than off-street parking rates to promote turnover of on-street spaces.

Policy 3.7 - Validation Programs
Downtown businesses and other City departments may participate in daily and/or hourly validation programs for their visitors and patrons. The cost of validation programs may be discounted to promote program use and active business participation and promotion.

Policy 3.8 - Downtown Events Parking
The Parking Services Department will work with and support Downtown events with a valid special event permit. The event organizers, including City departments and other public agencies, will pay the actual direct and indirect costs associated with requested parking services.

PRINCIPLE 4: ENHANCING THE DOWNTOWN EXPERIENCE - CUSTOMER SERVICE WILL BE THE TOP-PRIORITY FOCUS IN THE DELIVERY OF THE DOWNTOWN PARKING EXPERIENCE.

Policy 4.1 - Customer-Oriented Parking System
The Downtown parking system shall continue to be customer-oriented, not enforcement- or revenue-oriented.

Policy 4.2 - Parking Program Marketing
Develop a clear and identifiable marketing, education, and communication strategy for the parking program.

Policy 4.3 - Wayfinding and Signage
Parking signage should be part of the larger Downtown wayfinding program. Signage should be consistent and distinctive, and integrated with other communication tools.

Policy 4.4 - New Technology to Support Parking Customers
Utilize new technologies that enhance the customer experience, such as cell-phone apps that identify available parking spaces.

Policy 4.5 - Common-Sense Enforcement Approach
Establish fines and enforcement policies that take a "common sense" approach to creating turnover, compliance, and safety. Revenue generation is not the reason for the enforcement program.

Policy 4.6 - Attractive Parking Facilities
Ensure that parking facilities are attractive, clean, safe, easy to use, and inviting.

Policy 4.7 - Flexible On-Street Time Limits
Provide ways for customers and visitors to park on-street for longer than two hours without enabling Downtown employees to use the on-street parking.

PRINCIPLE 5: NEIGHBORHOOD PARKING – PROTECT NEIGHBORHOODS FROM EXCESSIVE PARKING BY NON-RESIDENTS

Policy 5.1 - Residential Permit Program
Establish a residential permit program as an option for areas that experience excessive parking by people who do not live in the neighborhood.

Policy 5.2 - Cost of Residential Permit Program (RPP)
The cost to administer an RPP will be shared between the City and permit holders. Residents can obtain a limited number of permits for free, and can purchase additional permits. Non-residents can purchase permits on a "space available" basis.

PRINCIPLE 6: NEW PARKING INFRASTRUCTURE - THE CITY'S INVESTMENTS IN NEW PARKING FACILITIES WILL SUPPORT AND BE CONSISTENT WITH THE ECONOMIC HEALTH AND URBAN DESIGN PRINCIPLES IN *CITY PLAN* AND OTHER ADOPTED PLANS. IN GENERAL, THAT MEANS PARKING STRATEGIES MUST BE SUSTAINABLE WHILE BEING FULLY INTEGRATED AS AN ELEMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGIES.

Policy 6.1 - Comprehensive Parking Program for Future Needs
Future parking needs will be addressed through a comprehensive parking development and management program. This program will include integrated components consisting of public-private partnerships, shared parking, distributed parking resources, funding for public parking infrastructure, parking demand reduction measures, parking information and technology improvements, and central management of public parking resources by the City of Fort Collins Parking Services Department.

Policy 6.2 - Parking Ratios and Land Use Code Requirements for New Development
The Land Use Code will continue to utilize maximum parking ratios to support *City Plan* policies of reducing land devoted to surface parking and encouragement of alternative modes. Parking needs associated with development will be addressed through implementation of Policy 4.1 - Comprehensive Parking Program for Future Needs, rather than through the institution of minimum parking ratios. The Code will also allow for the transition of surface lots to structured parking over time.

Policy 6.3 - Public-Private Partnerships for the Development of New Parking
Use public-private partnerships to provide public parking in needed locations distributed throughout the Downtown. The intent is to create parking structures that promote shared parking, provide multiple parking options, reduce construction costs, and leverage new development projects that align the City's economic goals. This approach is preferred over large, public parking structures developed solely with public funding.

Policy 6.4 - Review of New Development Parking Impacts
New development will be systematically evaluated for its impact on Downtown parking within a Transportation Impact Study. The evaluation will include information about expected parking generation for new uses, parking created or lost, demand reduction measures, impacts to public parking, anticipated spillover effects, and any other information relevant to changes in parking demand and supply.

Policy 6.5 - Shared Parking
Encourage new development to pursue shared parking opportunities.

Policy 6.6 - Downtown River District Parking Needs
Continue to work with property owners and developers on addressing parking needs in the Downtown River District.

PRINCIPLE 7: MULTIMODAL ACCESS AND URBAN DESIGN - PARKING MANAGEMENT PROGRAMS WILL SUPPORT AN INTEGRATED, MULTIMODAL APPROACH TO DOWNTOWN ACCESS. PARKING PROGRAMS SHOULD EMPHASIZE GOOD URBAN DESIGN, WALKABILITY, AND STRONG SUPPORT FOR TRANSPORTATION ALTERNATIVES. THE FOCUS WILL BE ON SYNERGISTIC STRATEGIES AND PROGRAMS THAT CAN SOLVE MULTIPLE PARKING, TRANSPORTATION AND COMMUNITY NEEDS.

Policy 7.1 - Reduce Overall Downtown Parking Ratios
Encourage unneeded private parking spaces to be eliminated and replaced with activity-generating uses or pedestrian amenities.

Policy 7.2 - Efficient Use of Existing Parking
Optimize the use of existing parking resources through shared parking between uses and reductions in parking demand before building new facilities.

Policy 7.3 - Structured Parking
Encourage the conversion of surface parking lots to structured parking over time in order to reduce the visual impacts of parking and to support a pedestrian-friendly environment.

Policy 7.4 - "Park Once" Approach
As part of a "park once" approach, provide enhanced pedestrian linkages, pedestrian amenities, pedestrian security features, and distributed bicycle rental stations.

Policy 7.5 - Downtown Transit
The City will continue to support enhanced transit Downtown, including MAX and a potential Downtown circulator because transit usage reduces Downtown parking demand by providing mobility options for employees, visitors, and customers.

Policy 7.6 - MAX Transit System Parking Opportunities and Impacts
Identify and address the changes in Downtown parking demand after MAX becomes operational. Changes in demand may result in the need to provide additional parking options (including park-n-ride lots), and also opportunities for employers to reduce employee parking.

Policy 7.7 - Employee Mobility Options
Encourage Downtown employers to provide mobility options and programs to reduce parking demand such as transit passes, secure bicycle parking, and parking cash out programs.

Policy 7.8 - Electrical Vehicle Charging Stations
Electrical vehicle charging stations will be provided in appropriate locations on-street and in public facilities.

Policy 7.9 - Carpool and Fuel Efficient/Low Emission Vehicles
Encourage the use of carpool and fuel-efficient/low-emission vehicles through preferential parking spaces in public facilities, both on- and off-street.

Policy 7.10 - Sustainable Parking Design
Apply sustainability principles to the design of existing and new parking areas to reduce or mitigate the environmental impacts of parking facilities. Solutions to environmental issues can include retrofitting existing facilities with shade trees, bioretention areas to capture and filter stormwater runoff, "cool pavements" to reflect a greater amount of sunlight, solar panel roofs, and appropriate illumination.

Policy 7.11- Parking Strategies Responsive to Innovative Transportation Modes
Parking standards, policies, and operational strategies will be flexible to accommodate new and innovative transportation modes and end-of-trip facilities.

Bicycle parking policies are covered under Principle 9 on page 42.

PRINCIPLE 8: FUNDING OF DOWNTOWN PUBLIC PARKING - THE CITY'S PARKING PROGRAM WILL BE SELF-FUNDED. REVENUES FROM PARKING-RELATED ACTIVITIES WILL BE REINVESTED IN THE PARKING PROGRAM. EXCESS REVENUES SHOULD BE RETAINED FOR USE IN THE DOWNTOWN.

Policy 8.1 - Parking Enterprise Fund
A parking enterprise or revenue fund will be used to account for all financial aspects of the parking program including, but not limited to, daily operations, maintenance, new parking infrastructure, neighborhood programs, and parking demand reduction initiatives. Parking will generate revenues sufficient to cover its operating and maintenance costs, including the funding of reserves for parking facility major maintenance projects.

Policy 8.2 - Parking Operational Funding
The City Manager, delegated to the Parking Services Department, will have the authority to adjust price structures that provide operational funding, including monthly parking permits, visitor rates, and service charges in a manner that is consistent with the objectives of this Plan.

Policy 8.3 - Fair Distribution of Public Parking Costs
Parking infrastructure and programs will be funded through tools that distribute costs fairly, and according to benefit, between Downtown stakeholders, development interests, users of parking facilities, and the community.

Policy 8.4 - Downtown-area Generated Funding
Either an existing funding district or a new Downtown district, or a combination of both, will provide a portion of funding needed to support the public part of

public-private partnerships for new parking infrastructure.

Policy 8.5 - KFCG and Future Building on Basics Funding
Either singly or in combination, Keep Fort Collins Great funding and/or a future "Building on Basics"-type sales tax should be dedicated to provide a portion of funding needed in the short-term to support the public part of public-private partnerships for new parking infrastructure.

Policy 8.6 - New Development's Financial Share of Public Parking
Establish an efficient and fair system of fees and development requirements that assesses the costs and benefits of financing public parking, the need for which is generated by new development.

Policy 8.7 - New Funding To Support Other Downtown Goals
Revenues from parking activities should be retained for use in the area where they are generated. A portion of revenues generated from parking operations or by new funding mechanisms for building new infrastructure may be used to support other Downtown transportation goals related to parking, such as programs that reduce parking demand, enhanced customer services, residential parking permit programs, and Downtown marketing and education.

PRINCIPLE 9: BICYCLE PARKING - BICYCLING WILL BE SUPPORTED THROUGH THE PROVISION OF QUALITY END-OF-TRIP FACILITIES SUCH AS BICYCLE RACKS AND OTHER AMENITIES ASSOCIATED WITH BICYCLE TRAVEL. BICYCLE FACILITIES WILL INCLUDE VARYING TYPES AND DESIGNS OF BICYCLE PARKING FOR A DIVERSITY OF USERS INCLUDING VISITORS, CUSTOMERS, AND EMPLOYEES.

Policy 9.1 - Bicycle Rack Installation Policy
The siting of end-of-trip facilities within the public right of way, including on-street and off-street locations, will adhere to the City's bicycle rack installation policy.

Policy 9.2 - Bicycle Parking Requirements for New Development
Bicycle parking requirements for development will be based on land use type and projected number of site users (employees, residents, visitors, etc.).

Policy 9.3 - Long-Term Bicycle Parking by Downtown Employers
Promote long-term bicycle parking options -secured and covered - by Downtown employers.

Policy 9.4 - Long-Term Bicycle Parking at Key Public Destinations
Provide long-term bicycle parking at strategic locations including transit stations, civic buildings, parking structures, and other key destinations.

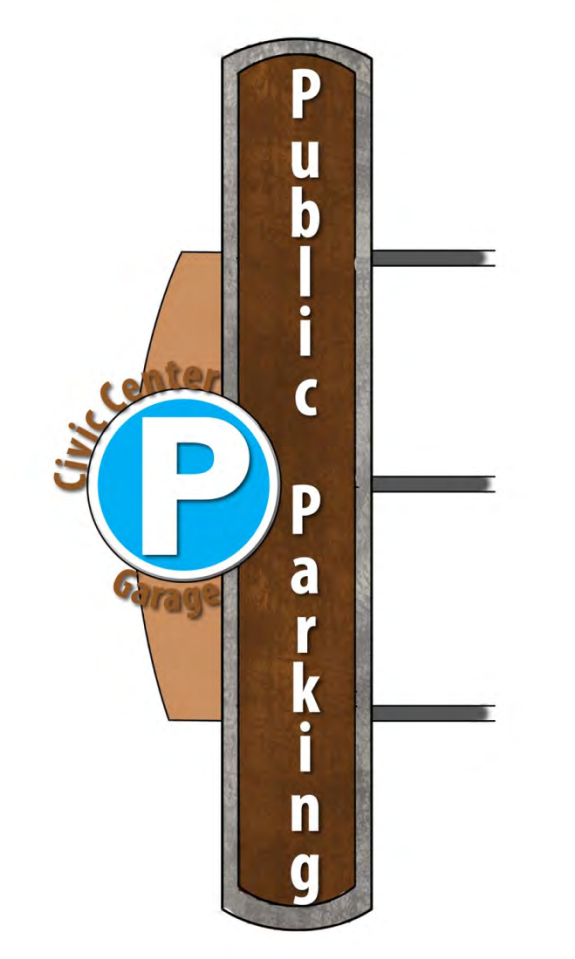
Action Plan

This section sets forth ideas for high priority parking actions and strategies to implement the *Parking Plan.* They are organized into three categories:

- *Parking Plan* **Adoption Items** – Adoption of the *Parking Plan* will also constitute adoption of these components.
- **Near-Term Actions** - Efforts that will follow adoption of the *Parking Plan* during the 2013-2014 City Budgeting for Outcomes (BFO) cycle.
- **Longer-Term Actions** – Efforts from 2015 and beyond. *Some higher-priority items as indicated on the list were submitted as 2013-2014 BFO offers but not funded. Longer-term actions are anticipated to be submitted as 2015-2016 BFO offers.*

These action items are further divided into two groupings:

- **Adoption Items** – Items that will be City Council action items.
- **Administrative Items** – Action strategies that do not require City Council action.



Implementation of the new Downtown signage will improve parking wayfinding.

TABLE 5: ACTION PLAN

IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION			
Action item	**Description**	**Related Policies**	**Responsibility**
Parking Plan Adoption Items			
1. *Transportation Master Plan* **Update**	Update the *Transportation Master Plan* and Capital Improvement Plan to incorporate the revised Parking Plan vision, principles, and policies.	N/A	• Comm. Dev. & Neigh. Services
Administrative Items (no City Council action required)			
2. Parking Demand Model	Refine and utilize the Parking Demand Model to track the need and location of additional public and private parking, and to evaluate new development proposals.	Policy 6.4 Page 40	• Comm. Dev. & Neigh. Services • Parking Services
NEAR-TERM ACTIONS: 2013-2014			
Action item	**Description**	**Related Policies**	**Responsibility**
City Council Action Items			
3. Municipal Code Change - Operational Funding Authority *(High Priority)* No BFO Offer Required	Amend the Municipal Code to allow the City Manager and his delegate, the Parking Services Department, to adjust price structures that provide operational funding, including monthly parking permits, visitor rates, and service charges.	Policy 8.2 Page 41	• City Attorney's Office
4. Electric Vehicle Public Charging Stations Pilot Program *(High Priority)* 2013-14 BFO Offer 113.1	Create an electric vehicle (EV) charging station pilot program to install and operate a limited number of EV charging stations for use by the general public at selected City facilities.	Policy 7.8 Page 41	• Utilities • Parking Services
5. Residential Permit Program *(High Priority)* 2013-14 BFO Offer 69.1	Develop criteria for, and implement, a residential permit program to address the impacts of non-residents parking in neighborhoods.	Policy 5.1 and Policy 5.2 Page 39	• Parking Services
6. Pay-by-Cell for Extended On-Street Parking *(High Priority)* No BFO Offer Required	Assess and, if feasible, implement a Pay-by-Cell system to allow for parking longer than two hours in on-street locations.	Policy 4.7 Page 39	• Parking Services

7. Transportation Impact Study (TIS) *(High Priority)* No BFO Offer Required	Amend Larimer County Urban Area Street Standards Chapter 4 - Transportation Impact Studies (TIS) to require that TISs for development proposals include an assessment of parking impacts in Fort Collins.	Policy 6.4 Page 40	• Comm. Dev. & Neigh. Services • Traffic Operations
8. Land Use Code Parking Requirements No BFO Offer Required	Review and, if necessary, revise City codes to ensure parking supports City goals. Include assessment of Land Use Code requirements applied to small and/or "temporary" lots.	Policy 6.2 Page 39	• Comm. Dev. & Neigh. Services
Administrative Items (no City Council action required)			
9. Employee Parking No BFO Offer Required *(High Priority)*	Continue to work with employers to establish programs for deterring employees from parking in high-demand on-street locations.	Policy 3.2 Page 36	• Parking Services
10. Revenue Fund for Parking *(High Priority)* No BFO Offer Required	Create a Parking Enterprise Fund or Special Revenue Fund for revenues generated from parking operations.	Policy 8.1 Page 41	• City Attorney's Office • Financial Services

LONGER-TERM ACTIONS: 2015 AND BEYOND

Action item	Description	Related Policies	Responsibility
Administrative Items (no City Council action required)			
11. Funding for Parking Infrastructure *(High Priority)* 2013-14 BFO Offer 242.1 (not funded)	Develop a long-term funding plan for public parking infrastructure and programs based on community and Downtown sources, and a parking impact fee on new development.	Policy 8.3 - Policy 8.7 Page 42	• Financial Services • Parking Services • Economic Health
12. Public-Private Partnership Criteria *(High Priority)* 2013-14 BFO Offer 67.10 (not funded)	Develop criteria of when to offer parking incentives and enter into public-private partnerships. Define the minimum desired return on public sector parking investments.	Policy 6.3 Page 40	• Economic Health • Parking Services • Comm. Dev. & Neigh. Services
13. Development Review of Parking *(High Priority)* 2013-14 BFO Offer 67.10 (not funded)	Designate a central point of contact to coordinate all new parking proposals and promote public-private partnerships for new parking infrastructure.	Policy 6.4 Page 40	• Comm. Dev. & Neigh. Services • Parking Services
14. Bicycle Rack Installation and Maintenance 2013-14 BFO Offer 67.10 (not funded)	Establish a program for the installation, maintenance, and replacement of bicycle racks and covered bike parking in the public right-of-way.	Policy 9.1 Page 42	• Transportation Planning

15. Bicycle Parking Monitoring 2013-14 BFO Offer 67.10 (not funded)	Biennially re-evaluate bicycle parking allocation within the public right of way in response to growing demand.	Policy 9.1 Page 42	• Transportation Planning
16. Parking Welcome Program	Establish a "parking welcome program" for new businesses.	Policy 4.2 Page 38	• Parking Services
17. Parking System Education and Marketing	Develop an education and marketing program for the Downtown parking system.	Policy 4.2 Page 38	• Parking Services
18. Vehicle Parking Data	Continue on-going data gathering – parking inventory, occupancy, on-street turnover, and public attitudes.	Policy 1.3 Page 37	• Parking Services
19. Parking Services Website Improvements	Provide improvements to the Parking Services website that provides enhanced parking information, and that is accessible on mobile devices.	Policy 4.4 Page 39 Policy 3.1 Page 38	• Information Technology • Parking Services
20. Large Vehicle Parking	Identify and, if necessary, acquire an area to accommodate large vehicle parking, or reconfigure existing parking for this purpose.	Policy 3.5 Page 38	• Parking Services
21. Allocation of Spaces within Public Parking Lots and Garages	Re-evaluate allocation of hourly and permit spaces within public parking lots and garages to ensure that public parking adapts to changes in demand, particularly for off-street parking.	Policy 3.4 Page 38	• Parking Services

Detailed Descriptions of Key Action Items

ON-STREET PARKING MANAGEMENT

Related Policies and Actions:

- Policy 1.1 - Centralized Public Parking Management
- Policy 1.2 - Engagement with Downtown Stakeholders
- Principle 2: Management of On-Street Parking - Downtown patrons will be given top priority for use of on-street parking in high-demand locations.
- Policy 4.1 - Customer-Oriented Parking System
- Policy 4.5 - Common-Sense Enforcement Approach
- Policy 4.7 - Flexible On-Street Time Limits
- Policy 7.4 - "Park Once" Approach
- Action Item 6. Pay-by-Cell for Extended On-Street Parking
- Action Item 9. Employee Parking
- Action Item 17. Parking System Education and Marketing
- Action Item 18. Vehicle Parking Data

There are a few basic principles related to on-street parking that most parking consultants, urban planners and downtown management professionals agree on. First among these is the idea that on-street parking is a valuable, limited resource due to its convenience and proximity to businesses, therefore the primary management objective for on-street spaces in the central business district should be to promote space turnover and availability for the benefit of local merchants and the public.

A major impetus for conducting this parking plan was the desire to address problems associated with creating the afore-mentioned turnover and space availability in the core of Downtown. A primary characteristic of spaces in the core is occupancy rates that approach 100% for much of the business day (see Figure 11: High and Low Occupancy Parking Areas on page 74). In addition, to lack of availability, occupancy rates this high create other problems, such as discouraged parkers who leave the area and vow "never to return", cruising by vehicles seeking elusive parking spaces, dangerous conditions for pedestrians created by right-turning cruising vehicles, elevated air pollution levels created by the queue of slow-moving or idling vehicles hunting for spaces, and so on.

In the short-term, meters are not recommended.

The reason occupancy rates are so high is that Downtown is an exciting, vibrant place full of unique businesses, restaurants and entertainment establishments, and everyone wants to park close-in. In this case, "everyone" includes customers, visitors, delivery trucks, taxis and buses, employees and employers, professional office people, repair vans and service vehicles, garbage trucks, pedi-cabs, horse-and-buggy rides, shuttles, government vehicles, and so on. There is more demand for parking in the core of Downtown than can be accommodated by the available spaces.

At the heart of this Plan is a set of principles and policies (listed above) to help manage that excess parking demand

while achieving the higher-level goals of *City Plan*, the *Transportation Master Plan,* and the *Downtown Strategic Plan.* As stated in Principle 2, Downtown patrons are given the highest priority for use of on-street spaces. This principle is in place to help support the economic vitality of Downtown that is necessary to keep our central business district vibrant, exciting, and attractive.

The flip side of this picture is that a management tool must be used to preserve the convenient, on-street spaces for customers and visitors. Without a management tool, the area would quickly fill up with long-term parkers (primarily Downtown employees), preventing patrons from parking easily. Under that scenario, Downtown would rapidly decline.
The management tool currently used by the City is the two-hour time limit. Because employees need to park longer than two-hours, the theory behind the time limit is that employees will avoid the limits and park in an area where they can leave their vehicle for longer than two hours. In practice, employees go to great lengths to circumvent the intent of the time limits.

To counteract the persistent efforts of employees to park on-street, the City has implemented increased enforcement efforts (as called for in the *Downtown Strategic Plan*, extra layers of regulation like the four-hour rule, higher fines, more use of technology such as the license plate recognition system, and higher levels of vigilance on the part of the City parking enforcement staff. Unfortunately, even though these efforts have been on behalf of the Downtown business community, the enforcement-related necessity of the two-hour time limit management tool has led to ever-greater animosity and ill-will between businesses (including their customers) and the City that is trying to preserve and protect their economic welfare. There is also a danger that Downtown could come to be perceived by the public as "an enforcement zone."
One early proposed solution to the problems described in the previous paragraph was on-street pay parking. Because pricing is a high-level determinant in the parking choices people make, the differential between free on-street spaces and garages where fees apply makes it difficult to motivate Downtown employees to choose the parking garage as their first choice. While on-street pay-parking could reverse that "upside down" pricing relationship, and even reduce some of the enforcement-related tension in Downtown, the public outreach phase of this Plan demonstrated that most people feel on-street pricing is not yet appropriate.

A smart phone app is an example of better marketing, education, and outreach.

Consequently, this Plan recommends that the two-hour time limits continue to be used as the on-street management tool, with several companion strategies for implementation now and in the future:

- More engagement of the Downtown business community to find new, innovative ways to encourage employees to park off-street (see the following section, Employee Parking Programs).
- Better marketing, education, and outreach so that people have a better understanding of their parking choices and the implications of those choices (see a following section, Marketing and Information).

EMPLOYEE PARKING PROGRAMS

Related Policies and Actions:

- Policy 1.2 - Engagement with Downtown Stakeholders
- Policy 3.1 - Off-Street Parking Information
- Policy 3.2 - Employee Parking Incentives and Disincentives
- Policy 3.3 - Partnerships with Employers
- Policy 3.4 - Better Utilization of Public Parking Resources
- Policy 7.2 - Efficient Use of Existing Parking
- Policy 7.7 - Employee Mobility Options
- Policy 8.3 - Fair Distribution of Public Parking Costs
- Action Item 9. Employee Parking
- Action Item 17. Parking System Education and Marketing

Throughout the public outreach part of the *Parking Plan*, Downtown employers have expressed an interest in greater participation in the decision-making process for how public parking facilities are used. The ultimate objective for this enhanced participation is a parking program that makes a better contribution to the economic vitality of Downtown. A large part of that issue is how to get Downtown employees to stop using on-street spaces so that customers and visitors can have preferred access to the more convenient on-street parking.

The Melting Pot restaurant implemented an effective policy for reducing on-street parking by employees.

Several options were explored to implement increased employer participation. A new organizational model that would have created a district or authority comprised of Downtown stakeholders was deemed premature and probably not in the best interest of the community as a whole. Likewise, a "parking advisory board" may not be the best tool to advise staff and City Council about parking issues. Instead, this Plan recommends increased efforts on the part of City staff to work with existing business entities, including the Downtown Business Association and the Downtown Development Authority, to review, revise, and actuate parking management initiatives.

The challenge with this approach is to ensure a trusting relationship is built and practiced. Because final authority for decisions will remain with the City, it behooves City staff to reach out and include business representatives frequently, consistently, and in a genuine, sincere manner. It also will be necessary

for the business entities to make a commitment to on-going participation with City staff, even though a formal arrangement or agreement defining the terms of participation does not exist.

Some ideas to achieve employee-parking objectives have been proposed and discussed over the course of this Plan, although nothing is final at this point. The on-going, continuing conversation between Downtown employers and City staff may include:

- Innovative permit programs to provide more flexibility for employers and employees.
- Pricing options that are attractive to employers and employees but that do not threaten the revenue stream necessary to operate public parking facilities.
- Incentives that employers can provide to encourage employees to use off-street facilities.
- Better marketing, education, and outreach to inform employees about options.
- Ways to create an environment that allows some private-sector "risk taking" in the way public facilities are managed, while not sacrificing the benefits expected by the broader community.
- A mechanism to monitor and measure the effectiveness of new ideas.
- Many other new, improved ideas that will be part of a progressive dialogue between staff and Downtown business leadership.

MARKETING AND INFORMATION

Related Policies and Actions:

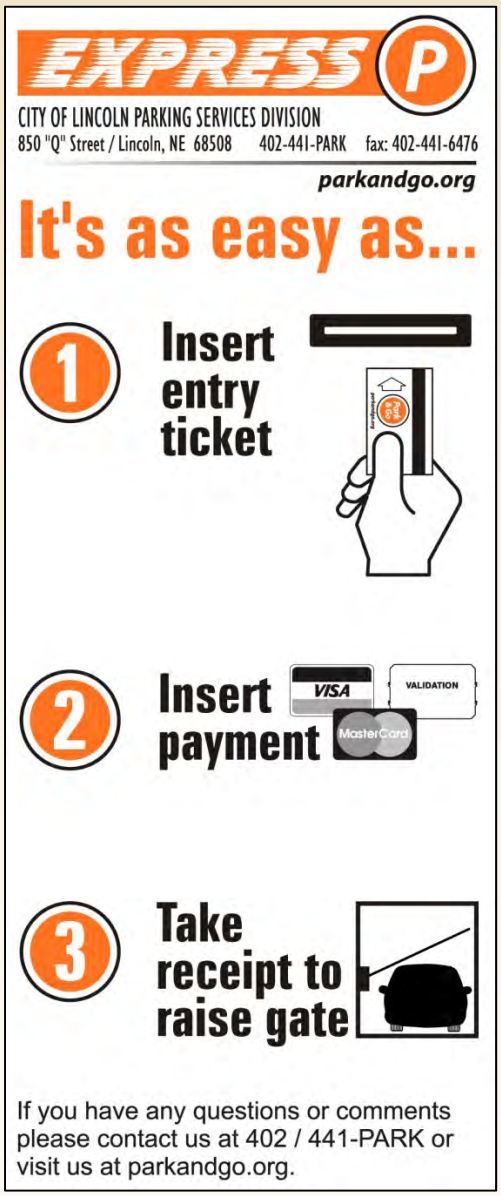
- Policy 1.2 - Engagement with Downtown Stakeholders
- Policy 4.1 - Customer-Oriented Parking System
- Policy 4.2 - Parking Program Marketing
- Policy 4.3 - Wayfinding and Signage
- Policy 4.4 - New Technology to Support Parking Customers
- Policy 4.6 - Attractive Parking Facilities
- Action Item 16. Parking Welcome Program
- Action Item 17. Parking System Education and Marketing
- Action Item 19. Parking Services Website Improvements

The first thing many people think of when parking is mentioned is the parking ticket, or citation. Next on the list is, "I can't find a space." After that, people mention things like dirty garages, unsafe parking conditions, ugly signs, rules, regulations, and "It's generally just a hassle." It is not often that people focus on the positive things a parking program can be, and it is even less often that parking programs promote themselves in a way that creates a positive public image.

An example of new technology to support parking customers.

One of the goals of this *Plan* is to suggest ways to turn around the negative perceptions associated with parking. Often it is just a few simple things that can go a long way toward changing people's views, starting with things like clean, attractive facilities, smiles on the faces of staff members, and easy-to-understand information. At the direction of the City Manager, the City of Fort Collins has

adopted "Customer Service" as one of its guiding principles. This Plan includes a focus on customer service in the delivery of the Downtown parking experience (see Principle 3). The challenge is to turn the guiding principles into actual practice, rather than just buzz words. A well-directed marketing and information campaign can be the key to making that happen.



An example of Lincoln Nebraska's informational outreach.

The following is a list of tools that can be used to help show customers that parking is more than just a parking ticket, or a potentially unpleasant experience. It is also important for staff and program administrators to remember that many of these tools and techniques must be melded together to provide a comprehensive package of customer service that includes education, information, outreach, opportunities for customers to provide input and feedback, and the use of many different methods of communication.

List of potential marketing, information, education and customer service tools:

- Parking newsletters, flyers, and brochures
- FAQs, web-based info, searchable databases with comprehensive parking information
- Parking mobile apps to relay space availability, rates and other services
- Parking maps, both on-line and in hard-copy
- Social media outlets and techniques
- Testimonials from satisfied customers
- Special event notifications
- Conventional advertising in magazines, newspapers, radio and TV
- Alerts and parking e-notifications about unusual conditions or special events
- Parking Information Clearinghouse – become the "go to" source for all parking info in the community
- Provide multiple opportunities for customers to share input and feedback
- Tap into other community communication resources such as the monthly Utility newsletter
- Partner with organizations like the Conventional and Visitors' Bureau, and the Downtown Business Association. Collaborate with their marketing efforts to make everyone's marketing dollars stretch farther.
- Provide information in multiple languages to accommodate different cultures and visitor groups

- Use media to clear up basic misunderstandings about why parking programs are necessary, why they exist and what they are trying to accomplish. Focus on the mission, key program goals, funding sources, staff roles and responsibilities, policy positions, accomplishments, and so on in a "Fast Facts" mini-brochure
- Provide planning and development toolkits to assist developers who need to include parking in their development
- Stakeholder forums and workshops (see section on Employee Parking Programs)
- Keep customers informed during renovations and repairs; provide construction updates
- Use parking orientation tools to help visitors find their vehicle – Where did we park?
- Wayfinding is a big part of this – distinctive, consistent, attractive parking signs

RESIDENTIAL PERMIT PROGRAM

Related Policies and Actions:

- Policy 3.2 - Employee Parking Incentives and Disincentives
- Policy 5.1 - Residential Permit Program
- Policy 5.2 -
- Action 5. Residential Permit Program

The City currently enforces 2-hour time limits in the Mantz subdivision near CSU.

Neighborhoods near a central business district, a college campus, or a major employer may be impacted by non-residents who park on the neighborhood streets. Parking supply reductions, restrictions and pricing are reasons why motorists may seek additional or cheaper parking in neighborhoods. Parking Services regularly receives complaints from residents who say, "I can't even park in front of my own house." The most problematic areas are west of Downtown, and north and east of the Colorado State University main campus. Spillover parking from Downtown is caused by the lack of parking provided by many businesses. Problems around the campus come primarily from student parkers. The possibility of a new stadium is causing concern with residents south of the campus. There are several ways to address this issue:

- Residential permit program (recommended) – Under this proposal, parking permits will be required to park in designated neighborhoods. Permits will be issued to residents, either for free or for a nominal fee. If excess parking inventory remains after residents receive their permits, additional permits could be sold to non-residents, probably at a higher price. The resulting revenue can be used to support the program. Typically, a program would be initiated by residents through petition (generally agreement of 60% - 70% of residents is desired). A neighborhood meeting would be held to discuss specific needs and requirements of the neighborhood. An occupancy study would be conducted to verify space counts and occupancy levels. A decision-maker (such as the City Manager or a designee) would determine whether the creation of a residential permit zone should proceed. This type of program can be effective and flexible, although there are administrative and enforcement costs.

- Two-hour time limits (not recommended) – Two-hour time limits require parked vehicles to move after two hours. This has been tried in the Mantz subdivision north of campus, and has achieved moderate success. The primary problem with time limits is they affect residents as well as non-residents. Because of this limitation, the expansion of two-hour time limits as a tool to address the non-resident parking problem is not recommended.

- Compensate for spillover parking impacts (not recommended) – Another tool is to provide a benefit to residents who experience parking programs. Parking revenues (typically from on-street pay parking) are used to pay for improvements or other programs that benefit impacted neighborhoods. This can make residents feel better about the impacts, but does not solve their parking problems. This is not a recommended approach at this time.

PUBLIC-PRIVATE PARTNERSHIPS FOR NEW INFRASTRUCTURE

Related Policies and Actions:
- Policy 6.1- Comprehensive Parking Program for Future Needs
- Policy 6.3- Public-Private Partnerships for the Development of New Parking
- Policy 6.5- Shared Parking
- Policy 8.4- Downtown-area Generated Funding
- Policy 8.5- KFCG and Future Building on Basics Funding
- Policy 8.6- New Development's Financial Share of Public Parking
- Action Item 11. Funding for Parking Infrastructure
- Action Item 12. Public-Private Partnership Criteria

The demand for parking will continue to grow over time as Downtown visitation increases and as infill and redevelopment occur. Some of that new parking demand will be met by new developments as they provide for their own parking needs. But there is additional new parking demand that will occur simply due to the fact that Downtown is a vibrant, exciting place that attracts people throughout the region. This is called background, or latent, demand, and it is important that the City accommodate this demand to insure that it is supportive of the "economic vitality" that is part of the *City Plan* vision.

A Downtown hotel would be an opportunity for a public-private partnership.

This Plan estimates the need for approximately 910 new parking spaces in Downtown to meet the public parking demand over the next 10 years (see Public Parking Demand on page 78). The demand can be met by two major strategies: 1) building new parking infrastructure; and 2) measures to reduce parking demand. A third strategy, to redistribute demand by using on-street-pay-parking as a parking management tool is premature at this point, but should be revisited in the future. Neither strategy will be successful without the other, nor will a new parking infrastructure be needed in combination with parking demand measures. This description deals with how to develop new parking infrastructure and new parking garages. A following section, Parking

Demand Reduction, deals with alternatives to creating new vehicle parking.

This Plan proposes a new approach to building the needed spaces. The old approach was to issue a bond package to raise needed funding, and then build a large, centralized packing garage similar to the existing garage on the southeast corner of Mason and Laporte (Civic Center Parking Structure, which has just over 900 spaces). The problem with this approach is that demand for parking typically comes from a two-block radius around a parking facility.

Figure 3 shows two areas, orange and red, representing walking distances from the two public parking garages. A distance of 800 feet (red) represents Level of Service (LOS) B and a distance of 1,600 feet (orange) represents LOS C for general retail, restaurant and employee destinations. In other words, these are the maximum distances most people would be expected to walk to and from the garages based on industry studies (Smith & Butcher, 2008). Acceptable walking distances are influenced by weather protection, climate control (i.e., indoor/outdoor), line of sight, and "friction" (e.g., walking barriers).

Generally speaking, there is not enough demand within a walking-distance radius to fill a large, 900-space garage on a day-to-day basis. Staff has seen this situation first-hand over the years as it has been difficult to completely fill the Civic Center Parking Structure, except for special events.

A smarter approach recommended in this Plan is to establish public-private partnerships to build smaller, distributed parking garages so that people have more choices to park closer to their destinations, with shorter walking distances. This approach would involve the City joining forces with a developer to build and possibly operate parking facilities. The developer would provide the funding for the parking needs of the development, and the City would provide funding for public parking. By doing so, both entities could reap savings through design/build efficiencies and economies of scale. The City benefits by increasing the public parking supply, and the private sector benefits through a lower development risk.

One can see this approach in practice in the City of Boulder, where there are five distributed garages in a geographical area similar in size to Downtown Fort Collins. By building smaller, distributed garages, a larger area can be served.

The decision about whether or not to participate in a partnership should be subject to an analysis of public benefit. The analysis, or "scorecard", should include demand for public parking, an assessment of how well the private development meets City goals, and an estimation of expected return on investment (Kimley-Horn and Associates, Inc., 2010).

Figure 4 shows sources of parking demand and the partnership approach espoused by the *Parking Plan.* The key concept is that the three sources of parking demand - community, downtown and new development – should share in the responsibility for providing and paying for parking.

Some examples where the public-private partnership approach for parking has been utilized:

Capital City Development Corporation (CCDC) in Boise, Idaho – The CCDC has leveraged $15.5 million in public infrastructure investment in return for $87 million in private development. The Myrtle Street parking garage was done with public funds to effectively support the eastern half of a mixed-use development (specifically a cinema and a new hotel), but the CCDC retained ownership of the parking garage. The shared parking nature of the hotel parking needs meant that parking would always be available to the hotel without handing over ownership of any spaces or creating long-term exclusive use rights. A memorandum of understanding combined with a practical reality of the parking usage has been satisfactory for all parties.

The 51 Biltmore Project in Asheville, North Carolina – The City constructed a garage in conjunction with and on the same site as a new hotel. Although the hotel did not contribute to the cost of the garage, it leases spaces in the garage, helping to ensure its operational viability.

FIGURE 4: PARKING GARAGE SERVICE AREAS

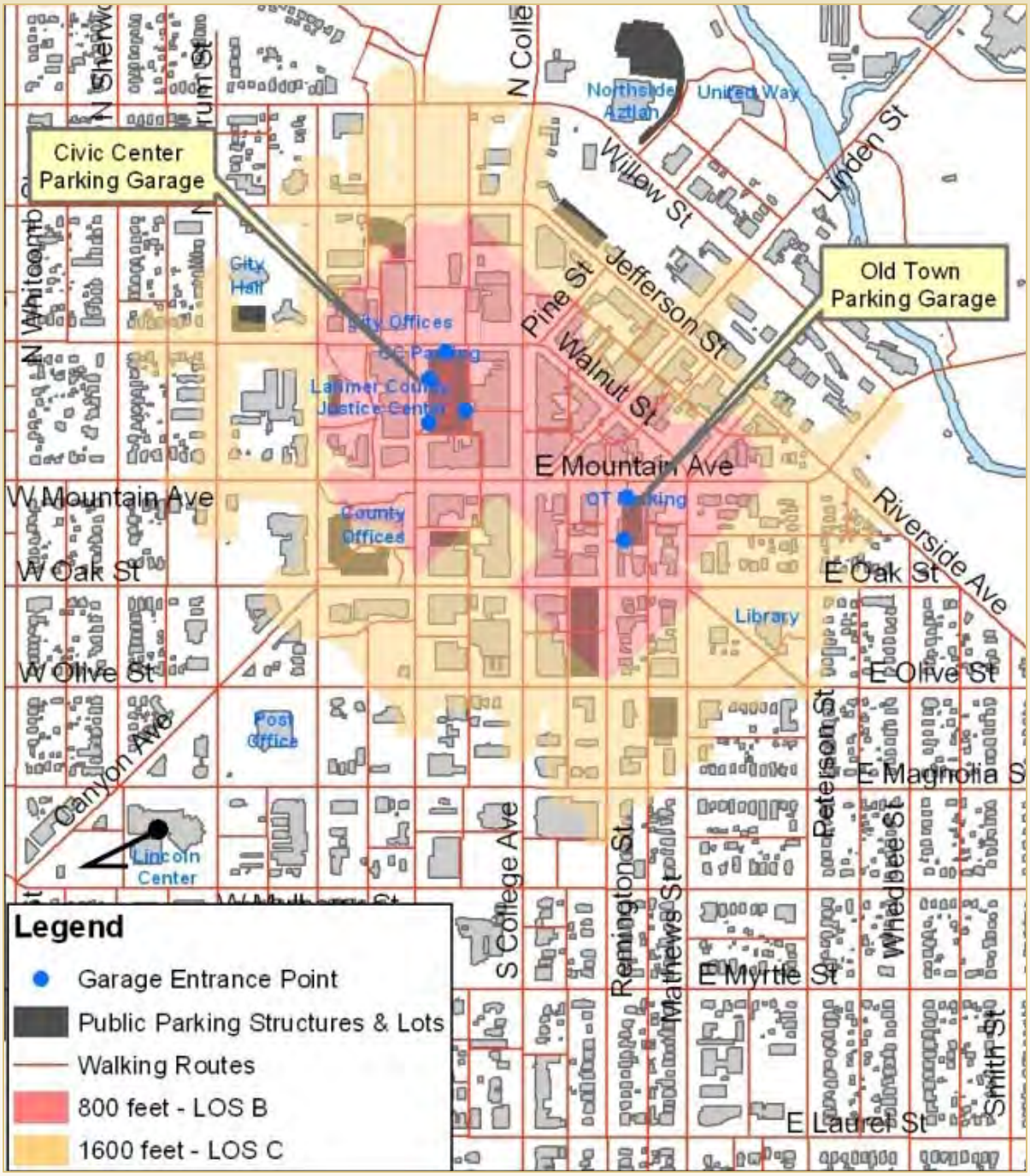


FIGURE 5: SOURCES OF PARKING DEMAND AND PARTNERSHIP APPROACH

NEW DEVELOPMENT PARKING REQUIREMENTS

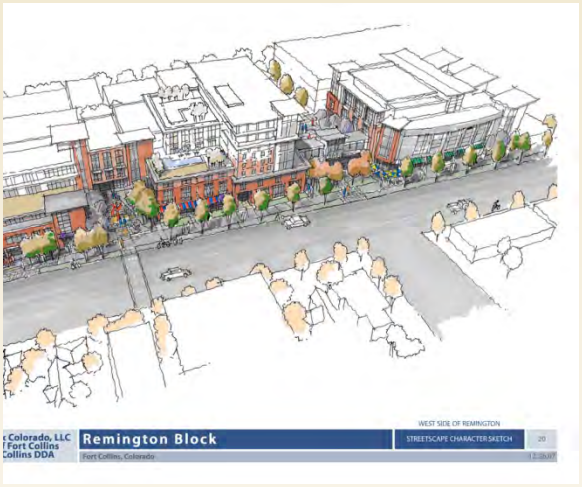
Related Policies and Actions:

- Policy 6.1 - Comprehensive Parking Program for Future Needs
- Policy 6.2 - Parking Ratios and Land Use Code Requirements for New Development
- Policy 6.3 - Public-Private Partnerships for the Development of New Parking
- Policy 6.4 - Review of New Development Parking Impacts
- Policy 6.5 - Shared Parking
- Policy 6.6 - Downtown River District Parking Needs
- Policy 8.6 - New Development's Financial Share of Public Parking
- Action Item 2. Parking Demand Model
- Action Item 11. Funding for Parking Infrastructure
- Action Item 7. Transportation Impact Study (TIS)
- Action Item 8. Land Use Code Parking Requirements
- Action Item 13 Development Review of Parking

As mentioned previously, there are no minimum parking requirements for development in the Downtown area. This creates both opportunities and issues: On one hand, the cost barrier of parking is lessened for infill development because a development may choose to provide fewer parking spaces than a city minimum. On the other hand, the entire burden for accommodating parking is placed on the public sector (through on-street and off-street public spaces), and spillover impacts may occur in adjacent neighborhoods, by projects that don't provide parking.

A more sensible approach, recommended by this Plan, is to better account for the parking impacts of new development through a variety of tools. This accounting includes participation by both the public and private sectors. While still not being required to meet minimums, developers would need to assess the parking impacts through the existing Transportation Impact Study. A new component would be added to the Study to include the expected amount of parking demand; any parking provided on-site, proposed parking demand reduction programs, and other important parking information. Cities such as Cambridge, Massachusetts and Berkeley, California are already employing this approach.

Another tool recommended by this Plan is public-private partnerships, described in the section titled Public-Private Partnerships for New Infrastructure.



A Downtown hotel would be an opportunity for a public-private partnership.

Funding for public parking would come from a variety of sources, including a parking impact fee that is assessed on new development. New development would contribute financially to a share of the demand for parking it generates, with credit given for on-site parking and effective parking demand programs. Many communities provide a "fee-in-lieu" of parking; the proposed parking impact fee would work similarly although in reverse (developers would have the option to provide parking rather than paying for the fee).

The fee rate would need to be set at level that generates appropriate revenue while have not excessively impacting the feasibility of infill development. In addition, such a fee should not be assessed until a larger revenue source is available to build public parking infrastructure.

PARKING DEMAND REDUCTION

Related Policies and Actions:

- Policy 7.2 - Efficient Use of Existing Parking
- Policy 7.5 - Downtown Transit
- Policy 7.7 - Employee Mobility Options
- Policy 6.4 - Review of New Development Parking Impacts
- Policy 6.5 - Shared Parking
- Policy 9.2 - Bicycle Parking Requirements for New Development
- Policy 9.3 - Long-Term Bicycle Parking by Downtown Employers
- Policy 9.4 - Long-Term Bicycle Parking at Key Public Destinations
- Action Item 7. Transportation Impact Study (TIS)
- Action Item 14. Bicycle Rack Installation and Maintenance
- Action Item 15. Bicycle Parking Monitoring

Parking demand reduction is the concept that it is more sustainable and cheaper to provide alternatives to vehicle parking than to build new parking infrastructure. Demand reduction does not ignore that fact that many trips into Downtown will continue to be made by car and parking will still be needed in the future. However, a growing proportion of trips into the Downtown are made by bicycle (estimated at 12-15% in 2012) and ridership on transit is expected to grow as MAX becomes operational. Other innovative techniques have been used in communities to effectively reduce parking demand.

The limited land area to provide new surface parking, the need to enhance the pedestrian scale and character, and the high cost of structured parking (estimated at $20,000- $25,000 construction cost per space) are compelling reasons to consider alternatives to building new parking. Parking demand reduction techniques will begin to take on a greater importance as the demand for parking grows, and as a result of new development, which is not required to provide parking. The consideration of non-structural tools to address parking needs is anticipated to be part of the proposed Transportation Impact Study requirements, and possibly tied to reductions in the proposed parking impact fee.

Max, the Mason Corridor's bus rapid transit line is one tool to lessen parking demand.

The table below is intended as a short list of potential parking reduction options that could be implemented as part of a City program or by employers and developers.

TABLE 5: POTENTIAL PARKING DEMAND REDUCTION MEASURES

Measure	Description	Examples
Bicycle amenities above zoning requirements	E.g., enclosed bicycle parking above minimums, on-site showers and changing facilities.	The Otterbox headquarters building provides indoor bicycle racks at employee entrance and basement.
Parking cash-out programs or subsidies for alternative modes	Employees are offered cash equivalent of parking if they use alternative modes.	The Cupboard provides a financial incentive for employees who ride bicycles.
Subsidized Transfort/MAX passes	Transit passes for employees paid for by employers or a parking district	The City of Fort Collins provides free passes for all its employees. Boulder's Central Area General Improvement District provides an "Eco Pass" for all employees.
Car sharing	Vehicle provided for use by employees, residents or students to reduce the need for individual car ownership. Successful and growing strategy in many larger cities.	Colorado State University has partnered with a commercial operator to provide cars for students and staff/faculty use.
Guaranteed ride home	Includes services that allow employees who use alternative modes to get a free ride home (usually via taxi) if they miss their bus or if they need to stay at work late.	Through its vanpool and eco pass programs, Denver Regional Council of Governments (DRCOG) pays for a free taxi ride home for employees who have an emergency on a day that they used alternative transportation.
Reserved rideshare parking	Parking reserved for rideshare (carpool, vanpool) programs to encourage its use.	Colorado State University provides 18 carpool stalls.
Shared parking	Sharing parking spaces typically allows 20-40% more users compared with assigning each space to an individual motorist.	City's parking garages and lots.
Telework	Programs that allow employees to work from home.	DRCOG provides assistance with creating a telework program.
Parking pricing	Underpriced parking results in excessive parking demand, as evidenced by the 100% occupancies in the Downtown core. Pricing helps to allocate parking appropriately and reduce driving by those who have alternatives.	Proper parking pricing is being implemented in San Francisco, Redwood City, and a growing number of other communities.
Unbundle parking	Parking is sold or rented separately from a building. Occupants of a building only pay for the parking spaces they actually need.	The developer of Buckman Heights mixed-use development and Buckman Terrace Apartments in Portland constructed the project with on-site parking; residents pay a monthly fee for parking.

BICYCLE PARKING RECOMMENDATIONS

Bicycle Rack Design

All bicycle racks should be designed with the following specifications:

- Hold the bicycle by the frame, not just the wheel
- Ability to use a "U" shaped shackle lock
- Won't chip the paint of a bicycle if the bicycle is leaned against it
- No sharp edges
- Accommodate a wide range of bicycle types and sizes
- Located in places that are easy to find, convenient, and secure (e.g. places where bicycles are already located, or in front of buildings on the sidewalk if it is permitted)

Bicycle Facilities in General Recommendations

- Focus implementation of facilities at transit stops and stations, community facilities, public and private parking structures, and major employment and commercial areas
- Improve bicycle parking at transit stops and stations, as well as at new stations constructed as part of the Mason Corridor/MAX BRT system.
- Include bicycle-transit connectivity information and locations on the Bike Map and Transfort Map
- Consider a "Park-n-Ride" concept for bicycle use to encourage regional bicycle commuters. A "Park n' Ride" program would motivate regional car commuters to park their vehicle on the edges or entrances to Fort Collins and then ride their bicycles into the City. An effort of this nature might decrease traffic within the City and offer health benefits to daily commuters.
- Coordinate with businesses to encourage employees to bring bicycles to work or utilize the FC Bike Library for daily trips near their offices such as meetings and lunch.

Locate bike racks in places that are easy to find, convenient, and secure.

Short-term and Long-term Bicycle Parking Recommendations

Bicycle parking needs change depending on the length of stay. Of particular concern is the issue of safety for longer-term parkers and ease of access for shorter-term parkers. The following are recommendations called out in the 2008 Bike Plan that address the needs of short- and long-term bicycle parking.

<u>Short-term Bicycle Parking Recommendations</u>

- Locate facilities within 50 feet of the intended building entrance.
    - In locations with multiple entrances or multiple buildings on the same site, distribute bicycle parking facilities to accommodate the various entrances
- If more than 10 short-term spaces are required, at least 50% of the spaces should be covered
- When placing a rack on a sidewalk, make sure enough room is left for pedestrian use

Long-term Bicycle Parking Recommendations

- Provide an area enclosed with a fence and locked by a gate
- Locate facilities within view of an attendant or security guard
- Monitor the area with a camera and provide ample lighting
- Locate the parking area within visibility of employee work areas
- 50% of long-term parking should be covered

The City currently has a bicycle cage in the Civic Center Parking Garage located on Mason Street and Laporte Avenue. For a small fee ($5 a month or $20 a year) a user can access the Bike Cage to park their bicycle securely. Bicycles are stored in a double layer bike rack to optimize the number of bicycles that can fit in the cage. This type of facility is ideal for long-term bicycle parking.

Statewide Approaches to Bicycle Parking
The State of Colorado Bicycling Manual provides a section on bicycle parking that covers recommended types of racks and lockers, where and how to locate bicycle parking, parking reductions for bicycle parking, and specifications for the recommended bicycle rack. To encourage more bicycle parking facilities the CDOT Bicycle/Pedestrian Program recommends bicycle parking be no less than 5% of the spaces provided for vehicles. The goal of this provision is to provide bicycle parking in many – ideally all – locations.

The Manual recommends the inverted "U" bicycle rack for a number of reasons. The "U" rack can hold two bicycles that can be locked around the frame and the wheel. The "U" rack is a simple design and complements most streetscapes without obstructing sidewalks or storefronts. Additionally, "U" racks are free-standing which provides placement and quantity flexibility. To increase security, the Manual recommends locating bicycle parking along heavily traveled streets and/or sidewalks, and within sight of a building front. Increasing the visibility of the parking location will minimize security risks. Locating racks in heavily used, desirable areas will also limit the number of bicycles locked to trees, posts, or any other object located near the destination.

One Bicycle Plan recommendation is that 50% of long-term bike parking should be covered.

For long-term parking the Manual recommends the use of bicycle lockers. Lockers provide increased protection from theft as well as protection from the weather. Typical locations where lockers may be appropriate are at transit centers where bicyclists park their bike for longer periods and where theft is a concern. In regards to storage lockers, the Manual recommends those that are weather-tight, durable against theft and vandalism, accessible by key lock, and installed on concrete with fasteners that cannot be removed with standard tools.

Funding

Achievement of nearly all of the policies and action items identified in this report are premised on securing a new funding source dedicated to Downtown parking management. Existing parking revenues

from permits, hourly fees, and citations are sufficient only to operate the existing parking management program and to provide a moderate amount of reserves to maintain public parking lots and garages.

One of the policies of this Plan is to create a parking enterprise fund so that parking revenues flow directly into parking programs (Policy 8.1). Other policies speak to providing a variety of sources distributed among the community, Downtown owners, and developers (Policy 8.3-Policy 8.6).

Future public parking needs are estimated to be 910 spaces over the next 10 years (see Public Parking Demand on page 78). At $25,000 per space for structured parking, the current cost for these spaces would be nearly $23 million. In 10 years, the cost could rise to $31 million due to increased construction costs.

Historically, new public parking infrastructure has been constructed through the General Improvement District #1 (Oak/Remington Lot), the Downtown Development Authority (Old Town Parking Structure and the Civic Center Parking Structure), and other public funds (City of Fort Collins, the Downtown Development Authority, and Larimer County for the Civic Center Parking Structure).

- The Civic Center Parking Structure is financed with certificates of participation (COPs); with the City, County and DDA sharing financial responsibilities. COP debt expires in 2018. Operations and maintenance (O&M) services are provided by the DDA and financed with parking fees. Revenues generated from operations are sufficient to cover the costs of daily operations and maintenance, although the City and County will backfill O&M costs if needed.
- The Old Town Parking Structure was financed with tax increment bonds issued by the Downtown Development Authority; these bonds matured in 2005. The City receives parking revenues and provides O&M services. The General Fund and/or the Keep Fort Collins Great fund subsidize maintenance costs not covered with parking fees.
- On-street parking and off-street parking lots O&M costs are funded from parking revenues. These revenues may be supplemented with other Transportation Services Fund revenues if needed.
- New technology including vehicles, hand-held devices, and software to operate an enhanced parking enforcement program were purchased with revenues generated from parking fines and fees.

On-street parking and off-street parking lots O&M costs are funded from parking revenues.

Some of the action items were requested for funding through the Budgeting for Outcome process in 2013-2014, including a residential permit parking program offer (Action Item 6), a general Parking Plan implementation offer, and new parking infrastructure offer (Action Item 13). One

of the biggest needs of the Parking Services Department is for staffing to implement parking actions. The existing staff does not currently have the capacity to take on additional responsibilities, and most of the outreach and special programs today are done by the Parking Services Manager.

While some existing sources of funding like the GID #1 might be good sources for smaller capital projects, larger sources will be needed especially for the development of new parking infrastructure. The *Parking Plan* process included an assessment of a range of potential financing options. Four sources that seemed to have the most feasibility included:

Keep Fort Collins Great Funding (KFCG)
The most viable, short-term source of parking funding could come from KFCG. 17% of the .85% sales tax is dedicated to transportation needs, and eligible projects could include public parking infrastructure and programs. Considerations for tapping into this resource include competition within this fund for other high-priority transportation projects and the 2020 sales tax expiration date.

- 8-year funding generation estimate: At 16% of all KFCG funding, the fund could fulfill the entire future public parking need: $31 million.

Building on Basics 2016 (BOB)
Similar to the Building on Community Choices (1997) and BOB (2005), a new quarter-cent sales tax could generate substantial revenues, and a portion could be used to construct new parking infrastructure. Considerations for using a future BOB include competition for funding with other high-priority City capital projects, and the need for a city-wide election.

- 10-year funding generation estimate: One-half of a quarter-cent sales tax could fulfill the entire future public parking need: $31 million.

Business Improvement District (BID)
BIDs have several governance options, generate revenue through special assessments, fees, charges and property taxes, and can issue debt. BIDs are formed by a petition of property owners owning 50% of the assessed value and 50% of the acreage. There are 40 BIDs in Colorado include Downtown Denver for enhanced maintenance of the 16th Street Pedestrian and Transit corridor. Considerations for creating a BID include the need for a property-owner election and the additional tax burden on Downtown property owners.

- 10-year funding generation estimate: A fairly high special assessment ($.20 square foot on land and building area) could generate $31 million.

Parking Impact Fee
Many communities provide a "fee-in-lieu" of minimum parking requirements in downtown or transit-oriented-development areas. Since the City of Fort Collins does not have minimum requirements for most development in the Downtown, it could simply institute a parking impact fee similar to the capital expansion fees imposed on new development. In essence, it could operate as a "fee-in-lieu" in reverse: developers could be given a credit to the fee for providing on-site parking or other measures to reduce parking demand. One major consideration is that the revenue generation would most likely be low. In order for Downtown to be attractive to private investment, impact fees would need to be substantially lower than the cost of a structured parking space ($25,000). Thus, other significant sources of funds would be needed to supplement the impact fee revenue.

- 10-year funding generation estimate: Unknown. Dependent on amount and timing of new development.

Other options explored but not recommended at this time include:

- Increase of the General Improvement District #1 Mil Levy
- Downtown Development Authority Tax Increment Financing
- Special District
- Special Improvement District
- Re-purposing of the Street Oversizing Fee to Include Parking
- On-Street Parking User Fee (a.k.a. On-Street Pay Parking)
- General Fund

Appendix F includes a brief description of each potential funding source and a matrix of considerations for each.

Performance Monitoring Program

PERFORMANCE MEASURES

The *Parking Plan* must be monitored regularly to determine whether the implementation of the Plan is occurring and whether it is achieving desired results. An overall transportation monitoring program is included in the *Transportation Master Plan*. Specific parking performance measures will be reported within that overall effort (see Table 6). A few performance measures are already collected on a regular basis by Parking Services. Other measures will need further discussion, and some will need additional funding for data collection. Action item 18 is recommended to provide for on-going data gathering.

TRIGGERS

This Plan recommends making minor adjustments to the way that on-street parking is managed using tools such as working with employers to reduce employee parking in high demand locations, providing for a pay-by-cell phone option to extend visitor parking hours, and enhancing marketing and information of parking. Through an extensive discussion, it has been acknowledged that in general Downtown stakeholders and the community as a whole is not ready to consider on-street pay parking. Given the success at which on-street pay parking has been implemented in other communities to addressing Downtown parking issues, a question remains: “Will on-street pay parking be needed in the future?”

As described elsewhere in this Plan, on-street pay-parking management should be revisited at some point in the future. Certain triggers could be used to determine when and if on-street pay-parking is feasible or necessary, as follows:

- The occurrence of 100% on-street occupancy rates on additional Downtown blocks.
- On-street parking occupancies increase in the Downtown core by 20% over the current levels.
- The number of parking citations issued in the Downtown area increases by 20% over current levels.
- Collaborative efforts with Downtown employers to encourage Downtown employees to use parking garages and other off-street parking prove to be unsuccessful.
- Public opposition to enforcement of the two-hour time limits reaches an unsustainable level.
- A consensus develops within the Downtown community that two-hour time limits are not working.

TABLE 6: PARKING PERFORMANCE MEASURES

Measure	Definition	Target	Resources
Parking occupancy	Counts of vehicles in public parking spaces	The optimal parking occupancy rate is 85% according to parking experts	Additional resources needed for regular count
Turnover	The average number of vehicles turning over per hour, or average length of stay	The current length of stay is around 1 hour for time-limited locations	Parking Services conducts yearly turnover data for one day for one block face; should be extended to several representative blocks
Bicycle parking occupancies	Counts of bicycles in Downtown racks	No specific target; used to identify areas of need	Additional resources needed for regular count
Public parking needs	Number and location of public parking spaces needed to meet latent demand	To be determined.	Measure relies on occupancy counts and parking demand model
Employee parking in high demand on-street locations	Percentage of long-term parkers in high demand on-street spaces	Reduction from current 20% employee parking on the street.	Needs to be determined
Permit parking	Demand for permit parking spaces; ratio of requested permits to available spaces	To be determined.	Parking Services data
Parking surface area	% of Downtown devoted to surface parking lots	Reduction in current percentage	Analysis through geographic information system

Parking Conditions Assessment

This section contains an analysis of existing conditions, including the supply of parking, utilization of parking spaces, turnover and duration of parking spaces, and overall parking sufficiency within the focus area.

Existing Parking Supply

Downtown Fort Collins has a total of 11,000 parking spaces. Of the entire 366 acres in the area of focus, 57 acres (16%) are covered by off-street parking lots. The breakdown of on-street and off-street spaces, and public and private spaces, are shown in Table 7 below.

TABLE 7: DOWNTOWN PARKING BY TYPE

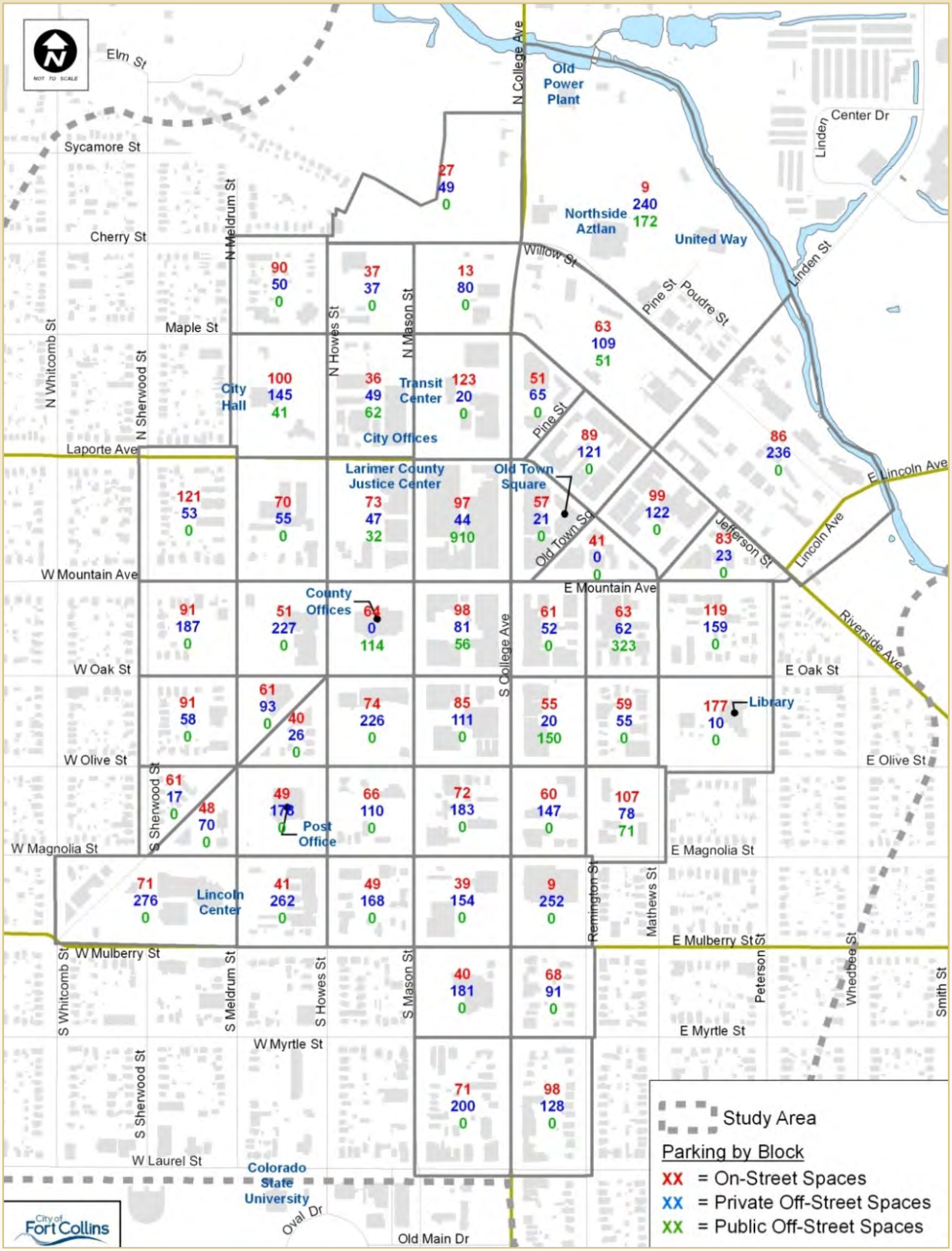
Parking Type	Spaces	Percent
Public Off-Street	*1,982*	*18%*
Private Off-Street	*5,428*	*49%*
Off-Street (Total)	**7,410**	**67%**
On-Street	3,590	33%
Total	**11,000**	**100%**

Downtown Fort Collins has a total of 11,000 parking spaces.

Figure 6 identifies the type and amount of parking by block. Downtown has a considerable amount of on-street parking. A more detailed map of the amount, locations, and types of parking is contained in Appendix A.

The public, off-street spaces include any space that is available for public use. For instance, the lot at the County Courthouse Office building at 200 West Oak Street is largely open for public use, whereas the lot east of City Hall is listed as private because it is reserved for City employee use only.

FIGURE 6: TYPE AND AMOUNT OF PARKING BY BLOCK



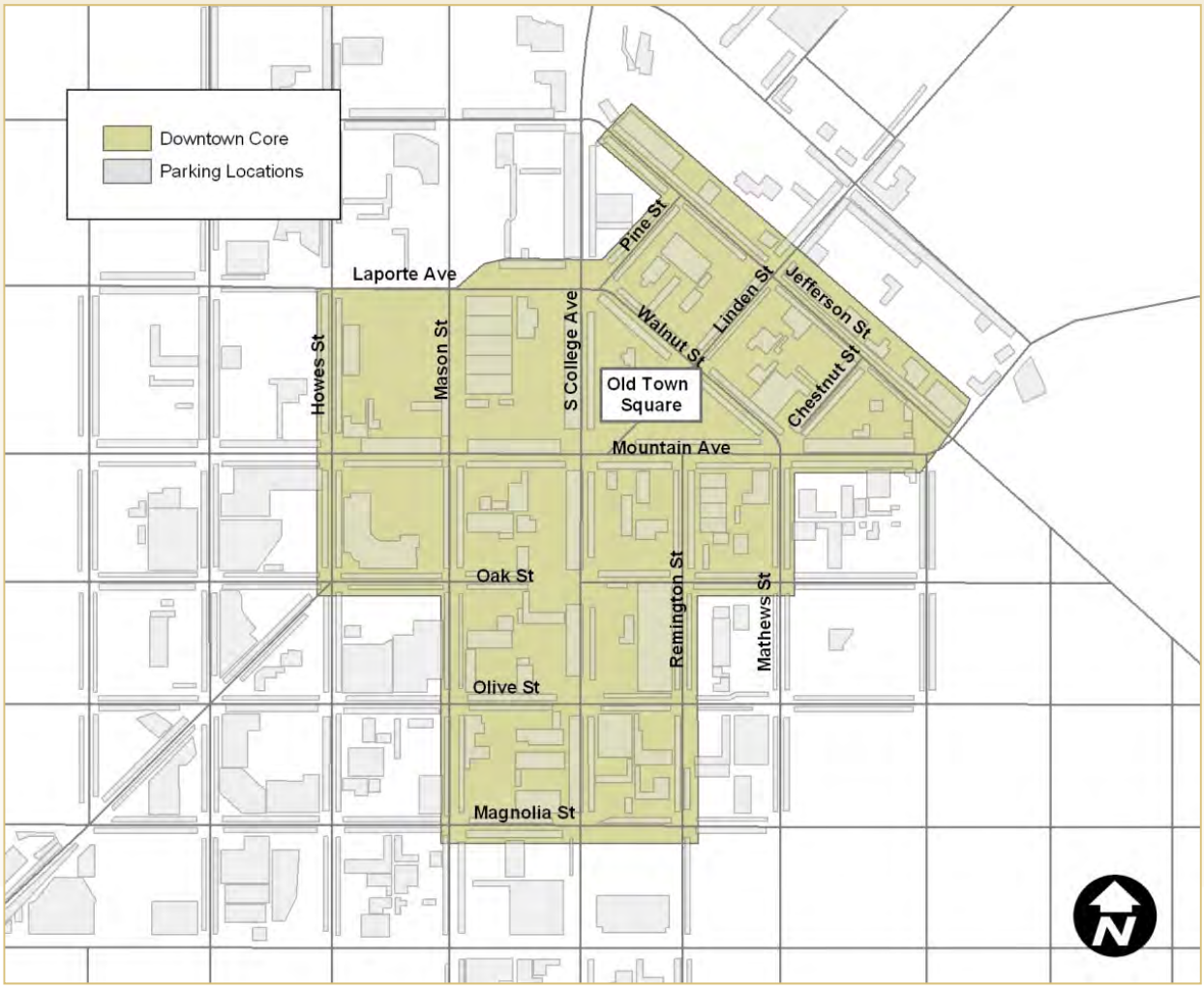
Parking Utilization

Occupancy counts of on-street and off-street parking spaces were conducted on an hourly basis over three consecutive days in May 2011. The observations were recorded on Thursday from 12 p.m. to 5 p.m., Friday 5 p.m. to 9 p.m., and Saturday 12 p.m. to 5 p.m. The Thursday counts covered the entire focus area, while the Friday and Saturday counts covered only the Downtown Core. For the purposes of this study, the Downtown Core (Figure 6) includes an area within two blocks of the College and Mountain intersection, and which has the highest overall demand for parking.

FIGURE 7: DOWNTOWN CORE FOR OCCUPANCY COUNTS

Overall, there is currently a surplus of parking in Downtown. Between 12 p.m. and 9 p.m., the average occupancies range from 48 percent to 64 percent. It should be noted, however, that there are particular block faces that experience 100 percent occupancy. This indicates that proximity to available parking may be the issue rather than parking supply. It should be noted that this assessment does not take into account projected future parking demands and therefore the existing conditions data presented here does not yet contain "effective supply" or "design day adjustment factors".

A comparison of on-street and off-street (public), and off-street (private) parking shows that the overall daily trends between the three are similar, as shown in Figure 8 and Figure 9, Figure 10, and Figure 11).



The counts show a typical peaking trend that is often seen in most downtown communities. There is an intermediate midday peak during the lunch hour, followed by an afternoon drop off, before reaching the overall daily peak in the evening when nightlife and entertainment uses draw significant crowds. There is a greater demand at nighttime, with a less significant peak during the lunch hour. Even though they experience similar trends, the demand characteristics between on-street and off-street (public), and off-street (private) parking varies. A peak hour of occupancies was observed for each day (see Appendix A contains a complete set of occupancy maps and tables with occupancy counts for each day and time surveyed

TABLE 8: PEAK PARKING OCCUPANCIES BY DAY OF WEEK - DOWNTOWN CORE

	THURS 1 PM	FRI 6 PM	SAT 5 PM
On-Street Occupancy	79%	85%	78%
Public Off-Street Occupancy	66%	61%	52%
Private Off-Street Occupancy	59%	45%	44%
Overall Occupancy	69%	66%	62%

FIGURE 8: PARKING OCCUPANCY TRENDS - OUTSIDE OF DOWNTOWN CORE

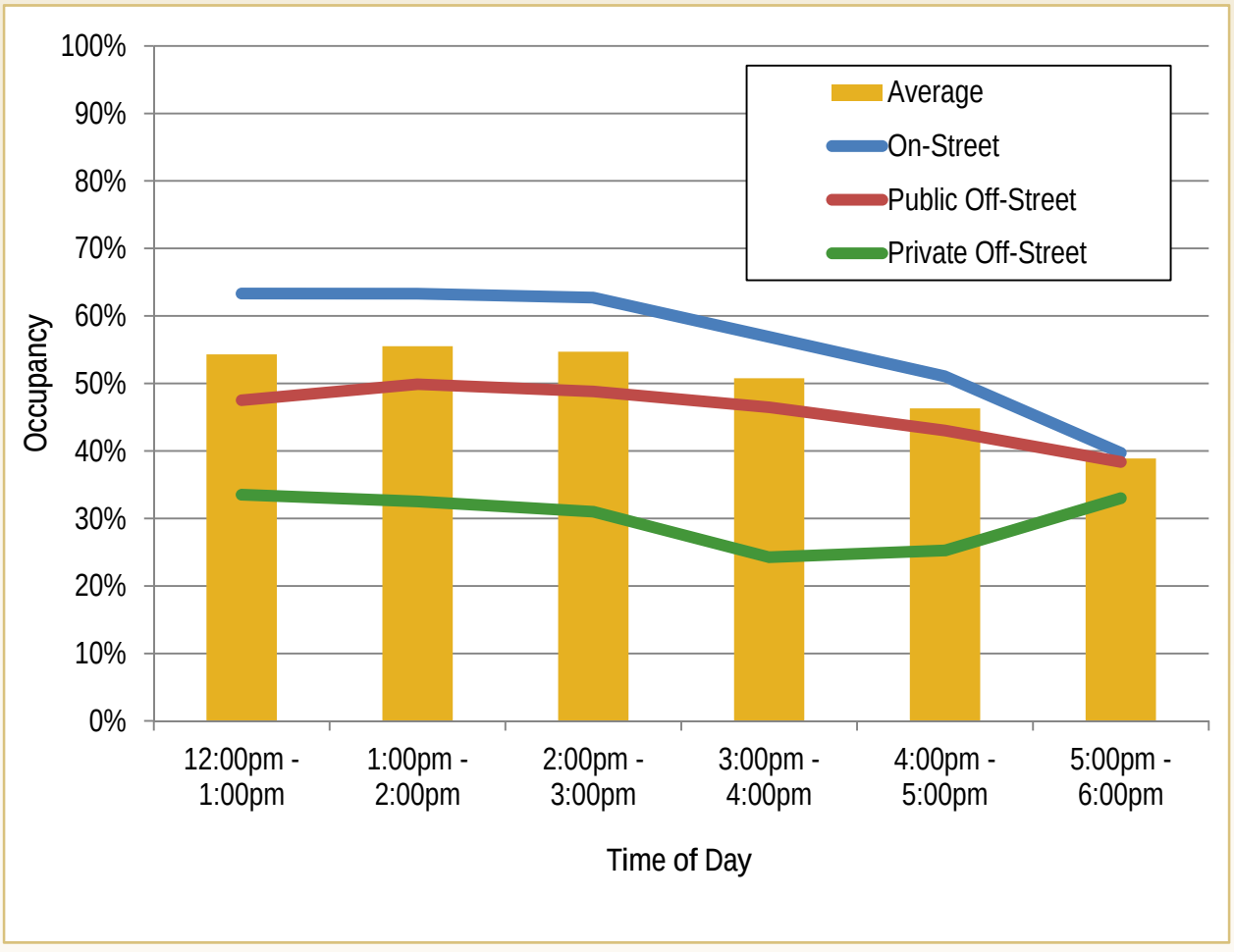


FIGURE 9: PARKING OCCUPANCY - 1:00 PM ON THURSDAY (PEAK HOUR)

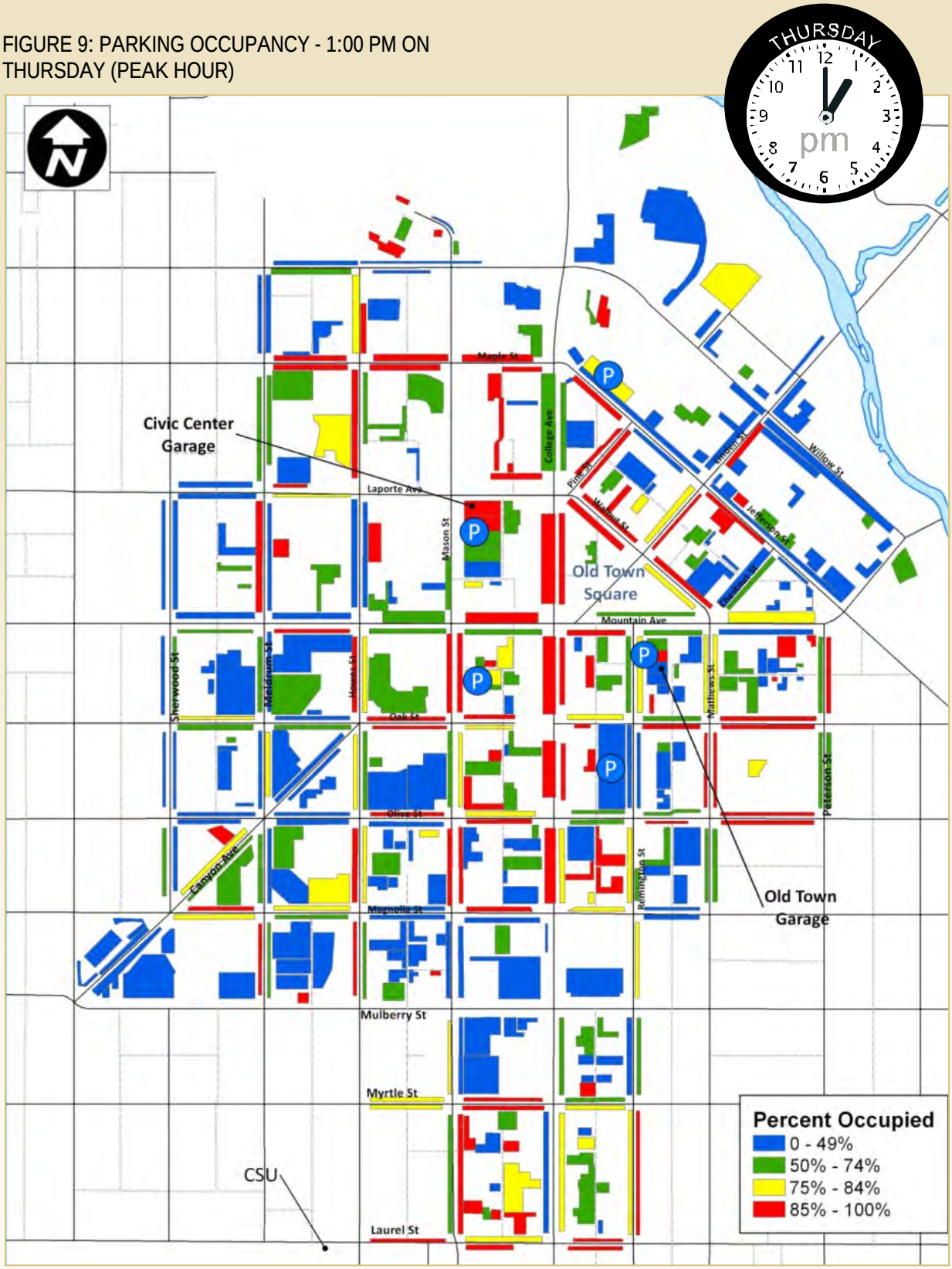


FIGURE 10: PARKING OCCUPANCY - 6:00 PM ON FRIDAY (PEAK HOUR)

FIGURE 11: PARKING OCCUPANCY - 5:00 PM ON SATURDAY (PEAK HOUR)

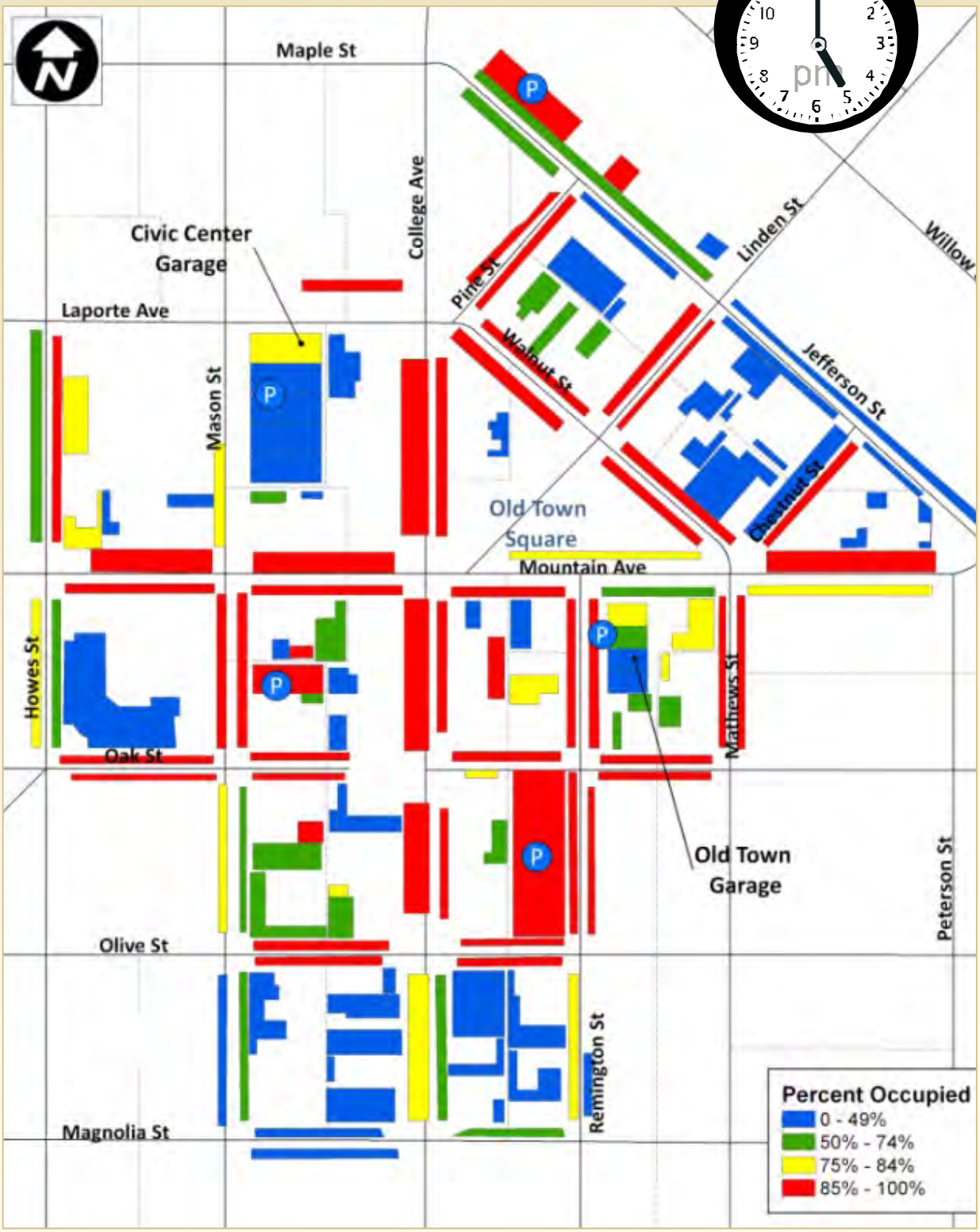


Figure 11 is a map of high demand parking locations. For the purposes of this study, areas of high demand were defined as having 85% or greater occupancy at least once during the survey period. The value of 85% is an important industry metric because it is considered to be an optimal level of parking occupancy. Parking occupancies above 85% give the perception that it is difficult to find parking, and lead to trolling for parking, which in turn increases congestion, air quality emissions, and pedestrian-vehicle conflicts, and reduces Downtown visitation.

The figure shows that nearly all of the on-street parking and off-street public surface parking lots in the Core experiences demand higher than 85% during most of the day.

Table 9 provides a breakdown of occupancies by time of day on Thursday outside of the Core. The Thursday counts include employee parking throughout the Downtown and not just within the Core, which was the focus of Friday and Saturday counts. In contrast to high occupancies in the Core, parking lots outside of the Core have relatively low occupancies. The average overall occupancy on Thursday was 50% for all types of parking.

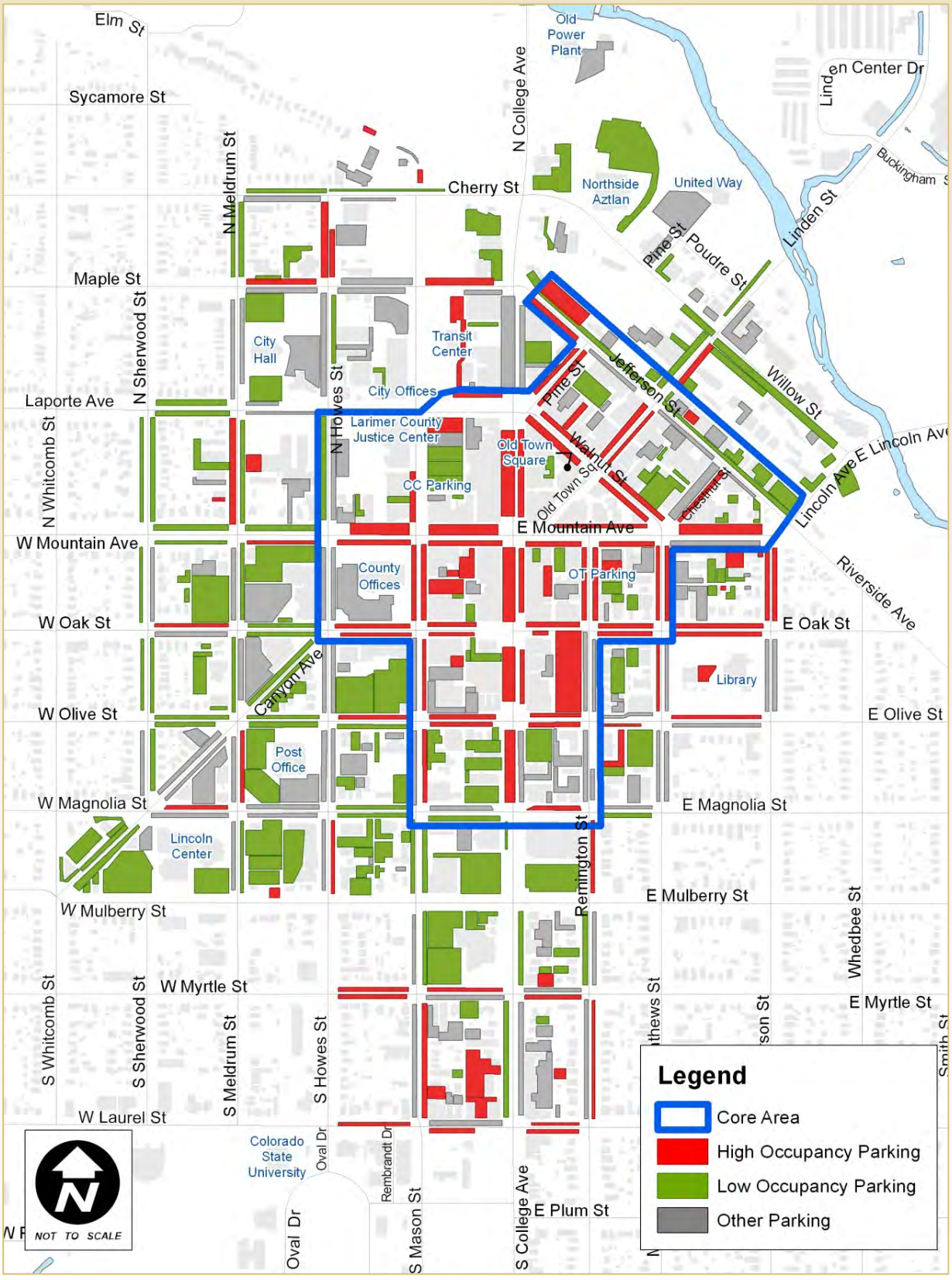
Figure 11 also shows areas of low occupancy. For the purposes of this study, areas of low occupancy were defined as having an average occupancy of less than 50%, and also never having occupancies above 85% at any time during the occupancy count period.

The data indicates that there is excess parking capacity outside of the Downtown Core and on the upper levels of the parking garages. This excess capacity could provide opportunities for shared parking amongst land uses, for the conversion to more active uses, and for remote parking for Downtown events.

TABLE 9: PARKING OCCUPANCIES OUTSIDE OF THE CORE ON THURSDAY

	On-Street	Off-Street (Private)	Off-Street (Public)
NOON	63%	48%	34%
1:00 PM	63%	50%	33%
2:00 PM	63%	49%	31%
3:00 PM	57%	46%	24%
4:00 PM	51%	43%	25%
5:00 PM	40%	38%	33%
Average	56%	46%	30%

FIGURE 12: HIGH AND LOW OCCUPANCY PARKING AREAS



On-Street Parking Turnover

As part of the existing parking analysis, the City of Fort Collins collected parking duration data for five blocks within the focus area. These five blocks were selected as representative locations based on their usage patterns and proximity to primary demand generators. Time limits are enforced on all of the streets except for 100 Mathews Street and in the center parking on 300 East Mountain Avenue.

Table 10 shows the average length of weekday and weekend stay for each block.

TABLE 10: TURNOVER SUMMARY BY STREET

Block	Average Weekday Stay (hours)	Average Weekend Stay (hours)
100 S. College Ave.	0.9	1.1
200 W. Mountain Ave.	1.2	1.3
300 E. Mountain Ave.	1.6	2.5
200 Walnut St.	1.0	1.3
100 Mathews St.	3.7	4.3

Additional tables are provided for each location showing the average turnover per hour and the average turnover in an 8-hour period in Appendix A.

The data indicates that an acceptable level of turnover exists where there is time limit enforcement. In fact, on-street parking turnover rates have increased since 2002. Currently, there is a range of 5.5 – 10.5 vehicles parked per space in an eight hour period, which would be considered very healthy and desirable. The average on-street parking duration (average length of stay) is in the 0.9 – 1.3 hours range. Adoption of the latest technology (mobile license plate recognition) coupled with effective application of parking enforcement policies have resulted in positive results.

In all five areas it was shown that vehicles generally park for longer durations on the weekends, when parking enforcement is not in effect, than on weekdays.

Parking Demand Projections

PARKING DEMAND MODEL

The project consultant, Kimley-Horn and Associates, prepared a parking demand model as part of this report to monitor ongoing changes to Downtown parking demand. The model uses inputs include parking supply, land use inventory, multi-modal trip characteristics, and parking occupancy counts to generate the amount of parking needed throughout the Downtown, and in specific Downtown districts as defined in the model interface.

As of the writing of this report, the model was still under development. However, some preliminary parking demand estimates were made using the model using existing land uses and the 2011 parking occupancy counts. These results need additional study and refinement, as called for in Action Item 2. Parking Demand Model.

The table below identifies the surplus of parking ("surplus"), and how well the parking supply meets the estimated demand ("met demand"). For all of Downtown, there is a surplus of 5,185 spaces and there were 6,163 parking spaces that met the demand. The latent demand (or in other words, demand not met) was -45, indicating that every land use was able to allocate their parking

demand to a parking space within 800 feet, which is the specified walking distance. In summary, for the Downtown as a whole, the model indicates that there is not a current parking supply issue.

In the Downtown Core, the model indicates from the latent demand (1,410) that the existing supply in the Core does not meet the demand. Many land uses generate parking demand that is met outside of the Core Area because some of the parking within the Core is allocated to another use, or is further than the walking tolerance.

TABLE 11: PARKING DEMAND ESTIMATES - EXISTING CONDITIONS

Area	All of Downtown	Downtown Core
Demand	6,117	1,643
Supply	11,292	2,315
Surplus	5,175	233
Met Demand	6,163	672
Latent Demand	-45	1,410

The figures represent baseline 2011 conditions. Mode split used was biking 13%, transit 1%, and walking 2%. A walking tolerance of 800 feet was used. See Appendix B for more details.

The model was also used to generate preliminary parking demand projections (Table 12). Estimates were made about the type and amount of new land uses would occur within a 10-year horizon. In addition, assumptions were made about parking that was lost to redevelopment and parking that was added through new development. For instance, it was assumed that a new hotel would be constructed on the Remington lot, and a parking garage would be built with additional parking to replace the surface parking. In some cases the estimated new development was assumed to be accompanied by parking, but in other cases no parking was provided. More details about these assumptions can be found in Appendix B.

Parking demands increase significantly in this growth scenario, while the amount of parking remains essentially the same. For all of Downtown, there is still a surplus of parking but it is much lower than today. The latent demand indicates that there are land uses within the study area that cannot allocate their parking demand to the parking facilities within their areas of influence, based on the specified walking distance of 800 feet.

Small area analysis was also completed for the Downtown Core, River District, and Canyon Avenue. Again, the estimates in Table 11 and Table 12 are preliminary. Additional analysis is needed to improve the accuracy of the estimates.

TABLE 12: PARKING DEMAND PROJECTIONS - 10 YEAR HORIZON

Area	All of Downtown	Downtown Core	River District	Canyon Avenue
Demand	9,344	3,343	912	755
Supply	12,188	2,898	923	989
Surplus	2,844	-445	11	234
Met Demand	5,057	1,617	405	351
Latent Demand	4,287	1,726	507	404

The figures represent conditions in approximately 10 years with additional Downtown development and some new parking. Mode split used was biking 13%, transit 5%, and walking 2%. A walking tolerance of 800 feet was used. Canyon Avenue area includes a two-block wide by four-block high area centered on Canyon and Olive. See Appendix B for more details.

The overall conclusion that can be drawn from these preliminary estimates is that the need for Downtown parking will continue to grow over time, though the amount will vary by location. The way in which the demand will be accommodated is addressed in the Principles and Policies section of the Plan.

Public Parking Demand

The Parking Demand Model provides insights into future parking needs based on existing and future land uses. However, it does not provide information on public parking needs, except as related to high occupancy parking areas and latent demand generated for small areas. In order to address this deficiency, and to generate reasonable estimates of needed public parking, City staff analyzed several sources of information:

- Downtown growth in terms of increased parking occupancies between 2002 and 2011, historic taxable sales changes, and historic traffic volume changes.
- MAX BRT ridership and Park-N-Ride needs.
- Public buildings anticipated in the next 10 years.

An overall latent demand for public parking was estimated to be 500 spaces. Planning documents for the MAX BRT estimated the need for a 125-space Downtown Park-N-Ride. Other public facilities are expected to generate the demand for 286 spaces, for a total of 910 public parking spaces. This estimate (910 spaces) is used to generate scenarios on funding of new infrastructure in the Action Plan chapter.

Another large public facility that may be constructed is a 1,500 seat performance hall, generating the need for another 600 spaces.

TABLE 13: FUTURE PUBLIC PARKING DEMAND - 10 YEAR HORIZON

Source of Demand	Spaces Needed
(1) Growth in demand for public parking	500
(2) New North Park-N-Ride for MAX Bus Rapid Transit	125
(3) New 30,000 Square Foot Government Office	76
(4) Existing Lincoln Center	210
Subtotal – Public Parking Needed Over Next 10 Years	**910**
(5) New 1,500 Seat Performance Hall	600
Total Public Parking Needed with New Performance Hall	**1,510**

Notes:
(1) Based on change in occupancy for public parking between 2002 - 2011.
(2) Sources include various MAX planning documents.
(3) Source was Operation Services, with assumptions about parking demand and amount of parking to be provided on-site.
(4) Represents unmet parking demand in a 2-block radius around the Lincoln Center.
(5) Performing Hall identified in Cultural Facilities Plan; potential project only.

Public parking needs vary by Downtown location. Figure 13 shows areas where public parking will be needed in the future, and where it would leverage future land uses and public facilities. The purpose of this map is not to exclude other opportunities, but to identify the areas that would provide the most public benefit, particularly for the construction of new parking infrastructure through the creation of public-private partnerships.

FIGURE 13: PUBLIC PARKING OPPORTUNITY AREAS

Bicycle Parking

The City of Fort Collins is well known for being a progressive bicycle-friendly community. Since 2003 it has been named by the League of American Bicyclists as a gold level Bicycle Friendly Community. The gold status was awarded to the community because of its commitment to creating a comprehensive and well-connected network of bicycle amenities. In addition, the City has also produced a number of programs to complement the bicycle facilities and to promote bicycle safety and awareness. In regards to bicycle parking, Fort Collins is once again a leader and working toward improving and expanding bicycle parking facilities.

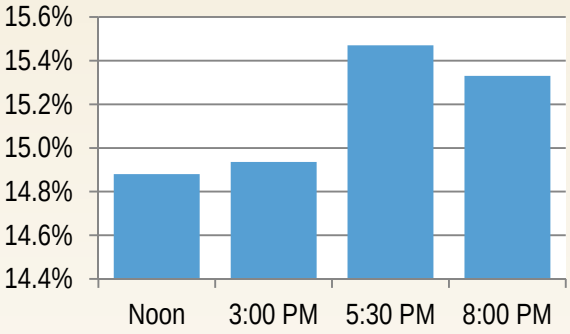
TABLE 14: DOWNTOWN BICYCLE PARKING SUPPLY

Ownership	Location	Number of Racks	Capacity
Public	On-Street	6	150
Public	Off-Street	244	1,126
Private	Off-Street	54	347
Unknown	Off-Street	14	52

Existing Bicycle Parking Supply
Table 14 and Figure 15 identify the supply and locations of bicycle parking. There are approximately 1,675 bicycle parking spaces in 318 bicycle racks in Downtown. The counts include bicycle parking outside of buildings and do not include most of the bicycle parking inside of buildings, such as the bicycle parking inside City government offices at 215 N. Mason Street and the Otterbox building on Meldrum Street. However, the counts do include the bicycle parking cage inside the Civic Center Parking Structure, which has 25 spaces, and the public on-street racks occupying former parking spaces, each of which has spaces for 25 bicycles.

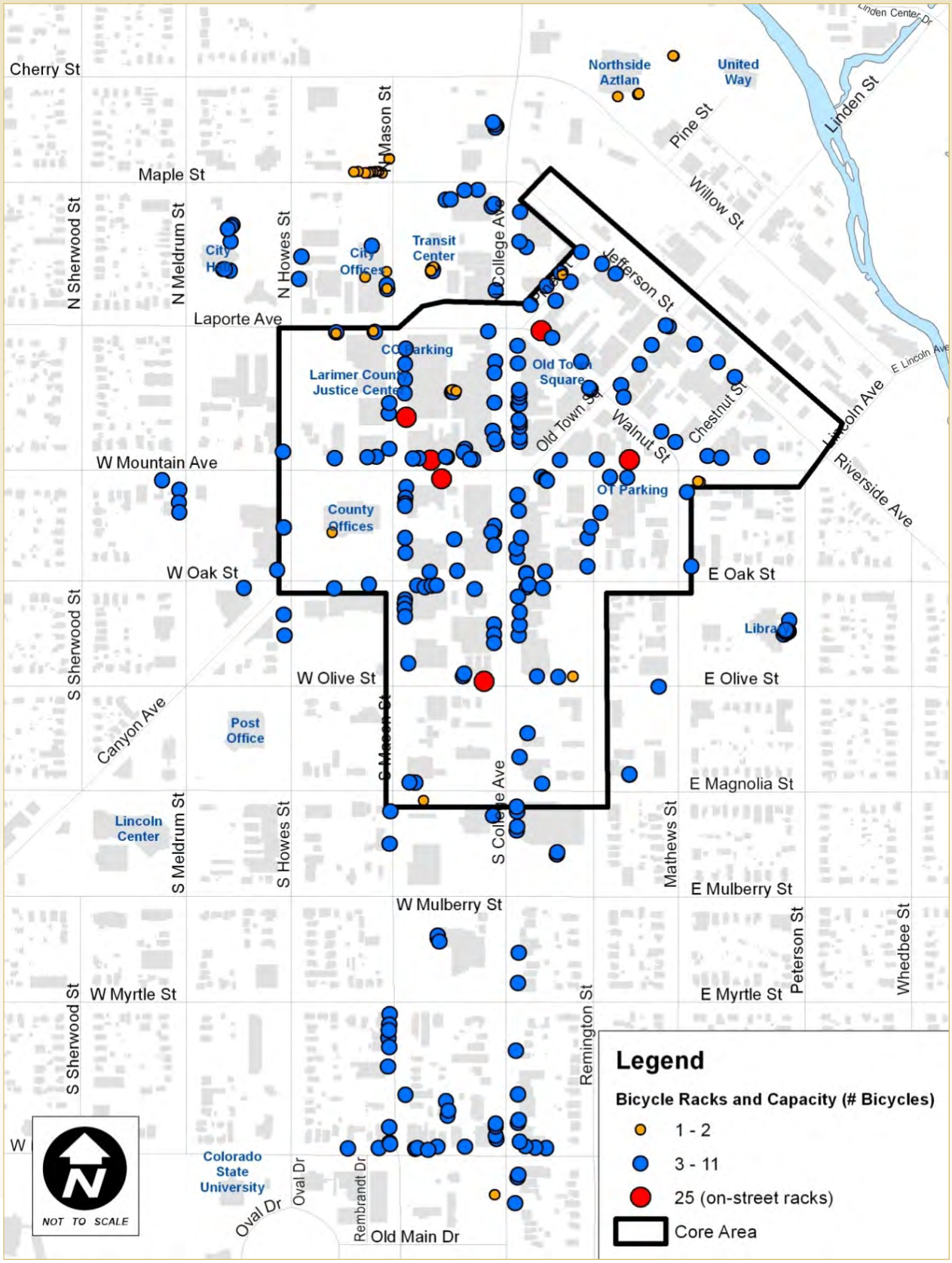
Existing Bicycle Parking Occupancy
The purpose of this section is to identify areas where bicycle parking is in high demand or might be deficient. The City collected bicycle parking supply and occupancy data in May 2011 between 12 p.m. and 8 p.m. Results were similar to the automobile parking supply: there are areas of high bicycle parking demand in the Downtown Core but overall the supply is sufficient to meet demand.
The results of the analysis showed that the average occupancy for each hour was approximately 15 percent of the total supply. Figure 14 illustrates the overall occupancy per hour. Blocks within the core area experience occupancies higher than average, of between 31 and 50 percent. Overall there is more than enough bicycle parking supply throughout the Downtown area.

FIGURE 14: OVERALL BICYCLE OCCUPANCY PER HOUR



One area with particularly high demand is the southwest block face of Walnut Street, between Linden Street and Pine Street. This block face experiences occupancies above 50 percent throughout the day, and at 8 p.m. that block face experiences occupancies of 90 percent or greater. There are multiple restaurants along and surrounding that block face and a theatre in close proximity, which typically attracts more people in the evening leading to higher demands during those hours.

FIGURE 15: LOCATION OF BICYCLE RACKS AND CAPACITY



On the same block, the southeast block face of Pine Street between Jefferson Street and Walnut Street, experiences a high demand at noon with occupancies between 70 and 90 percent. Occupancy along that block face wanes throughout the day but remains above 50 percent occupancy at all points throughout the day.

There are a number of block faces that have a consistent occupancy of 70 percent or less, but are notable because this indicates constant use throughout the day, indicating demand in those areas.

Consistently Occupied Block Faces

- **Canyon Avenue** – southeast block face – between Oak Street and Olive Street
- **College Avenue** – west block face – between Myrtle Street and Laurel Street
- **College Avenue** – west block faces – between Mountain Avenue and Olive Street
- **Magnolia Street** – north block face – between College Avenue and Remington Street
- **Mason Street** – west block face – between Laporte Avenue and Mountain Avenue
- **Mason Street** – east block face – between Mountain Avenue and Oak Street
- **Mountain Avenue** – south block face – between Mason Street and College Avenue
- **Mountain Avenue** – north block face – between Mason Street and College Avenue
- **Olive Street** – north block face – between Mason Street and College Avenue

Quality of Bicycle Parking Facilities

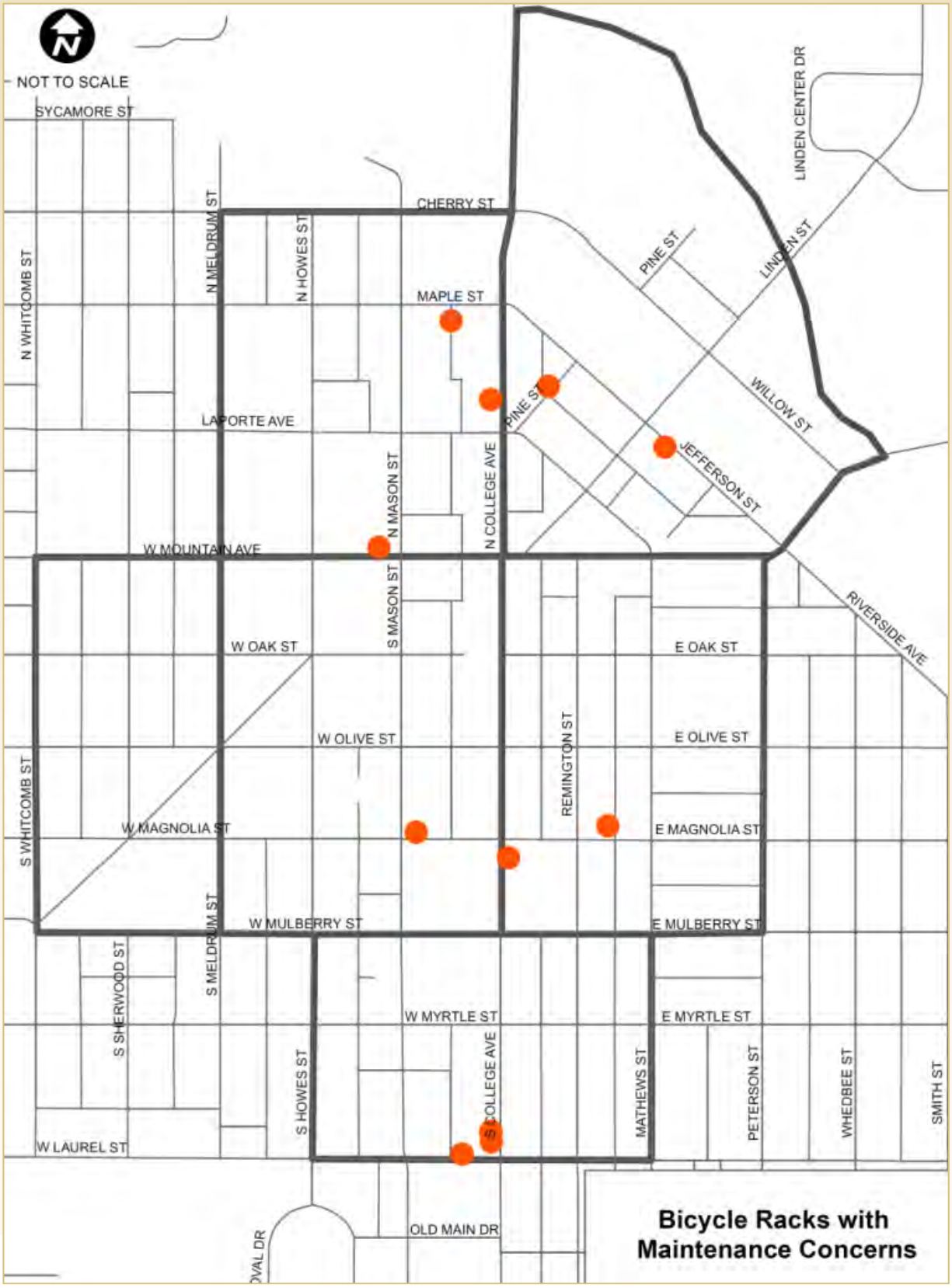
Downtown bicycle racks come in a variety of different designs, ages, and conditions. One of the styles identified as "what doesn't work" by the *Bicycle Plan* was the "wheelbender" style rack. This style of rack holds only one wheel of a bicycle and cannot be used with a U-lock. There are 255 spaces in 38 "wheel bender" racks that should be a priority for replacement. Many of these racks are located along Mason Street between Myrtle Street and Laurel Street.

The Bicycle Plan also identified four areas of concern where the bicycle racks were neglected, which discourages their use (see Figure 15):

- Southern and northern entrances to Old Town Square
- College Avenue between Mountain and Laporte Avenues
- Mountain Avenue between College Avenue and Mason Street
- Walnut Street between College Avenue and Linden Street

From the inventory of bicycle parking facilities done as part of this study, there are 12 bicycle racks that were noted as needing repairs for a number of reasons. All of these racks are off-street and can accommodate a total 45 bicycle parking spaces.

FIGURE 16: BICYCLE RACKS WITH MAINTENANCE CONCERNS



Public Process

Outreach Phases

A continuous and extensive public outreach process was conducted for the preparation of the *Parking Plan*. Utilizing a wide variety of outreach methods - including a project website, social media, board and commission meetings, stakeholder meetings, community open houses, Parking Expert Panel, and a questionnaire - staff received extensive feedback from a large number of community members. The process comprised of four main phases.

Phase 1: Project Kick-off – Summer 2011
This phase involved initial outreach to Boards and Commissions and other Downtown stakeholders in the identification and refinement of parking issues to be addressed by the *Parking Plan*.

Phase 2: Parking Expert Panel Recommendations and Preliminary Ideas Review – Fall 2011
This phase included extensive community outreach by the Parking Expert Panel, a parking questionnaire, a second round of board and commission meetings by staff, and a City Council Work Session on November 29, 2011.

Phase 3: Parking Plan Overview Feedback – Winter 2012
In this phase, staff received input on a list of proposed policies and strategies during a variety of outreach efforts. The primary outreach included a public open house, Downtown stakeholder meetings, a third round of board and commission meetings, and a City Council Work Session on February 28, 2012. These meetings helped to define topics of agreement and disagreement. As a result, additional time was added to the process to do additional work (Phase 4) on the areas of disagreement.

A continuous and extensive public outreach process was conducted for the preparation of the Parking Plan.

Phase 4: Review of Draft Parking Plan - Spring-Summer 2012
This phase included a final open house, a fourth round of board and commission meetings, Council member one-on-ones, and a Council hearing on October 2, 2012.

A project website (fcgov.com/parkingplan) was created to provide a portal of information for the public, including important information on draft sections of the plans, the schedule for public meetings, and opportunities for input.

The following boards and commissions provided feedback to help shape the *Parking Plan*:

- Downtown Development Authority
- Transportation Board
- Planning and Zoning Board

- Air Quality Advisory Board
- Economic Advisory Commission
- Natural Resources Advisory Board
- Bicycle Advisory Board

Parking Expert Advisory Panel Summary

As part of the public involvement process and issues assessment, a six-member panel of parking and downtown experts conducted an intensive three-day interview process with business, neighborhood, City, bicycling, and other community stakeholders. The purpose was to provide an outside perspective of the Downtown parking situation and to identify potential strategies for further consideration. The Expert Advisory Panel final report contains details about the process, observations, findings, and recommendations (see Appendix C).

Advisory panel discusses parking issues.

In general, the Panel felt that the current parking system in Downtown is good, but that the community is unprepared for significant changes in parking demand. The Panel recommended a series of strategies and next steps to deal with these changes and improve the parking system. The Panel recommendations, along with the questionnaire responses, stakeholder feedback and field survey data, formed the basis of the preliminary parking ideas that were refined, modified, and incorporated into the *Parking Plan*.

PANEL REPORT RECOMMENDATIONS

1. Policies and Regulations

a. Develop parking policies to support economic development and neighborhood livability.
b. Reevaluate parking requirements and regulations for new development.
c. Encourage interdepartmental coordination to support parking planning and parking policy development.
d. Develop parking strategies for the Mason Corridor, the downtown transition area, and development opportunities in the northern downtown gateway and River District.

2. Organization and Funding

a. Create a parking organization with a governance board composed of Downtown public and private stakeholders.
b. Establish an enterprise fund for parking.
c. Utilize existing and create additional dedicated funding sources for parking infrastructure development.

3. Business and Community Integration

a. Evaluate pros and cons of a residential parking permit zone program.
b. Initiate public-private partnerships for parking.
c. Work with CSU and other large employers on neighborhood parking impacts.

4. Parking Management

a. Evaluate pros and cons of paid on-street parking with a parking governance board, including the potential of a pilot program and free time.
b. Work with employers to reduce on-street parking by employees.
c. Better promote off-street parking options for longer-term stays and continue to enhance pedestrian amenities.

Action items related to items a. – c.:

i. Educate frequent downtown users on the benefits of off-street parking (very affordable, no time-limits, no risk of a citation, etc.).

ii. Improve parking signage and wayfinding for visitors. Most visitors, if they are unfamiliar with an area, will naturally follow signage to parking facilities if that signage is clear and easy to understand.

iii. Correct the "upside down" character of the current parking pricing.

iv. Consider the development of a "parking app" that can promote parking options and provide information of parking availability—evaluate programs such as the "Parking in Motion" application.

v. Continue to upgrade alleyways and other improvements to pedestrian amenities to improve connectivity to off-street parking and transit nodes. Consider creating "walking tours" that highlight things like architectural history, public art, etc.

d. Explore expanding enforcement to evenings and Saturdays.

e. Explore modifications to parking time limits and pay-by-cell phone, if paid on-street parking is pursued.

5. Alternative Modes of Transportation

a. Support an integrated access management strategy that includes parking, transit, bikes, and pedestrian modes of travel.

b. Expand covered and uncovered bike parking options based on demand.

c. Develop travel demand management strategies in conjunction with the Mason Corridor Project.

6. Customer Experience

a. Re-evaluate time limits in the context of on-street paid parking.

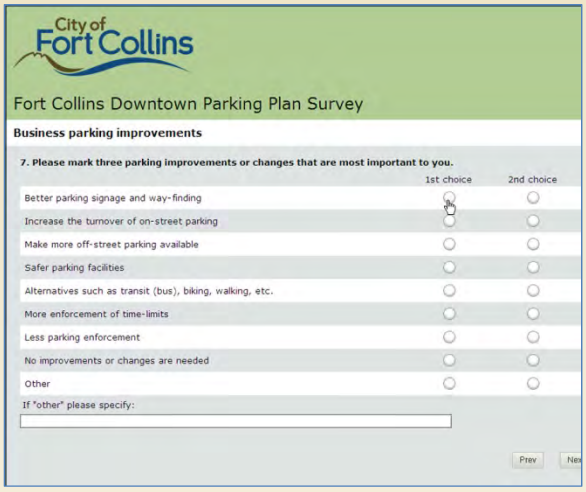
b. Market the benefits of off-street parking.

c. As demand for off-street parking grows in the short to mid-term, reassess parking allocation within the public parking lots and structures.

d. Effectively integrate parking into a comprehensive wayfinding system.

e. Develop a parking system brand identity and communication strategy.

f. Leverage new technology.



Over 1,000 responses were received, including 858 community members and 188 businesses from the online questionnaire.

Parking Questionnaire Summary

The purpose of the questionnaire was to understand characteristics and attitudes regarding Downtown trips, parking needs and issues, bicycle parking, and potential parking improvements (see Appendix D). The questionnaire was divided into two parts; one for general community members and the other for Downtown businesses. This division allowed a greater understanding of business needs versus the needs of the broader community in terms of Downtown parking. The questionnaire was administered on-line and notices were mailed to Downtown area property owners, handed out at meetings, and provided through various other media.

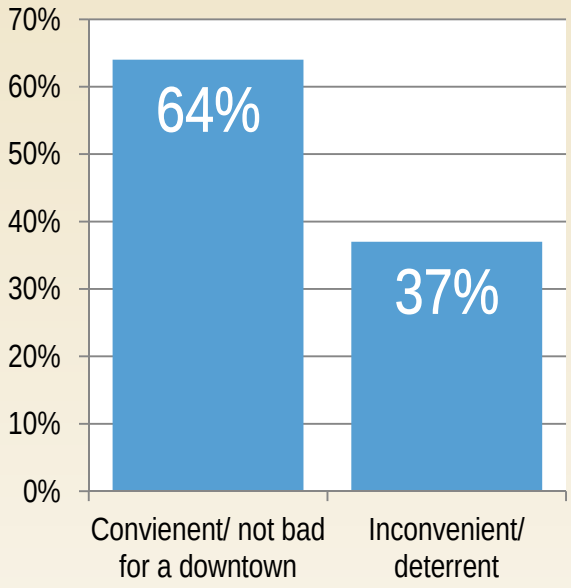
Over 1,000 responses were received, including 858 community members and 188 business owners and managers. Responses were received from workers, customers, and visitors. The questionnaire was not validated for statistical accuracy but

provides a reasonable representation of the attitudes about Downtown parking. The questionnaire was intended to provide one data point that could be used to verify or support other sources of data.

QUESTIONNAIRE CONCLUSIONS

- In comparison with the City as a whole, Downtown users consist of higher numbers of bicyclists and people who carpool.
- Most respondents find parking to be convenient and not bad for a downtown.
- Equal numbers of people need to park for less than two hours and more than two hours.
- The first choice in location for parking for nearly all respondents is on-street. The second choice is public off-street lots. The one exception is for office employees, who identified private off-street lots as their primary location for parking.
- When parking is not available close to their destination, the majority of respondents will either park a block or two away or circle the block looking for a space.
- The majority of respondents are not willing to pay a small amount for the convenience of having a space close to their destination.
- The majority of business respondents do not support evening or Saturday parking enforcement.
- When asked about the most desired types of parking improvements, the highest number of respondents chose "Make more off-street parking available", followed by "Better parking signage and wayfinding" and "Alternatives such as transit, biking, and walking". The community responses had a significantly higher percentage of people who felt that "No improvements or changes were needed."
- Many business respondents chose a parking management strategy of "More efficient use of existing parking" as their first choice.
- A very large percentage of bicyclist respondents rated bicycle parking as "Convenient" or "Not bad for a Downtown".
- "Better bike rack design" and "More secure bike parking" were the two top choices for bicycle parking improvements.

TABLE 15: HOW CONVENIENT IS PARKING IN DOWNTOWN FORT COLLINS?



Appendix A: Parking Data Collection

Detailed Parking Inventory

FIGURE A-1: DOWNTOWN PARKING BLOCK MAP

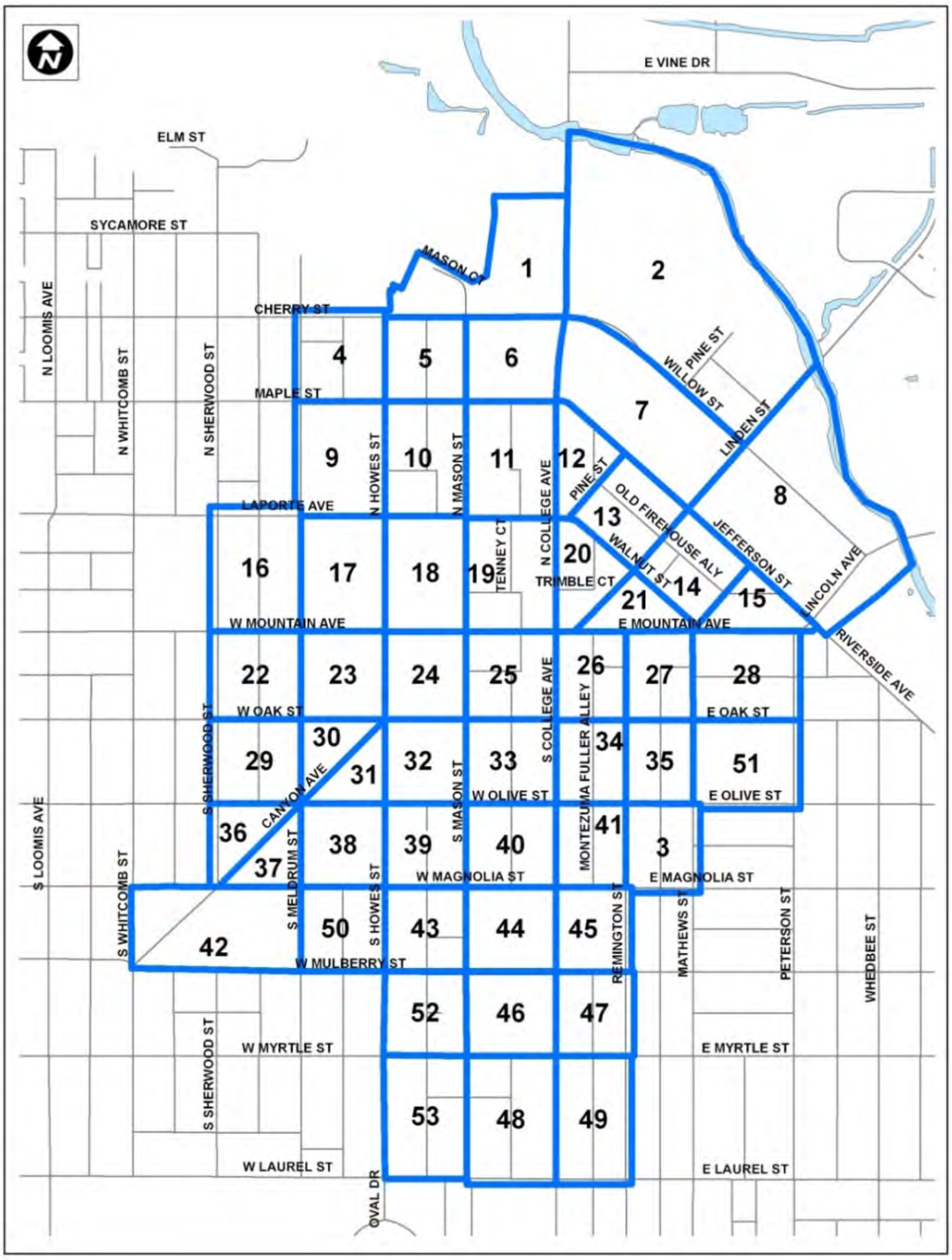
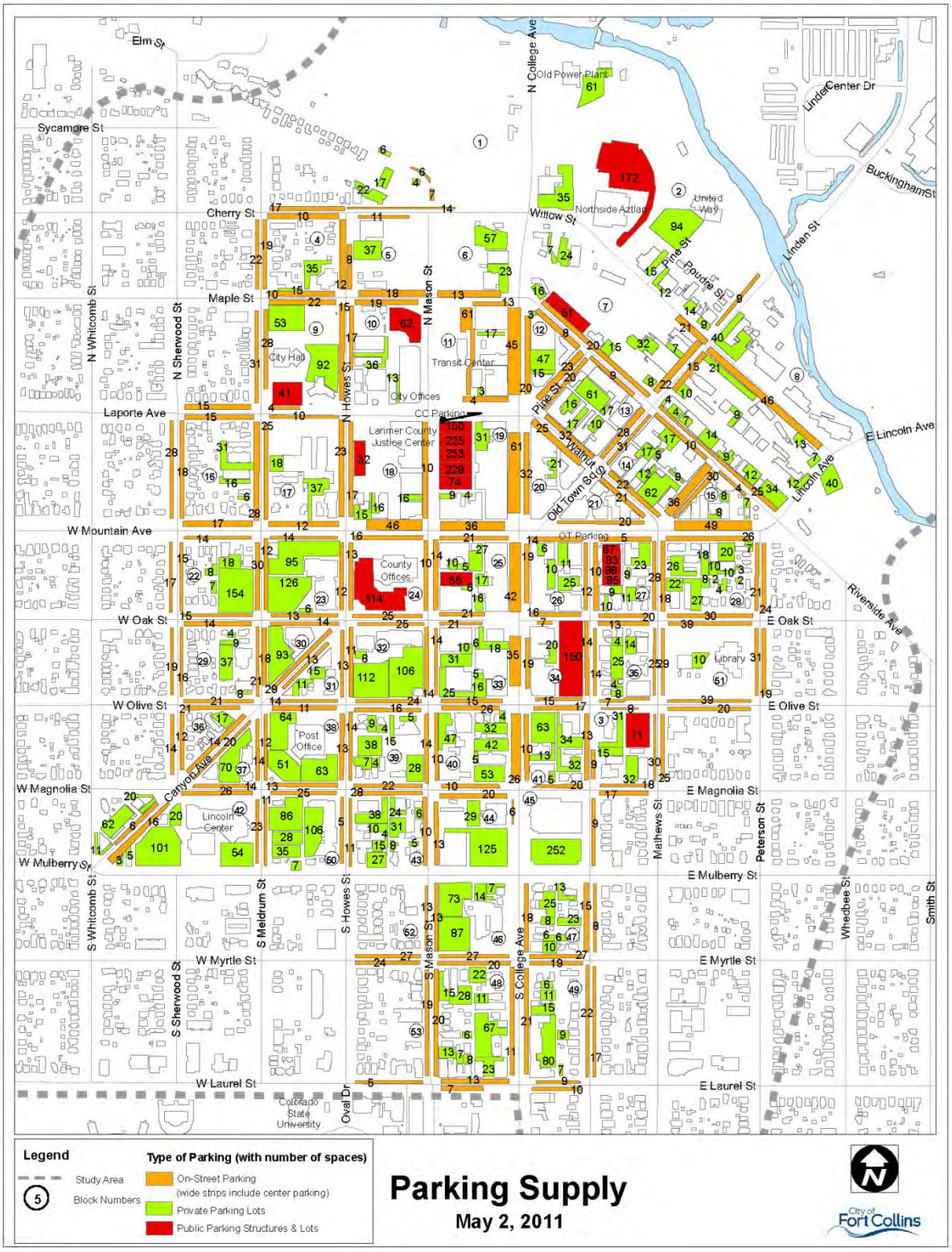


TABLE A-1: PARKING SUPPLY BY BLOCK

Block #	On-Street	Off-Street (Public)	Off-Street (Private)	Total
1	27	0	49	76
2	9	172	240	421
3	107	71	78	256
4	90	0	50	140
5	37	0	37	74
6	13	0	80	93
7	63	51	109	223
8	86	0	236	322
9	100	41	145	286
10	36	62	49	147
11	123	0	20	143
12	51	0	65	116
13	89	0	121	210
14	99	0	122	221
15	83	0	23	106
16	121	0	53	174
17	70	0	55	125
18	73	32	47	152
19	97	910	44	1051
20	57	0	21	78
21	41	0	0	41
22	91	0	187	278
23	51	0	227	278
24	64	114	0	178
25	98	56	81	235
26	61	0	52	113
27	63	323	62	448
28	119	0	159	278
29	91	0	58	149
30	61	0	93	154
31	40	0	26	66
32	74	0	226	300
33	85	0	111	196
34	55	150	20	225
35	59	0	55	114
36	61	0	17	78
37	48	0	70	118
38	49	0	178	227
39	66	0	110	176
40	72	0	183	255
41	60	0	147	207
42	71	0	276	347
43	49	0	168	217
44	39	0	154	193
45	9	0	252	261
46	40	0	181	221
47	68	0	91	159

48	71	0	200	271
49	98	0	128	226
50	41	0	262	303
51	177	0	10	187
52	40	0	0	40
53	48	0	0	48
Total	3,591	1,982	5,428	11,001
Percent	33%	18%	49%	100%
Percent On-Street/Off-Street	33%		67%	
Percent Public/Private		51%	49%	

FIGURE A-2: DETAILED PARKING SUPPLY MAP



Detailed Occupancy Data

TABLE A-2: PARKING OCCUPANCY BY HOUR - THURSDAY MAY 12, 2011

	On-Street (3,591 spaces)		Off-Street (Public) (1,982 spaces)		Off-Street (Private) (5,419 spaces)		Total (10,992 spaces)	
Hour	Occupied	% Occupied	Occupied	% Occupied	Occupied	% Occupied	Occupied	% Occupied
12:00 PM	2,523	70.3%	1,172	59.1%	2,579	47.6%	6,274	57.1%
1:00 PM	2,495	69.5%	1,180	59.5%	2,608	48.1%	6,283	57.2%
2:00 PM	2,470	68.8%	1,242	62.7%	2,545	47.0%	6,257	56.9%
3:00 PM	2,314	64.4%	1,153	58.2%	2,389	44.1%	5,856	53.3%
4:00 PM	2,161	60.2%	941	47.5%	2,209	40.8%	5,311	48.3%
5:00 PM	1,951	54.3%	743	37.5%	1,902	35.1%	4,596	41.8%

TABLE A-3: PARKING OCCUPANCY BY HOUR - FRIDAY MAY 13, 2011

	On-Street (1,365 spaces)		Off-Street (Public) (1,636 spaces)		Off-Street (Private) (1,057 spaces)		Total (4,058 spaces)	
Hour	Occupied	% Occupied	Occupied	% Occupied	Occupied	% Occupied	Occupied	% Occupied
5:00 PM	1,093	80.1%	856	52.3%	501	47.4%	2,450	60.4%
6:00 PM	1,187	87.0%	903	55.2%	478	45.2%	2,568	63.3%
7:00 PM	1,180	86.4%	893	54.6%	495	46.8%	2,568	63.3%
8:00 PM	1,170	85.7%	899	55.0%	490	46.4%	2,559	63.1%
9:00 PM	1,141	83.6%	776	47.4%	473	44.7%	2,390	58.9%

TABLE A-4: PARKING OCCUPANCY BY HOUR - SATURDAY MAY 14, 2011

	On-Street (1,365 spaces)		Off-Street (Public) (1,636 spaces)		Off-Street (Private) (1,057 spaces)		Total (4,058 spaces)	
Hour	Occu-pied	% Occupied	Occu-pied	% Occupied	Occu-pied	% Occupied	Occu-pied	% Occupied
12:00 PM	1,098	80.4%	707	43.2%	479	45.3%	2,284	56.3%
1:00 PM	1,093	80.1%	764	46.7%	471	44.6%	2,328	57.4%
2:00 PM	1,101	80.7%	661	40.4%	487	46.1%	2,249	55.4%
3:00 PM	1,059	77.6%	648	39.6%	462	43.7%	2,169	53.4%
4:00 PM	1,114	81.6%	643	39.3%	458	43.3%	2,215	54.6%
5:00 PM	1,137	83.3%	705	43.1%	434	41.1%	2,276	56.1%

TABLE A-5: PEAK HOUR (1:00 PM) PARKING OCCUPANCY BY BLOCK - THURSDAY MAY 12, 2011

	On-Street			Off-Street			Total		
Block	**Spaces**	**Occu-pied**	**% Occupied**	**Spaces**	**Occu-pied**	**% Occupied**	**Spaces**	**Occu-pied**	**% Occupied**
1	27	10	37%	49	39	80%	76	49	64%
2	9	4	44%	412	170	41%	421	174	41%
3	107	63	59%	149	50	34%	256	113	44%
4	90	49	54%	50	13	26%	140	62	44%
5	37	27	73%	37	14	38%	74	41	55%
6	13	13	100%	80	13	16%	93	26	28%
7	63	19	30%	169	103	61%	232	122	53%
8	86	34	40%	236	94	40%	322	128	40%
9	100	76	76%	186	111	60%	286	187	65%
10	36	28	78%	111	70	63%	147	98	67%
11	123	103	84%	20	6	30%	143	109	76%
12	51	43	84%	65	24	37%	116	67	58%
13	89	76	85%	121	64	53%	210	140	67%
14	99	77	78%	122	58	48%	221	135	61%
15	83	64	77%	23	7	30%	106	71	67%
16	121	60	50%	53	20	38%	174	80	46%
17	70	20	29%	55	38	69%	125	58	46%
18	73	42	58%	79	56	71%	152	98	64%
19	97	97	100%	954	661	69%	1,051	758	72%
20	57	58	102%	21	13	62%	78	71	91%
21	41	31	76%	0	0	0%	41	31	76%
22	91	59	65%	169	51	30%	260	110	42%
23	51	33	65%	227	86	38%	278	119	43%
24	64	57	89%	114	80	70%	178	137	77%
25	98	84	86%	137	100	73%	235	184	78%
26	61	55	90%	52	35	67%	113	90	80%
27	63	49	78%	385	201	52%	448	250	56%
28	119	87	73%	159	103	65%	278	190	68%
29	91	33	36%	58	17	29%	149	50	34%
30	61	35	57%	93	36	39%	154	71	46%
31	40	15	38%	26	9	35%	66	24	36%
32	74	65	88%	226	96	42%	300	161	54%
33	85	75	88%	111	82	74%	196	157	80%
34	55	39	71%	170	93	55%	225	132	59%
35	59	44	75%	55	16	29%	114	60	53%
36	61	32	52%	17	15	88%	78	47	60%
37	48	39	81%	70	41	59%	118	80	68%
38	49	24	49%	178	99	56%	227	123	54%
39	66	33	50%	110	54	49%	176	87	49%
40	72	70	97%	183	92	50%	255	162	64%
41	60	48	80%	147	111	76%	207	159	77%
42	71	45	63%	276	94	34%	347	139	40%
43	49	9	18%	168	68	40%	217	77	35%
44	39	9	23%	154	76	49%	193	85	44%
45	9	7	78%	252	70	28%	261	77	30%
46	40	28	70%	181	47	26%	221	75	34%
47	68	33	49%	91	42	46%	159	75	47%
48	71	60	85%	200	153	77%	271	213	79%
49	98	89	91%	128	79	62%	226	168	74%
50	41	27	66%	262	110	42%	303	137	45%
51	177	147	83%	10	8	80%	187	155	83%
52	40	32	80%	0	0	0%	40	32	80%
53	48	39	81%	0	0	0%	48	39	81%
Total	**3,591**	**2,495**	**69%**	**7,401**	**3,788**	**51%**	**10,992**	**6,283**	**57%**

TABLE A-6: PEAK HOUR (6:00 PM) PARKING OCCUPANCY BY BLOCK - FRIDAY MAY 13, 2011

	On-Street			Off-Street			Total		
Block	**Spaces**	**Occu-pied**	**% Occupied**	**Spaces**	**Occu-pied**	**% Occupied**	**Spaces**	**Occu-pied**	**% Occupied**
7	20	15	75%	74	65	88%	94	80	85%
12	31	31	100%	0	0	0%	31	31	100%
13	89	82	92%	121	44	36%	210	126	60%
14	99	86	87%	122	62	51%	221	148	67%
15	83	77	93%	23	4	17%	106	81	76%
17	23	13	57%	0	0	0%	23	13	57%
18	73	49	67%	79	45	57%	152	94	62%
19	97	97	100%	954	394	41%	1,051	491	47%
20	57	51	89%	21	7	33%	78	58	74%
21	41	34	83%	0	0	0%	41	34	83%
23	12	9	75%	0	0	0%	12	9	75%
24	64	55	86%	114	71	62%	178	126	71%
25	98	99	101%	137	89	65%	235	188	80%
26	61	61	100%	52	25	48%	113	86	76%
27	63	58	92%	385	211	55%	448	269	60%
28	44	41	93%	0	0	0%	44	41	93%
32	39	35	90%	0	0	0%	39	35	90%
33	85	86	101%	111	78	70%	196	164	84%
34	55	55	100%	170	164	96%	225	219	97%
35	27	27	100%	0	0	0%	27	27	100%
39	14	3	21%	0	0	0%	14	3	21%
40	72	56	78%	183	58	32%	255	114	45%
41	60	52	87%	147	64	44%	207	116	56%
Total	**1,365**	**1,187**	**87%**	**2,693**	**1,381**	**51%**	**4,058**	**2,568**	**63%**

TABLE A-7: PEAK HOUR (5:00 PM) PARKING OCCUPANCY BY BLOCK - SATURDAY MAY 15, 2011

	On-Street			Off-Street			Total		
Block	**Spaces**	**Occu-pied**	**% Occupied**	**Spaces**	**Occu-pied**	**% Occupied**	**Spaces**	**Occu-pied**	**% Occupied**
7	20	11	55%	74	64	86%	94	75	80%
12	31	29	94%	0	0	0%	31	29	94%
13	89	75	84%	121	59	49%	210	134	64%
14	99	65	66%	122	42	34%	221	107	48%
15	83	73	88%	23	3	13%	106	76	72%
17	23	15	65%	0	0	0%	23	15	65%
18	73	68	93%	79	45	57%	152	113	74%
19	97	98	101%	954	261	27%	1,051	359	34%
20	57	51	89%	21	10	48%	78	61	78%
21	41	37	90%	0	0	0%	41	37	90%
23	12	10	83%	0	0	0%	12	10	83%
24	64	54	84%	114	43	38%	178	97	54%
25	98	97	99%	137	77	56%	235	174	74%
26	61	58	95%	52	35	67%	113	93	82%
27	63	56	89%	385	189	49%	448	245	55%
28	44	38	86%	0	0	0%	44	38	86%
32	39	33	85%	0	0	0%	39	33	85%
33	85	79	93%	111	65	59%	196	144	73%
34	55	51	93%	170	162	95%	225	213	95%
35	27	26	96%	0	0	0%	27	26	96%
39	14	6	43%	0	0	0%	14	6	43%
40	72	55	76%	183	45	25%	255	100	39%
41	60	46	77%	147	39	27%	207	85	41%
Total	**1,365**	**1,137**	**83%**	**2,693**	**1,139**	**42%**	**4,058**	**2,276**	**56%**

FIGURE A-3: PARKING OCCUPANCY, THURSDAY 12 PM

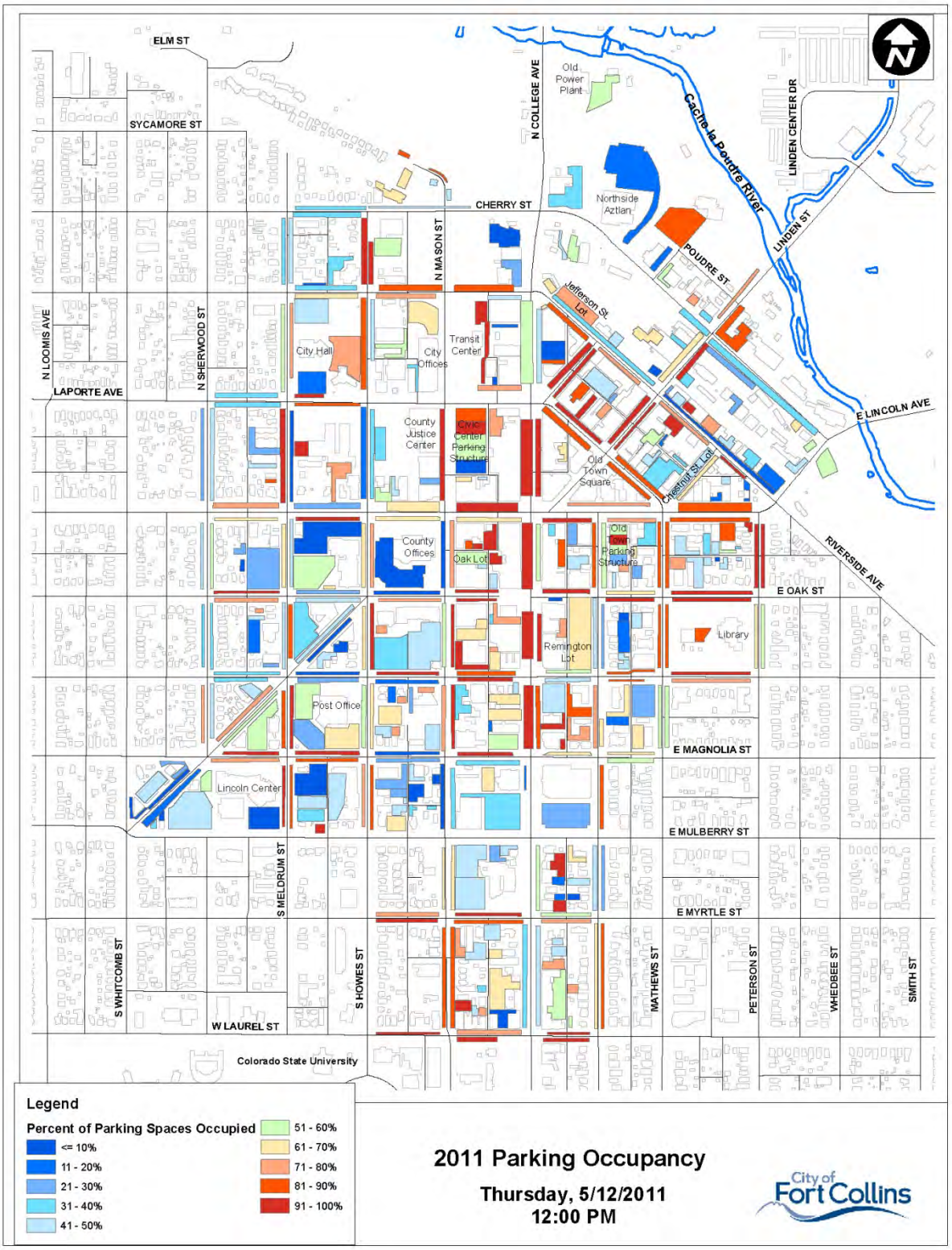


FIGURE A-4: PARKING OCCUPANCY, THURSDAY 1 PM

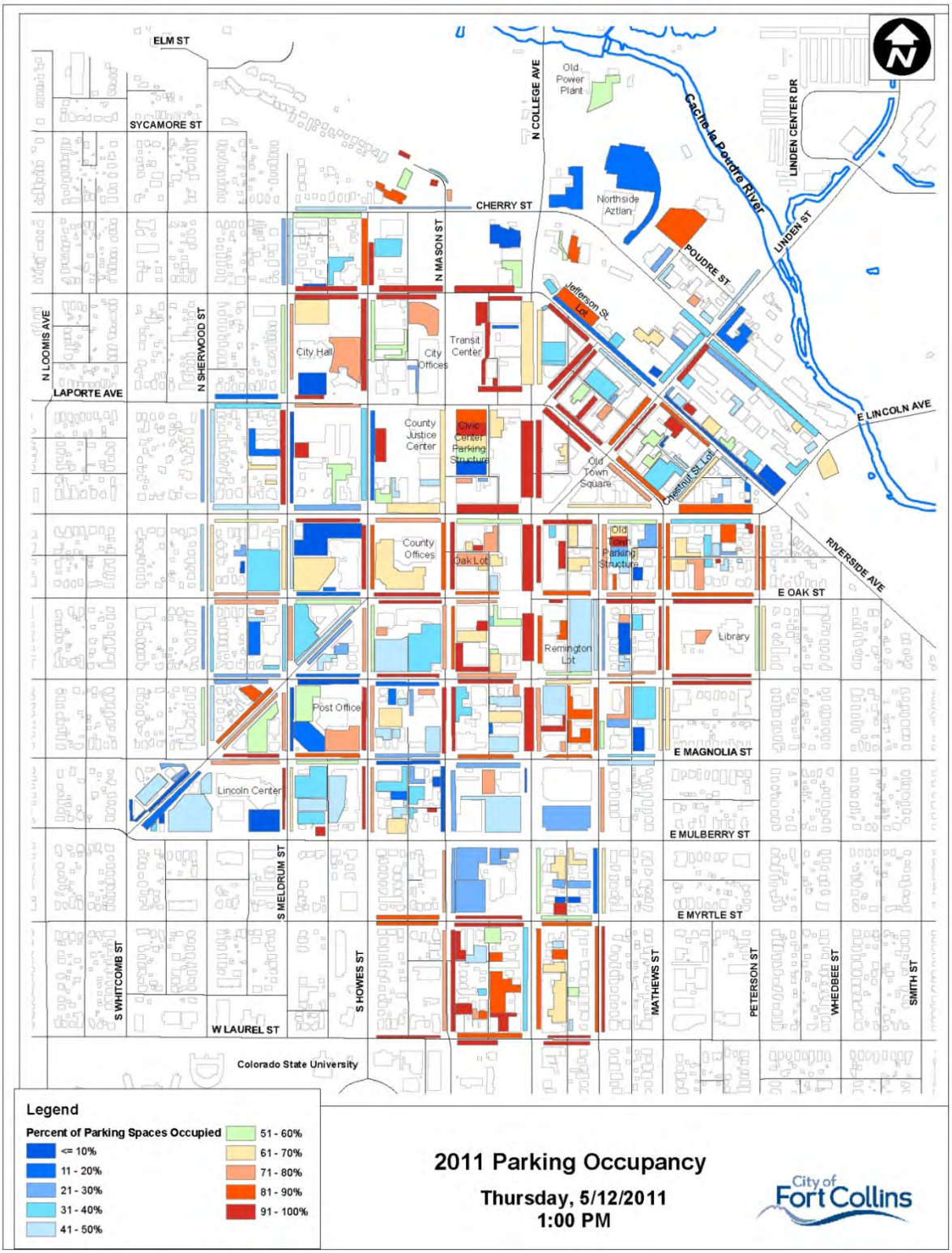


FIGURE A-5: PARKING OCCUPANCY, THURSDAY 2 PM

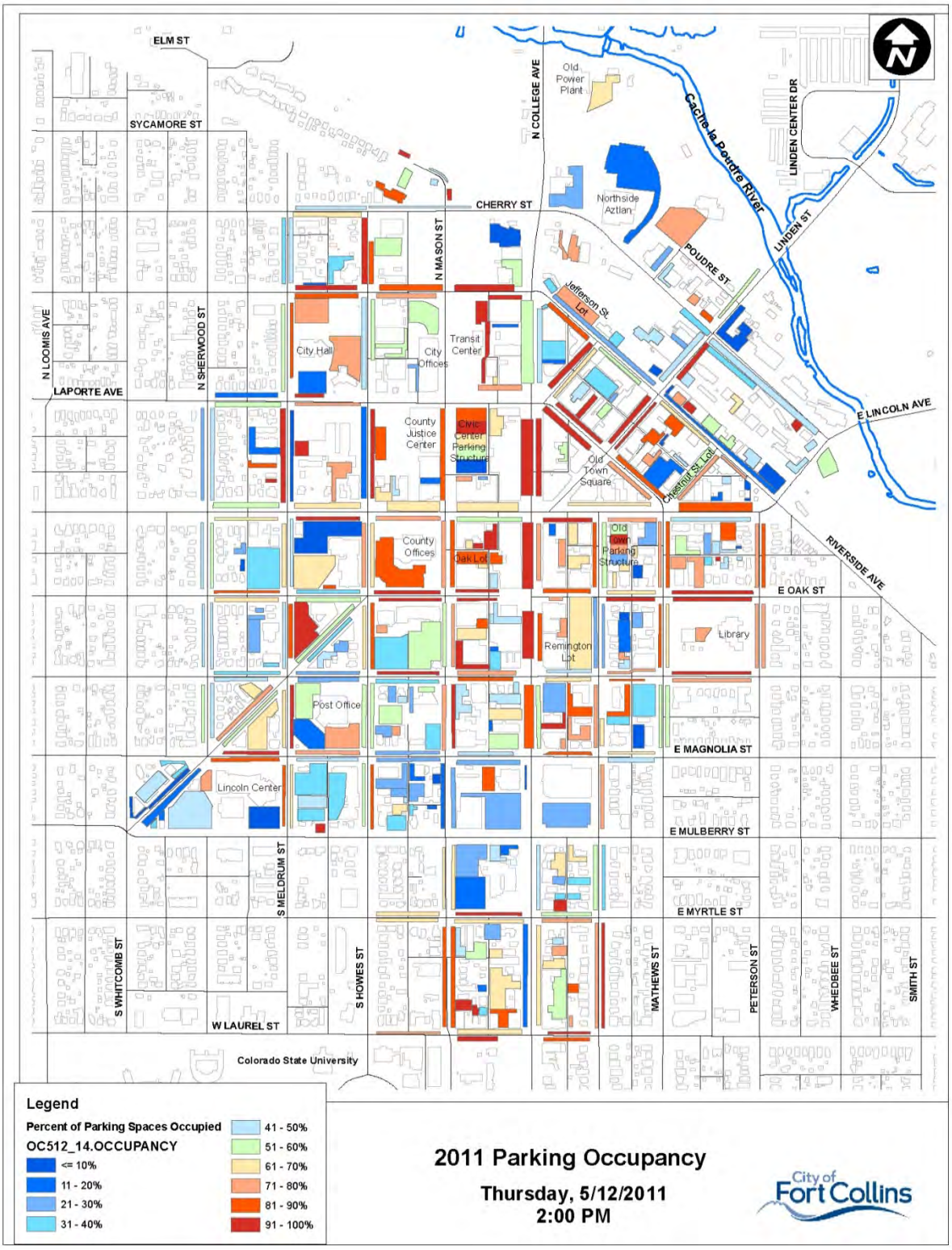


FIGURE A-6: PARKING OCCUPANCY, THURSDAY 3 PM

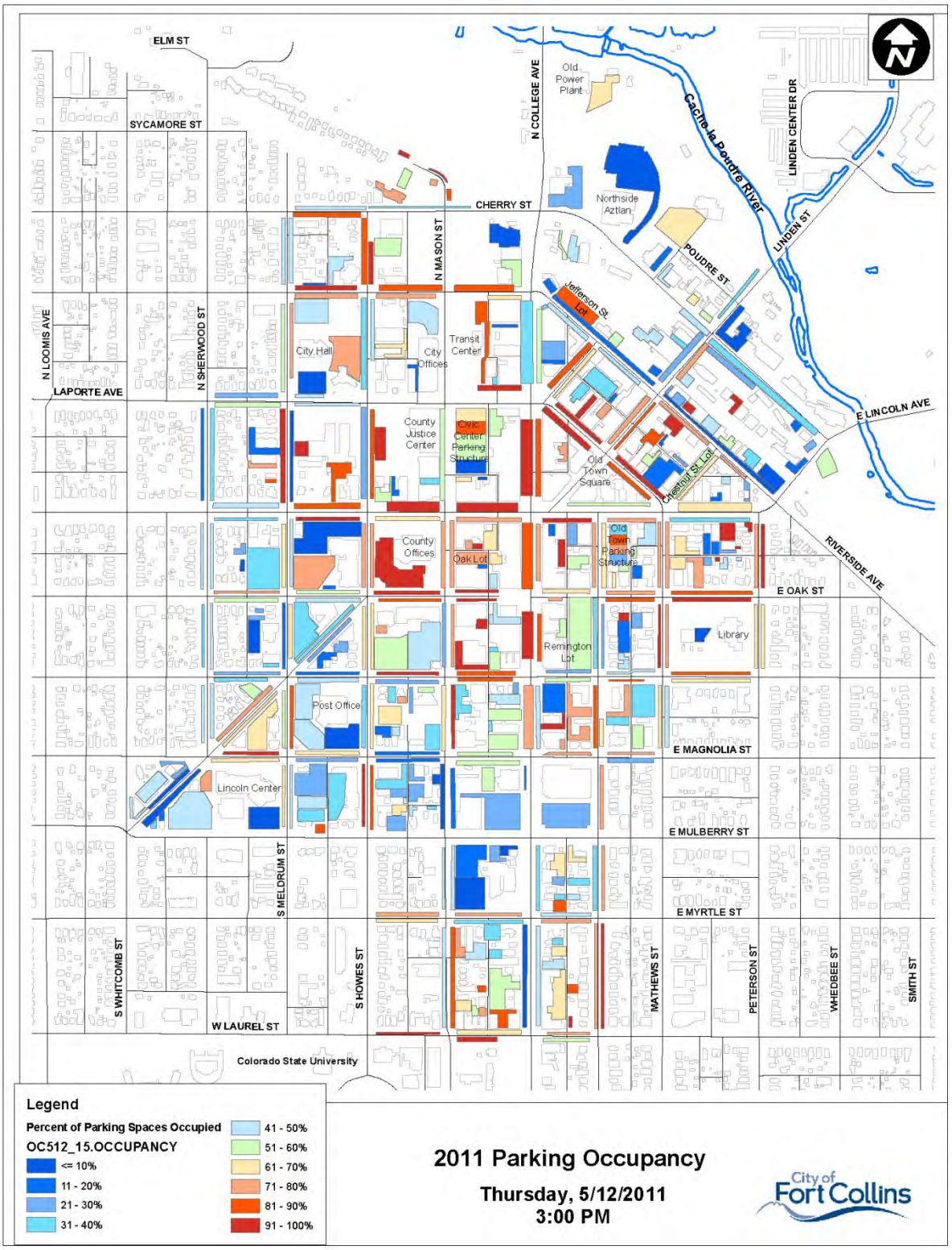


FIGURE A-7: PARKING OCCUPANCY, THURSDAY 4 PM

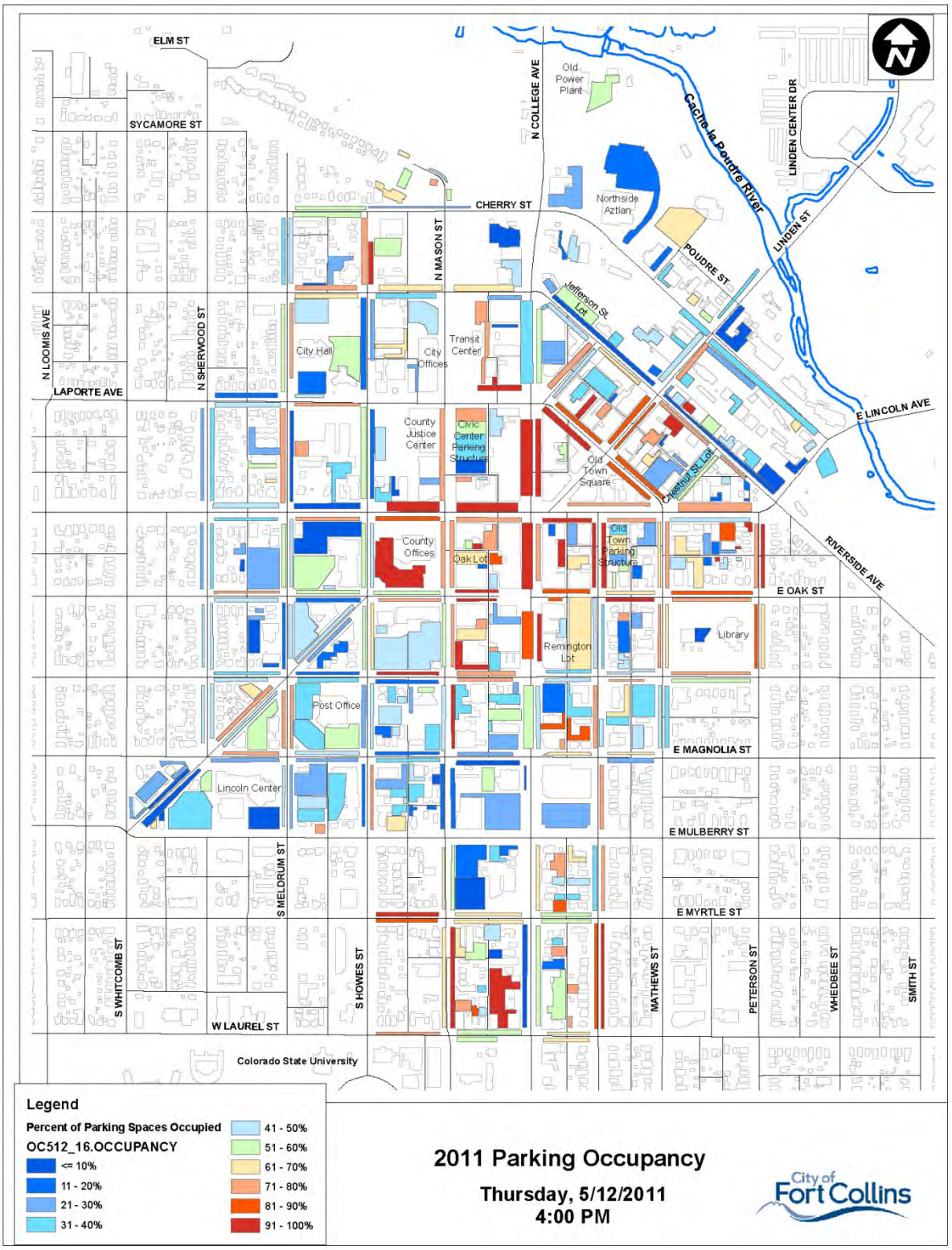


FIGURE A-8: PARKING OCCUPANCY, THURSDAY 5 PM

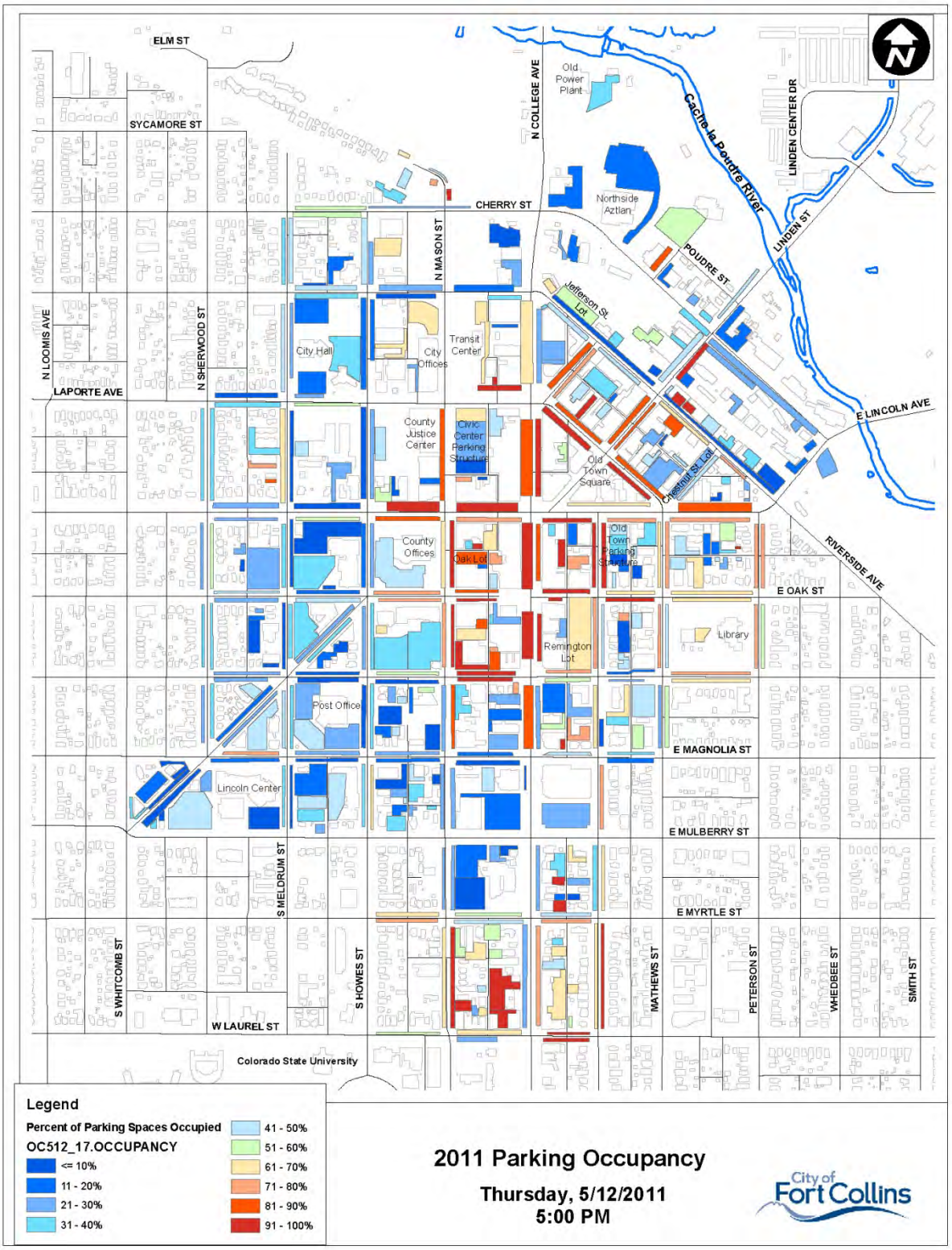


FIGURE A-9: PARKING OCCUPANCY, FRIDAY 5 PM

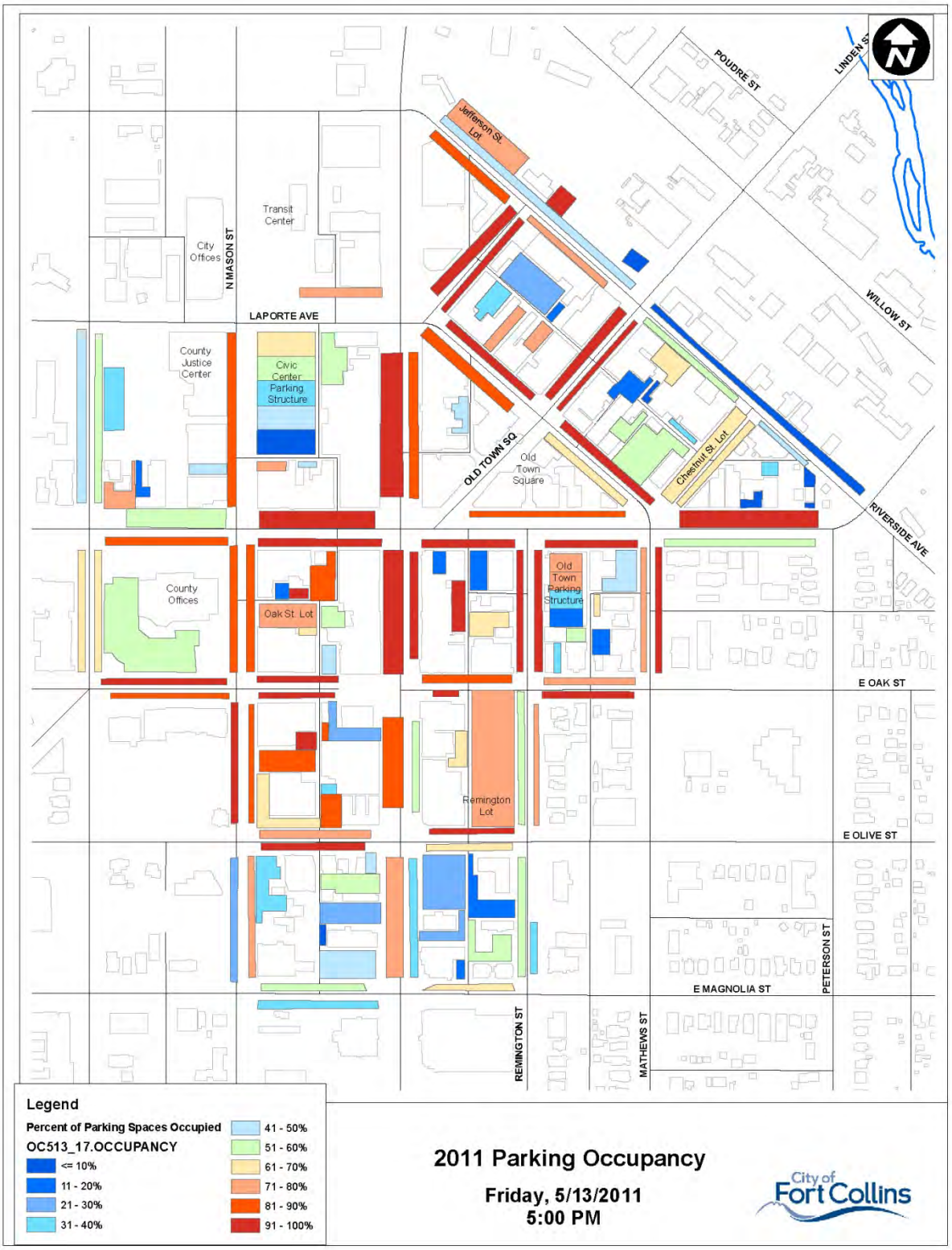


FIGURE A-10: PARKING OCCUPANCY, FRIDAY 6 PM

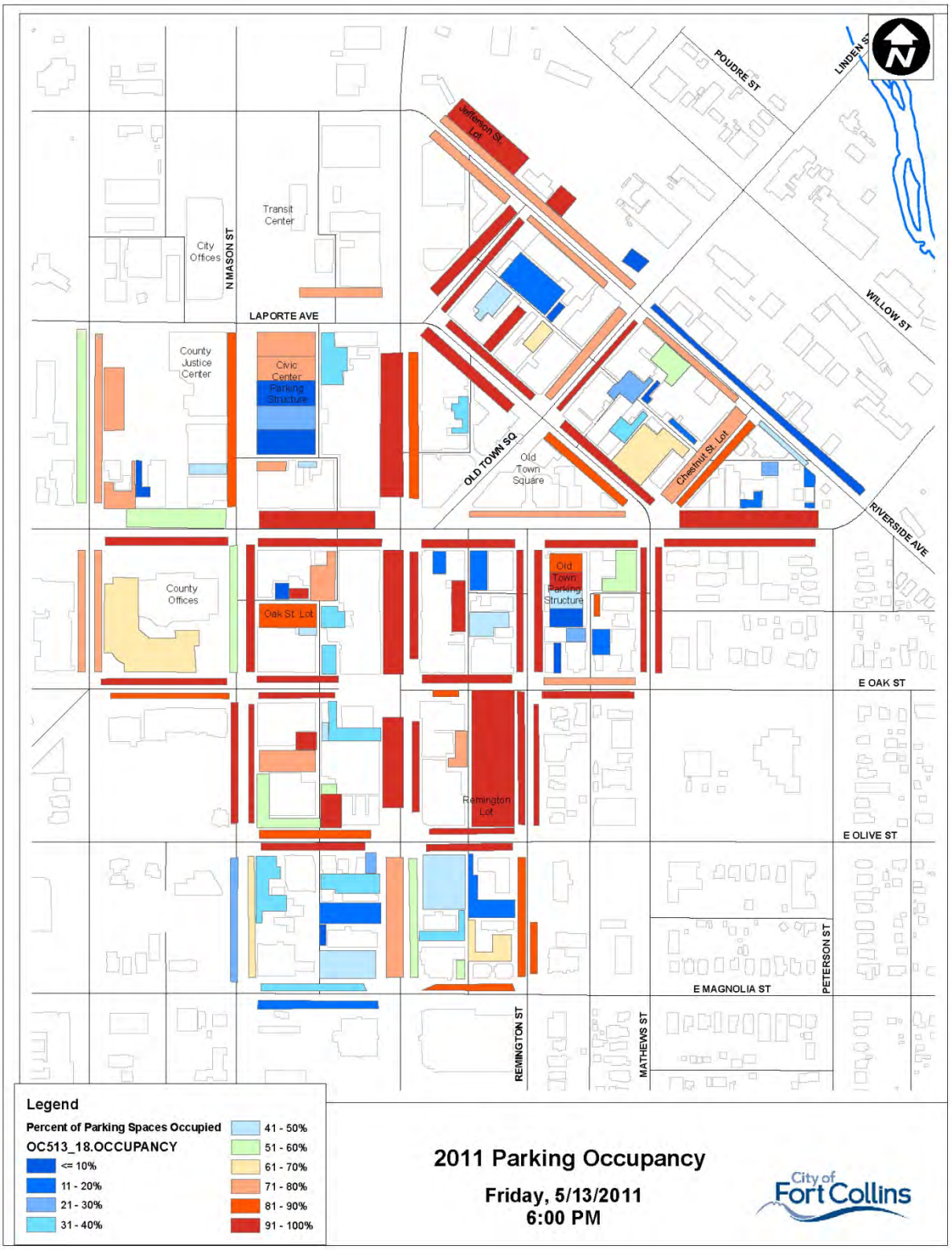


FIGURE A-11: PARKING OCCUPANCY, FRIDAY 7 PM

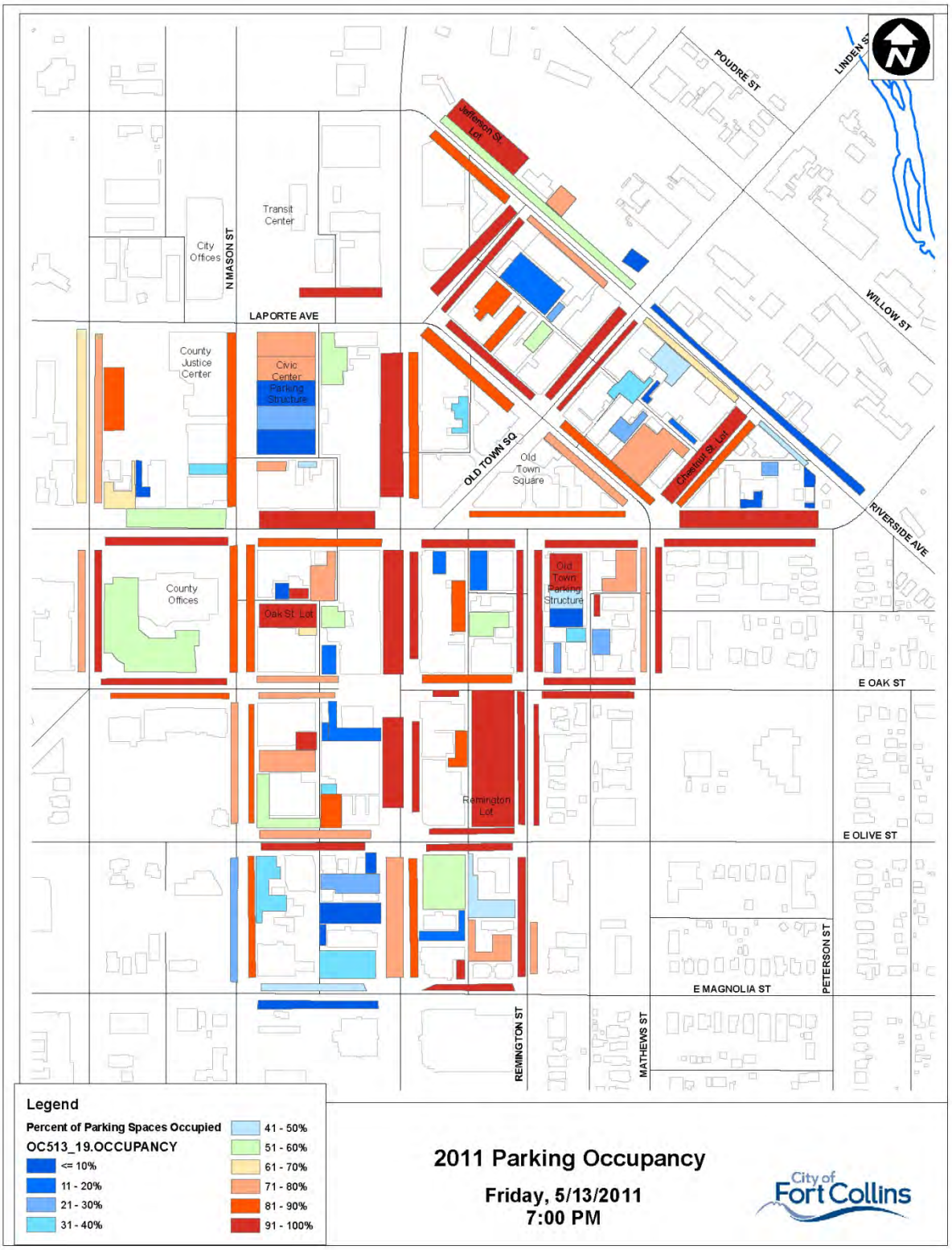


FIGURE A-12: PARKING OCCUPANCY, FRIDAY 8 PM

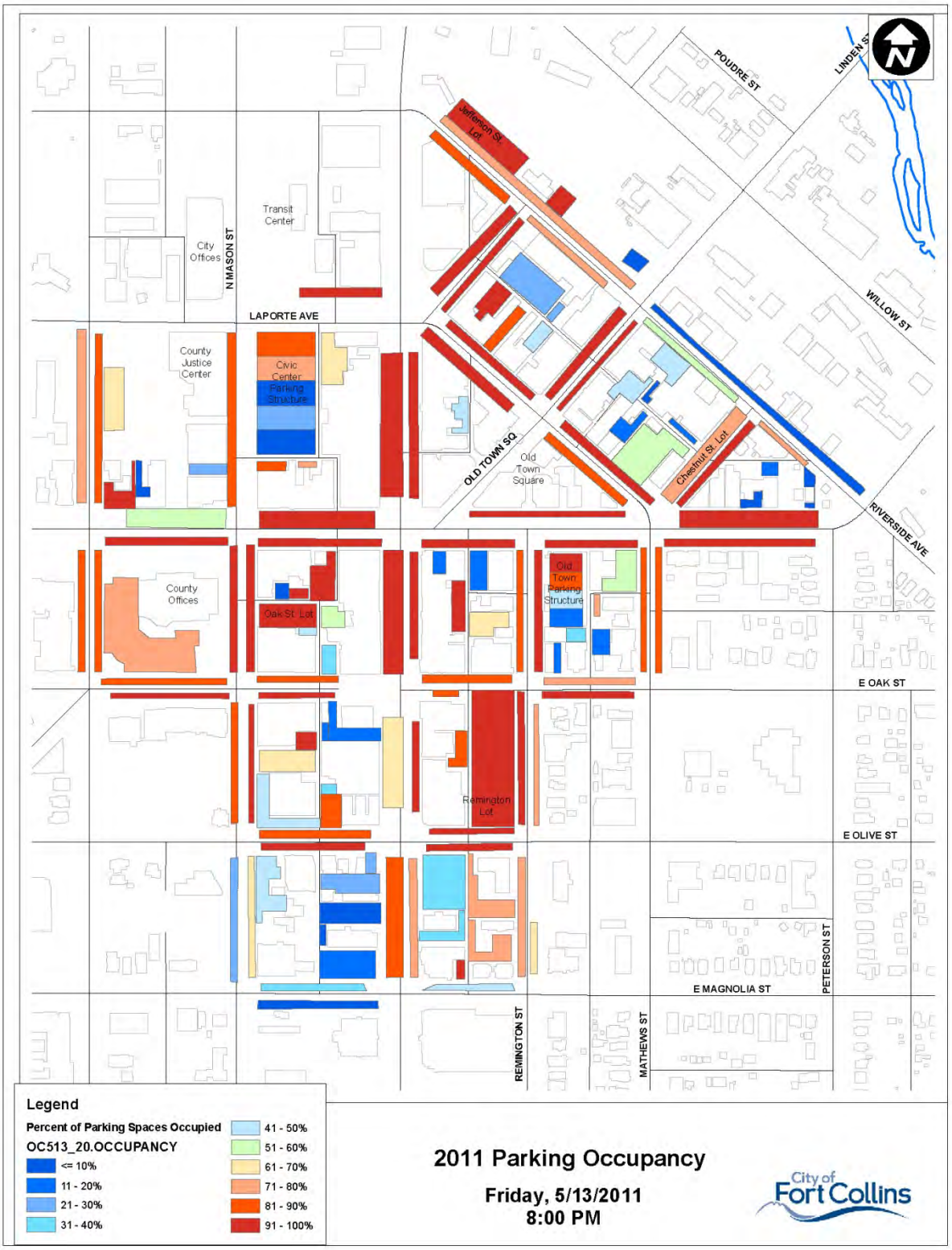


FIGURE A-13: PARKING OCCUPANCY, FRIDAY 9 PM

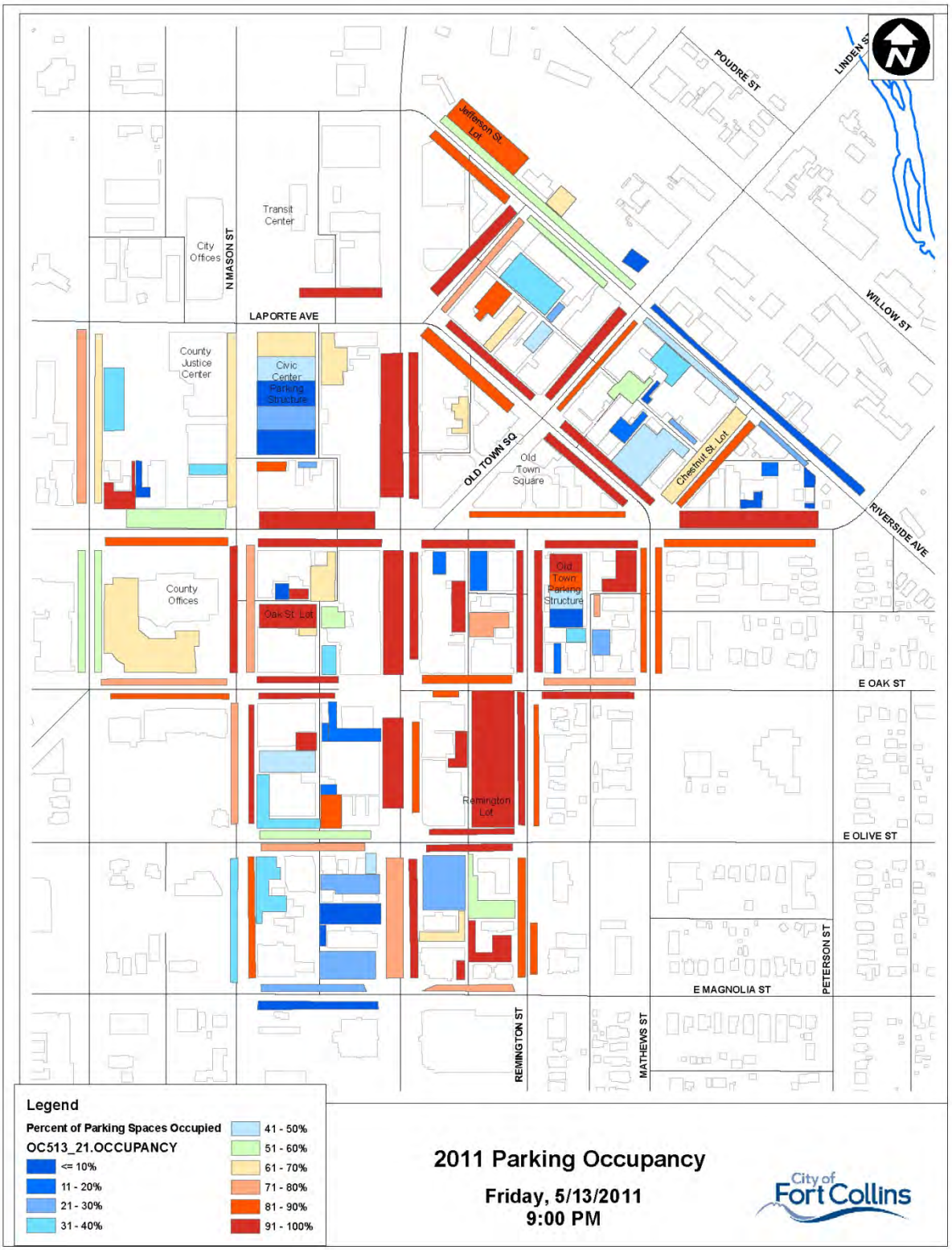


FIGURE A-14: PARKING OCCUPANCY, SATURDAY 12 PM

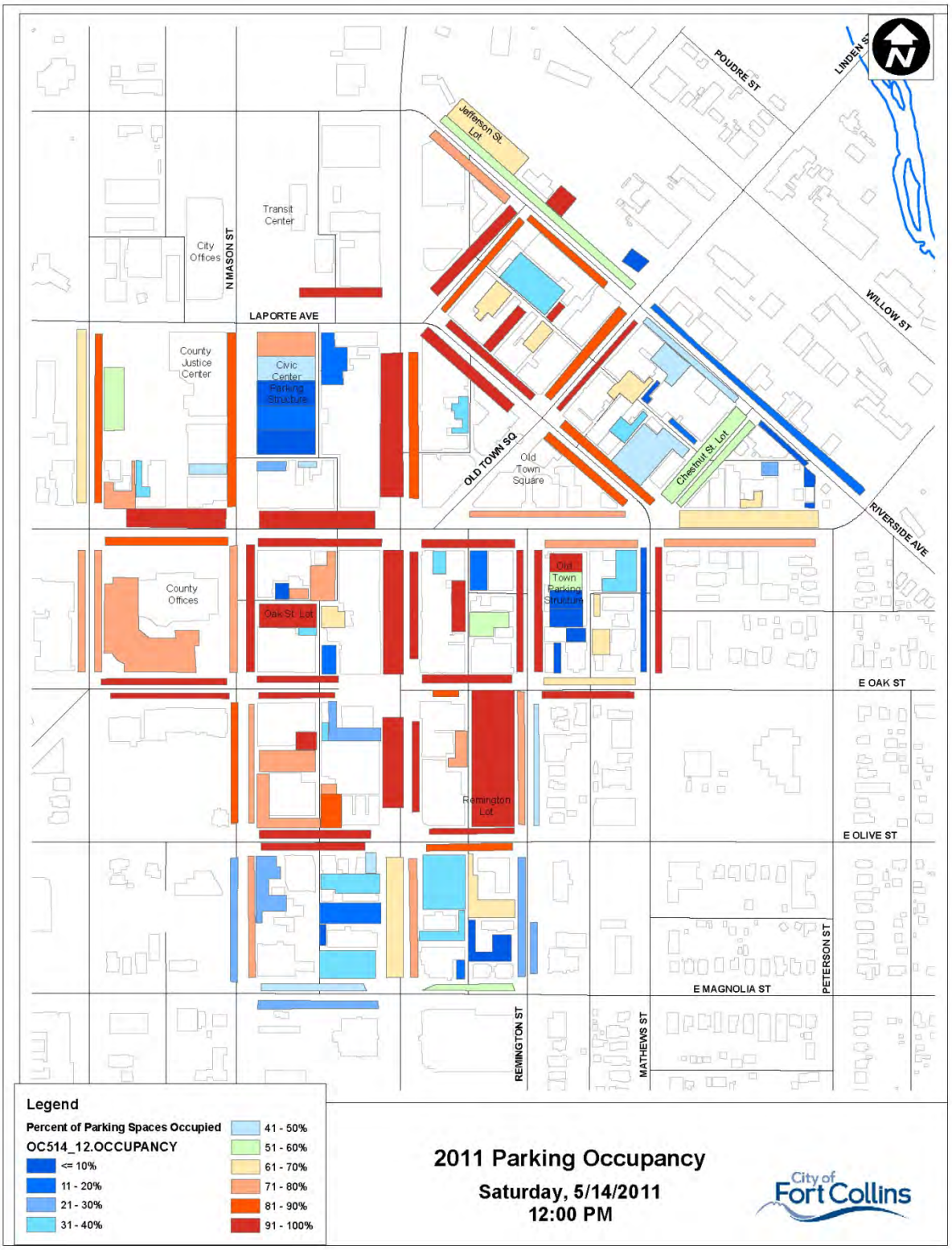


FIGURE A-15: PARKING OCCUPANCY, SATURDAY 1 PM

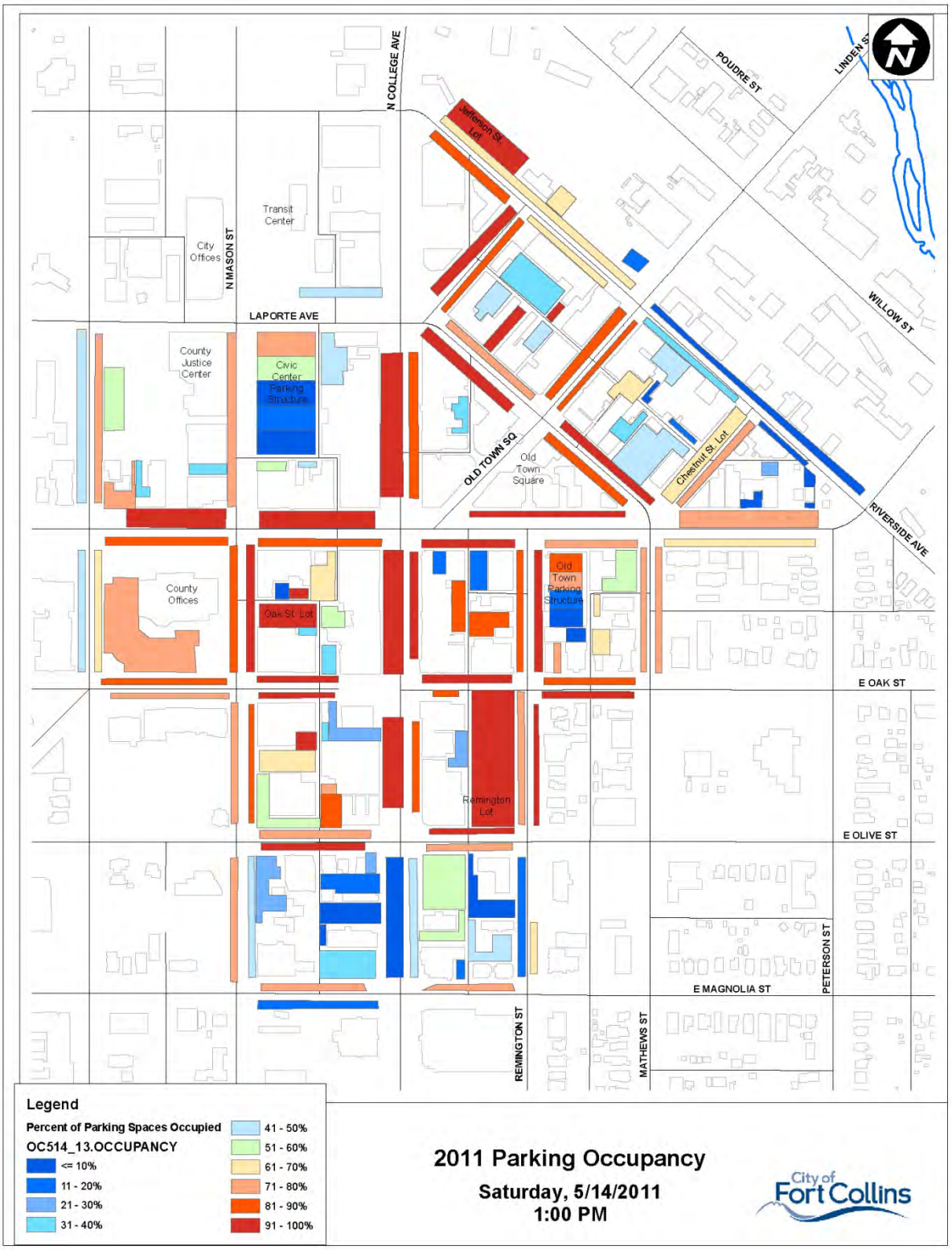


FIGURE A-16: PARKING OCCUPANCY, SATURDAY 2 PM

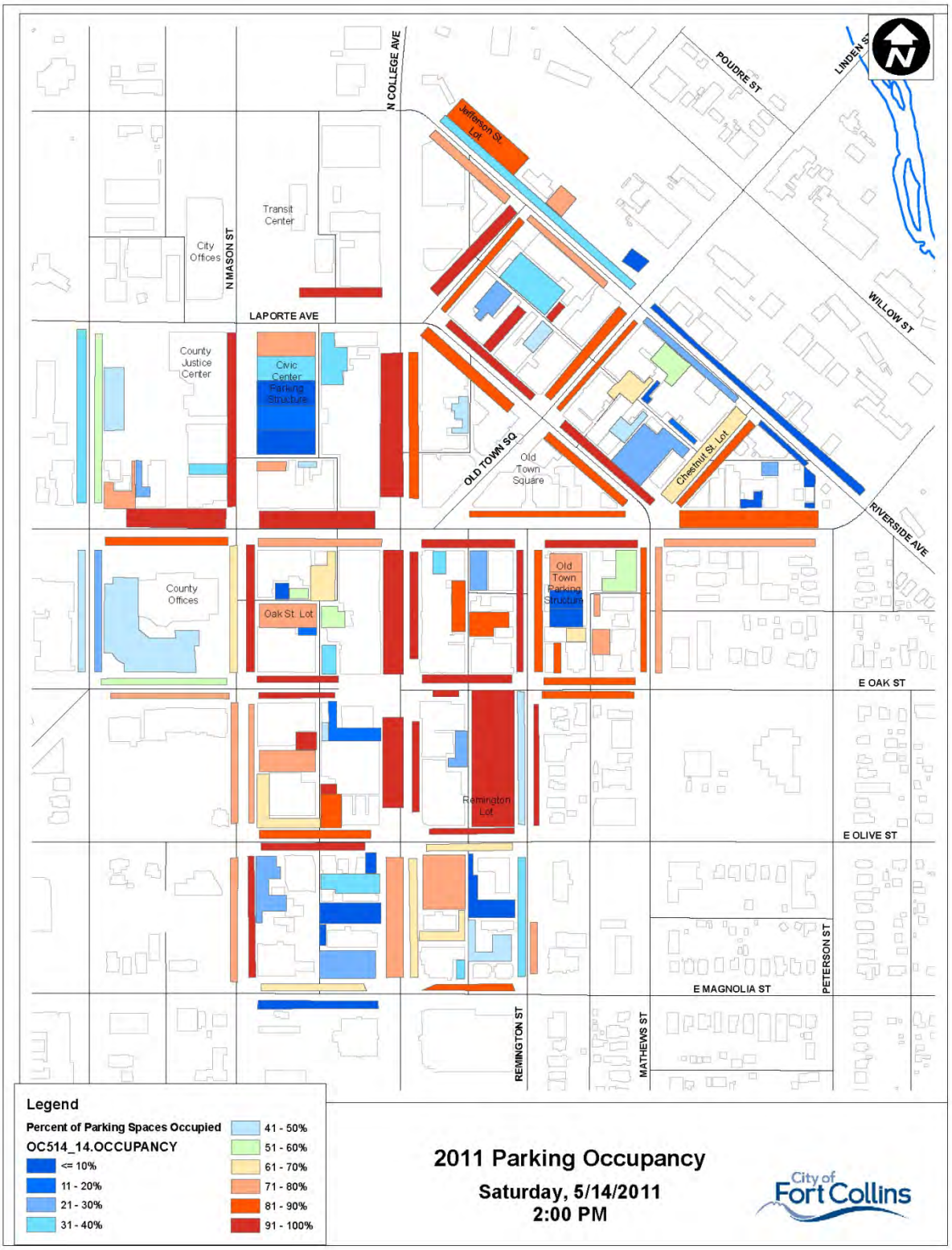


FIGURE A-17: PARKING OCCUPANCY, SATURDAY 3 PM

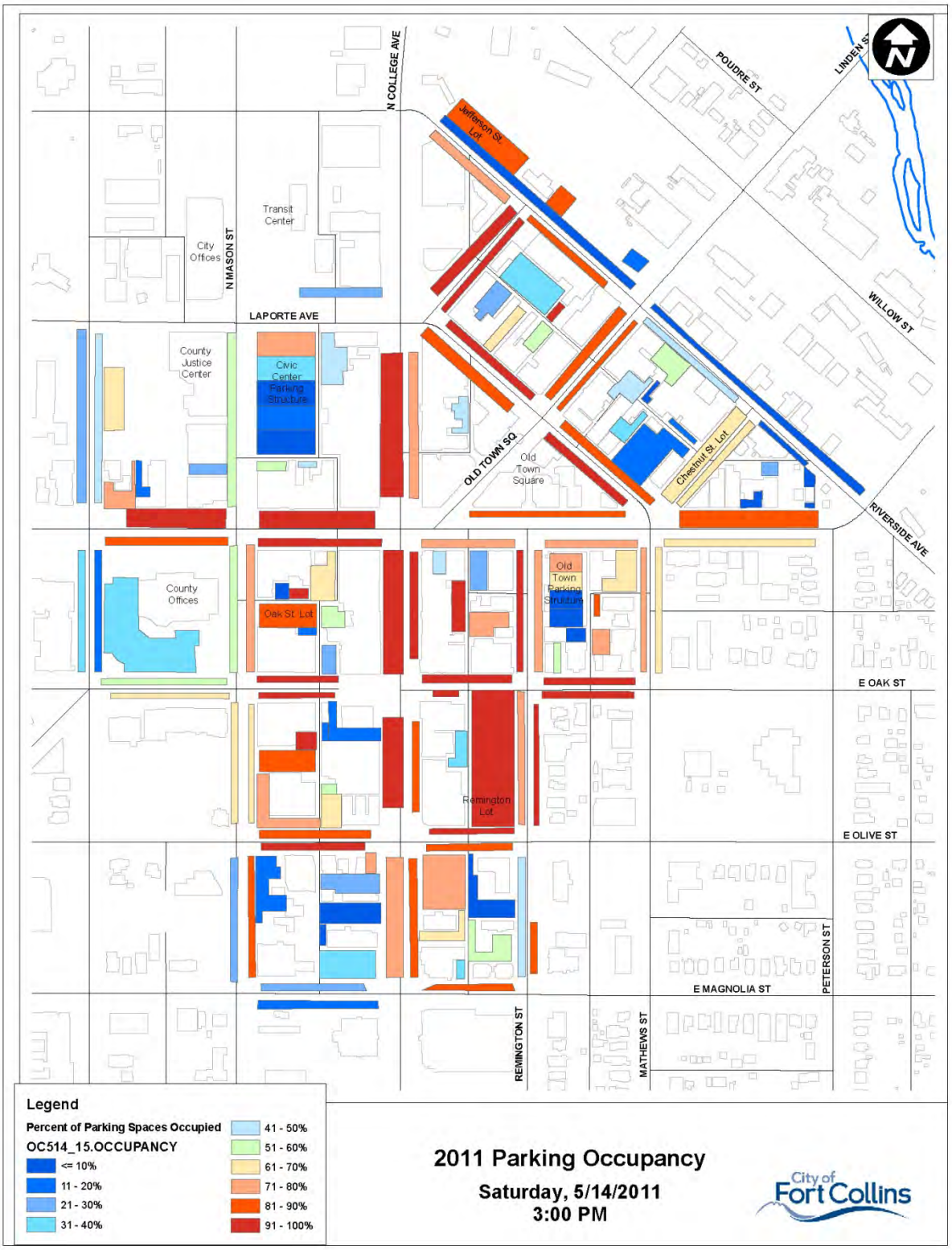


FIGURE A-18: PARKING OCCUPANCY, SATURDAY 4 PM

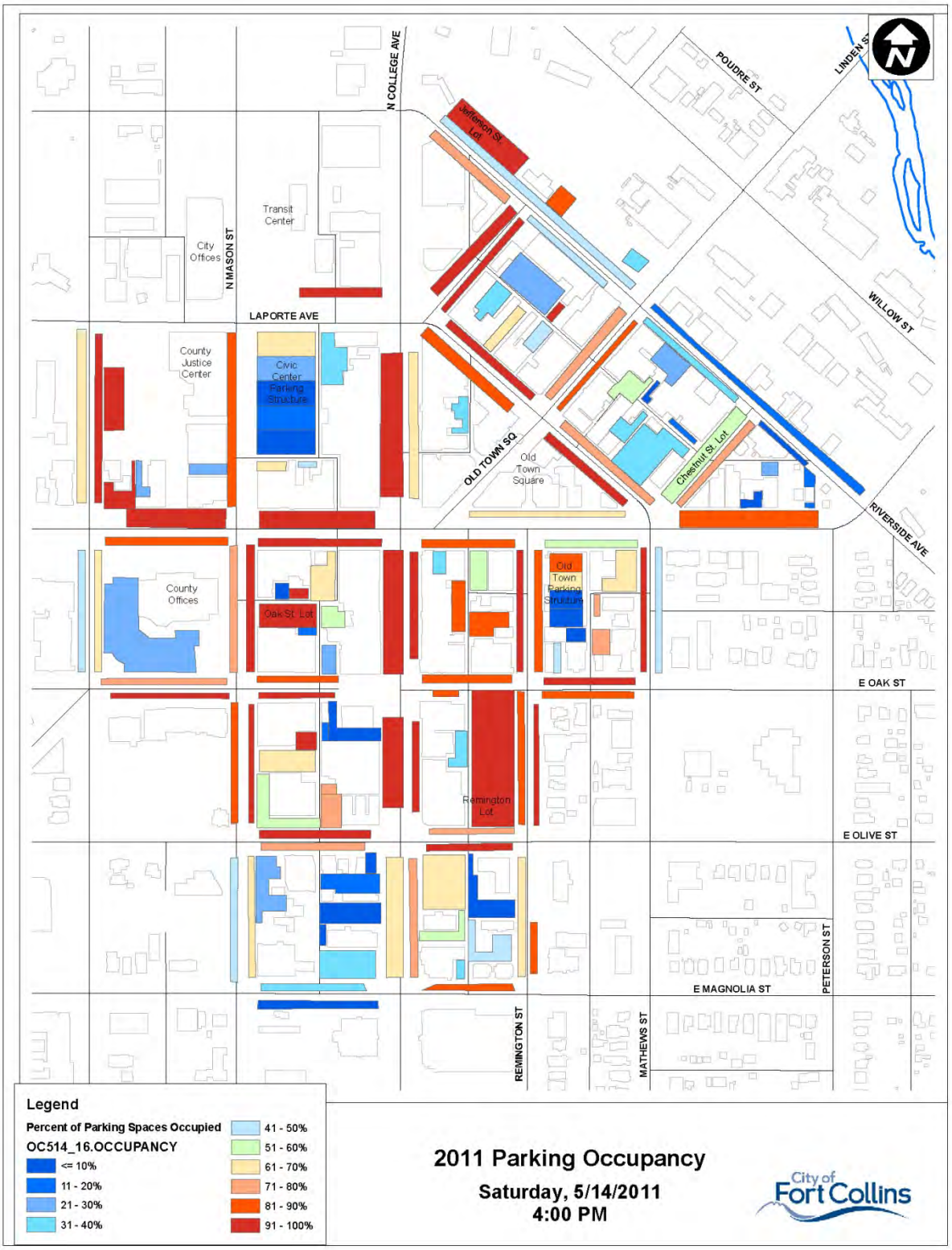
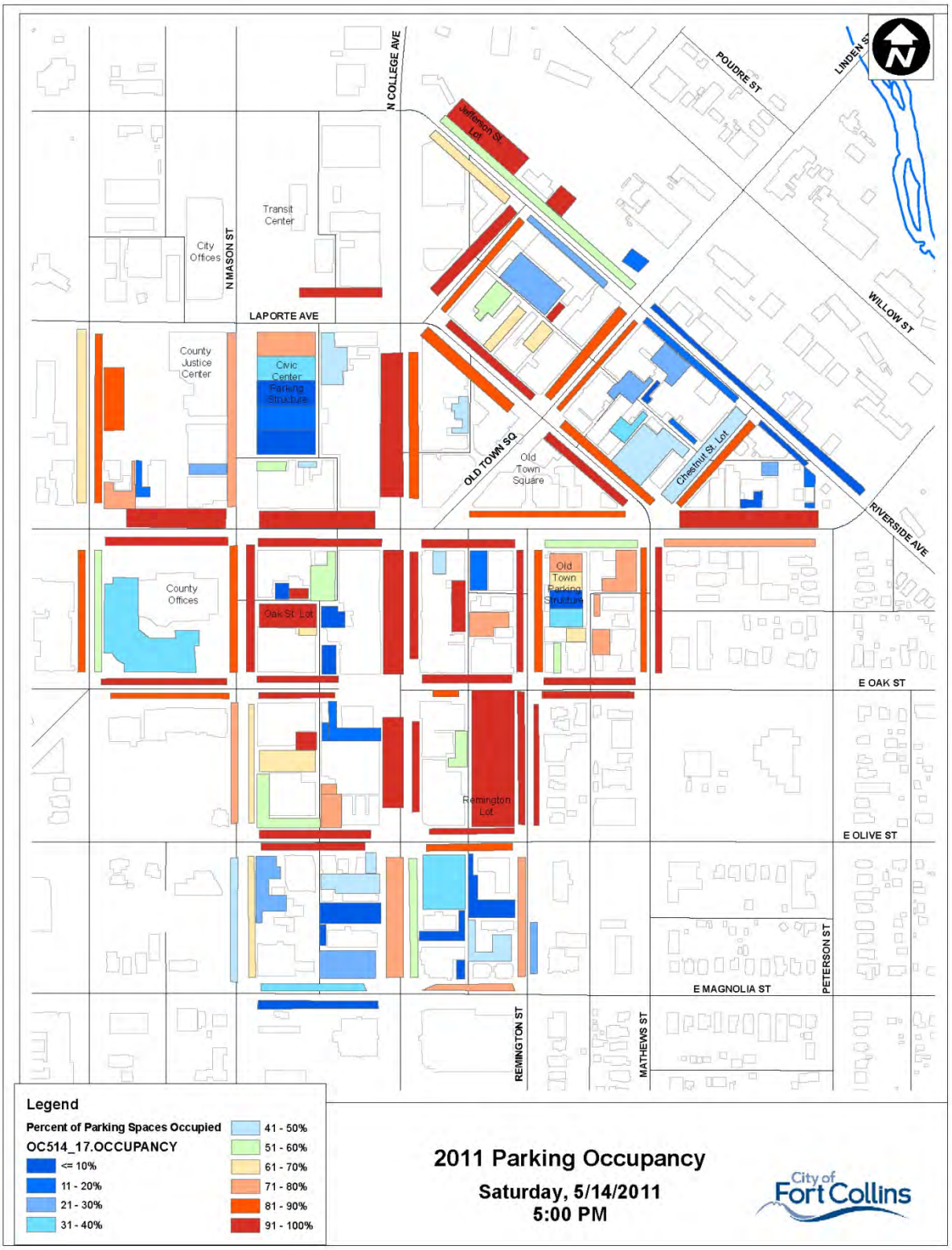


FIGURE A-19: PARKING OCCUPANCY, SATURDAY 5 PM



Parking Turnover and Duration Data

As part of the existing conditions parking analysis, the City of Fort Collins collected parking duration data for five city blocks throughout the study area. These five blocks were selected as representative locations based on their usage patterns and proximity to primary demand generators. Tables are provided for each location showing the average turnover per hour and the average turnover in an 8 hour period. The locations include:

100 SOUTH COLLEGE AVENUE BLOCK

This block is in the heart of Downtown and serves many of the peak period generating uses, including restaurants, nightlife, and boutique retail. Throughout the day, parking occupancy is consistently above 70 percent. There are two-hour time limits on the 100 South College Avenue block faces.

Table A- indicates that vehicles are parked on this block for approximately one hour on both weekends and weekdays. During the weekday, vehicles are parking longest on the western block face with vehicles turning over 0.95 times each hour. During the weekend however, it is the eastern block face that experiences the least turnover with 0.80 turnovers per hour. The table also shows that vehicles are parking for longer durations on the weekends than on the weekdays.

TABLE A-8: TURNOVER DATA FOR 100 BLOCK S. COLLEGE AVE.

		Avg Per Hour	Avg Per 8 Hours	% Change Per Hour*	% Change Per 8 Hours*
West	Weekday	0.95	7.58	15.1%	15.1%
	Weekend	0.82	6.58		
Middle	Weekday	1.05	8.36	-0.1%	-0.1%
	Weekend	1.05	8.37		
East	Weekday	1.28	10.22	59.2%	59.2%
	Weekend	0.80	6.42		
Entire Block	Weekday	1.08	8.64	20.3%	20.3%
	Weekend	0.90	7.18		

* % Change is based on a comparison of weekday and weekend turnover for each block face. This chart is based on 2010 data.
Average Weekday Length of Stay = 55.5
Average Weekend Length of Stay = 66.8

200 WEST MOUNTAIN AVENUE BLOCK

The uses around this block include restaurants, boutique retail, nightlife, and office. Throughout the day, parking occupancy is consistently above 70 percent. There are two-hour time limits along all of the 200 West Mountain Avenue block faces.

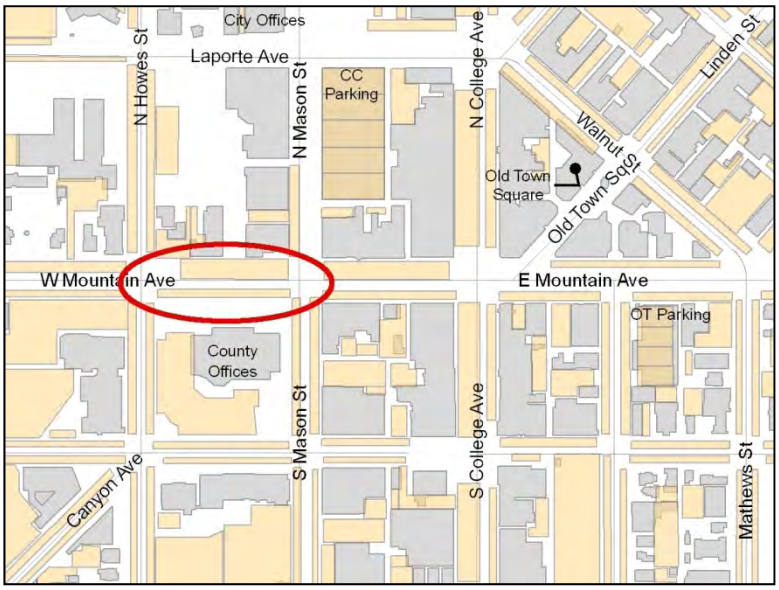


Table A- indicates that vehicles are parked on this block for approximately one hour weekdays and nearly an hour and a half on weekends. During the weekday, vehicles are parking longest on the southern block face with vehicles turning over 0.80 times each hour. During the weekend however, it is the middle block face that experiences the least turnover with 0.49 turnovers per hour. When comparing weekend duration with weekday duration over the 8 hour period, it appears that vehicles are not parking as long during the weekends than they are on the weekdays. However, when making the same comparison over an hourly period, vehicles on average are parking longer during the weekdays than on the weekends.

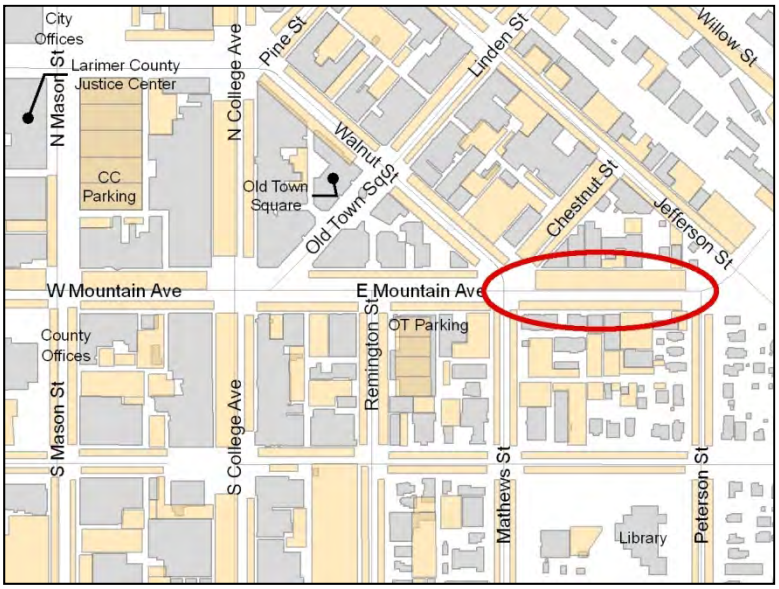
TABLE A-9: TURNOVER DATA FOR 200 BLOCK W. MOUNTAIN AVE.

		Avg Per Hour	Avg Per 8 Hours	% Change Per Hour*	% Change Per 8 Hours*
South	Weekday	0.80	3.55	-35.0%	-67.5%
	Weekend	1.23	10.90		
Middle	Weekday	1.00	4.44	105.9%	2.9%
	Weekend	0.49	4.32		
North	Weekday	0.83	3.67	59.0%	-20.5%
	Weekend	0.52	4.62		
Entire Block	Weekday	0.87	3.86	15.9%	-42.1%
	Weekend	0.75	6.67		

* % Change is based on a comparison of weekday and weekend turnover for each block face.

Average Weekday Length of Stay = 69.0
Average Weekend Length of Stay = 80.0

300 EAST MOUNTAIN AVENUE BLOCK



This block is on the eastern side of the Downtown Core. The uses in this block still produce an above average parking demand, and include office, restaurant, retail, and service uses. Throughout the day, parking occupancy is consistently above 50 percent. There are two-hour time limits on the north and south sides of the 300 East Mountain Avenue block, but no time limits in the middle.

Table A- indicates that vehicles are parked on this block for approximately an hour and a half on weekdays and nearly two and a half hours on weekends. During both the weekday and weekend, vehicles are parking longest on the western block face with vehicles turning over 0.49 times each hour. During the weekend however, it is the middle block face that experiences the least turnover with 0.35 turnovers per hour. When comparing weekend duration with weekday duration over the 8 hour period, it appears that vehicles are not parking as long during the weekends than they are on the weekdays. However, when making the same comparison over an hourly period, vehicles on average are parking substantially longer during the weekdays than on the weekends.

TABLE A-10: TURNOVER DATA FOR 300 BLOCK E. MOUNTAIN AVE.

		Avg Per Hour	Avg Per 8 Hours	% Change Per Hour*	% Change Per 8 Hours*
South	Weekday	0.49	2.17	22.0%	-39.0%
	Weekend	0.40	3.56		
Middle	Weekday	0.25	1.13	43.5%	-28.3%
	Weekend	0.35	3.15		
North	Weekday	0.77	3.42	67.0%	-16.5%
	Weekend	0.46	4.10		
Entire Block	Weekday	0.62	2.74	53.0%	-23.5%
	Weekend	0.40	3.58		

* % Change is based on a comparison of weekday and weekend turnover for each block face.

Average Weekday Length of Stay = 97.4
Average Weekend Length of Stay = 149.0

200 WALNUT STREET BLOCK

This block is north of Old Town Square. The uses in this block include restaurants, boutique retail, and office. Throughout the day, parking occupancy is consistently above 80 percent. There are two-hour time limits on the 200 Walnut Street block faces.

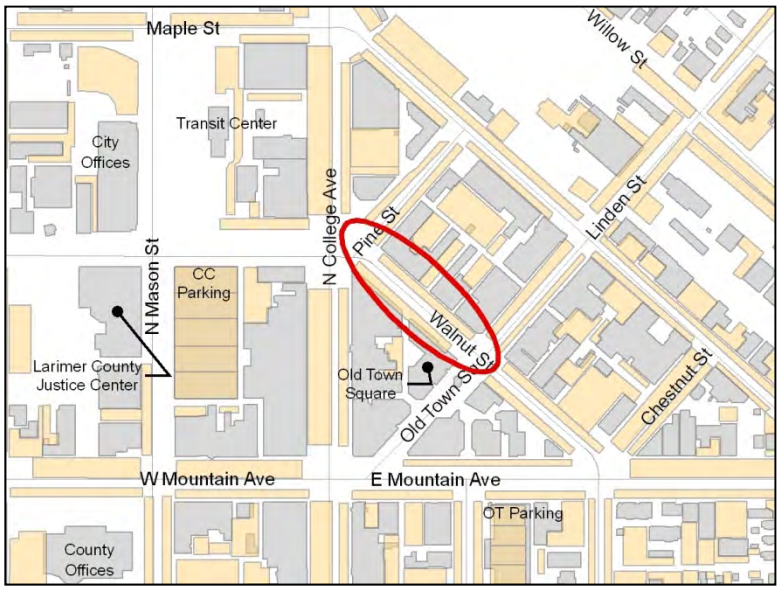


Table A- indicates that vehicles are parked on this block for approximately an hour on weekdays and nearly an hour and a half on weekends. During the weekday, vehicles are parking longest on the northern block face with vehicles turning over 1 time each hour. During the weekend however, it is the southern block face that experiences the least turnover with 0.73 turnovers per hour. When comparing weekend duration with weekday duration over the 8 hour period, it appears that vehicles are not parking as long during the weekends than they are on the weekdays. However, when making the same comparison over an hourly period, vehicles on average are parking substantially longer during the weekdays than on the weekends.

TABLE A-11: TURNOVER DATA FOR 200 BLOCK WALNUT ST.

		Avg Per Hour	Avg Per 8 Hours	% Change Per Hour*	% Change Per 8 Hours*
South	Weekday	1.02	4.54	40.0%	-30.0%
	Weekend	0.73	6.48		
North	Weekday	1.00	4.46	32.0%	-34.0%
	Weekend	0.76	6.76		
Entire Block	Weekday	1.01	4.49	35.4%	-32.3%
	Weekend	0.75	6.63		

* % Change is based on a comparison of weekday and weekend turnover for each block face.

Average Weekday Length of Stay = 59.4
Average Weekend Length of Stay = 80.4

100 MATHEWS STREET BLOCK

This block is the southern leg of the Mathews Street/Walnut Street, and East Mountain Avenue intersection. This block has institutional, office, and service uses adjacent to it. Throughout the day, parking occupancy is consistently above 60 percent. There are no time limits on the 100 Mathews Street block faces.

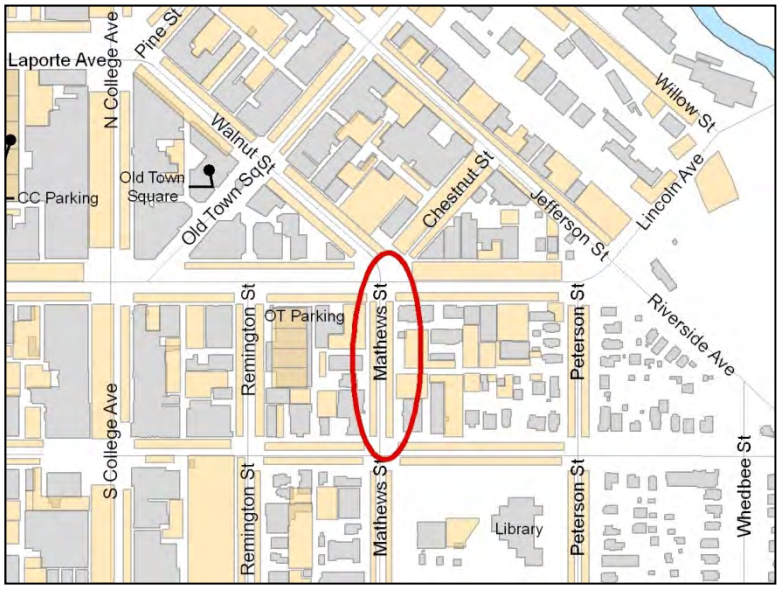


Table A- indicates that vehicles are parked on this block for over three hours on weekdays and over four hours on weekends. During both the weekday and weekend, vehicles are parking longest on the eastern block face with vehicles turning over 0.26 and 0.22 times each hour, respectively. When comparing weekend duration with weekday duration over the 8 hour period, it appears that vehicles are not parking as long during the weekends than they are on the weekdays. However, when making the same comparison over an hourly period, vehicles on average are actually parking longer during the weekdays than on the weekends.

TABLE A-12: TURNOVER DATA FOR 100 BLOCK MATHEWS ST.

		Avg Per Hour	Avg Per 8 Hours	% Change Per Hour*	% Change Per 8 Hours*
West	Weekday	0.28	1.22	13.2%	-43.4%
	Weekend	0.24	2.16		
East	Weekday	0.26	1.16	17.5%	-41.3%
	Weekend	0.22	1.98		
Entire Block	Weekday	0.27	1.20	14.8%	-42.6%
	Weekend	0.23	2.09		

* % Change is based on a comparison of weekday and weekend turnover for each block face.

Average Weekday Length of Stay = 222.6
Average Weekend Length of Stay = 255.6

AVERAGE LENGTHS OF STAY FOR ALL FIVE BLOCKS

Table A- shows the combined average lengths of stay for the five blocks studied.

TABLE A-13: COMBINED AVERAGE LENGTHS OF STAY FOR FIVE BLOCKS STUDIED

	Average Length of Stay (Minutes)	Average Length of Stay (Hours)	% Change*
Weekday	100.8	1.7	-0.2%
Weekend	126.4	2.1	

% Change is based on a comparison of weekday and weekend turnover for each block face.

Appendix B: Parking Demand Model Assumptions

This section provides information on the inputs used in Kimley-Horn's Park+ parking demand model.

TABLE B-1: EXISTING DOWNTOWN LAND USES

Land Use	Non-Residential Square Footage	Percent
Automotive	36,474	1.1%
Eating/Drinking	354,720	10.3%
Government	667,003	19.3%
Industrial/Warehouse	135,391	3.9%
Office/Financial	1,005,348	29.1%
Parking Structure	418,500	12.1%
Recreation/Entertainment	208,503	6.0%
Retail	319,612	9.3%
Service	116,778	3.4%
Social/Religious	109,268	3.2%
Other	78,209	2.3%
Total Occupied Non-Residential	3,449,806	93.5%
Vacant	238,698	6.5%
Total All Non-Residential	3,688,504	100.0%
Residential Uses - Housing Units	1,024	

Sources: Larimer County Assessor Records, and limited field verification.

TABLE B-2: FUTURE LAND USES, 10-YEAR HORIZON

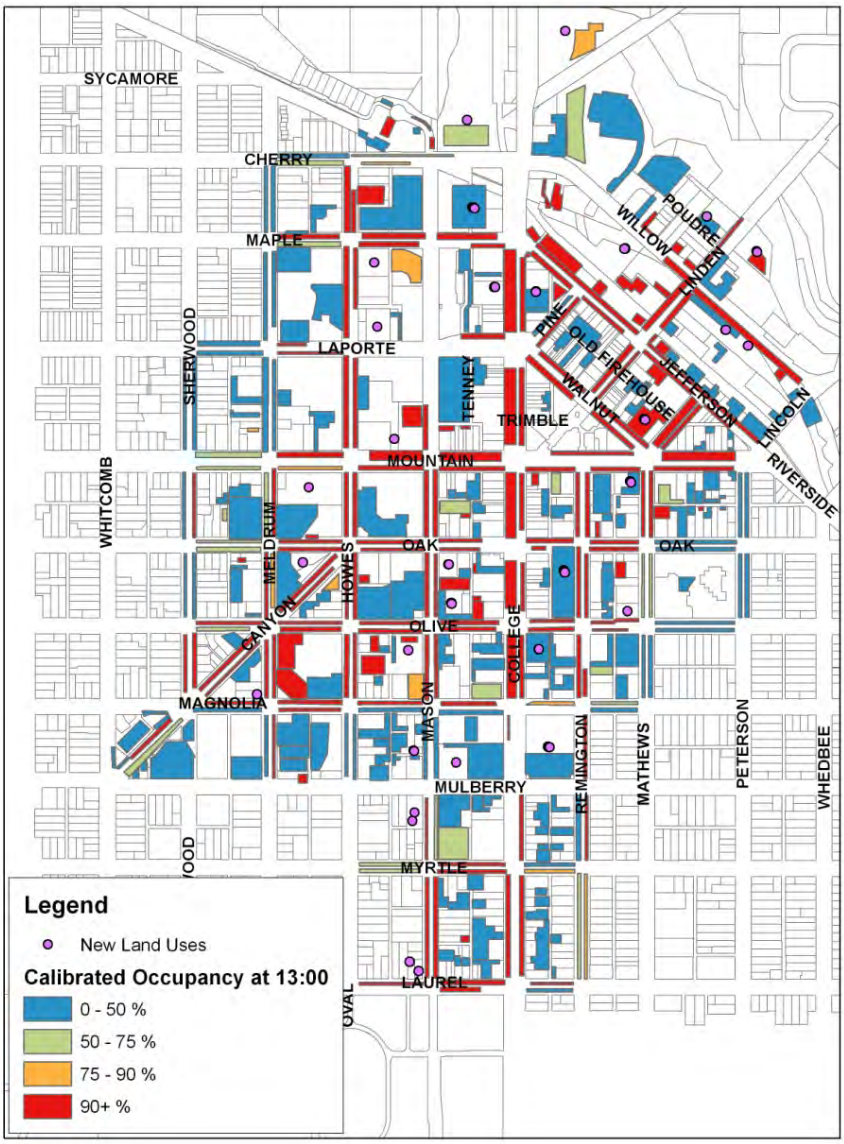
Land Use	Value
Apartments	959 housing units
Condominiums	350 housing units
General Retail	162,000 square feet
Government Office	30,000 square feet
Hotel	150 rooms
Laboratory (CSU Engines Lab)	65,000 square feet
Museum (Discovery Science Center)	43,100 square feet
Office	521,000 square feet
Performing Arts Theater	800 seats
Restaurant	8,000 square feet

Sources: Existing development proposals and construction projects, Mason Corridor Economic Analysis, *City Plan* assumptions, and communications with Downtown stakeholders.

TABLE B-3: MODEL ASSUMPTIONS

Assumption	Baseline	10-Year Growth
Walking Tolerance	800 feet (Level of Service "B" as described on page 53)	800 feet (Level of Service "B" as described on page 53)
Mode Split	13% bicycling, 1% transit, 2% walking	13% bicycling, 5% transit, 2% walking
Parking Infrastructure	Existing in 2011	New public parking in lots at Discovery Science Center, west of Northside Aztlan, Remington parking structure, and on Block 23.

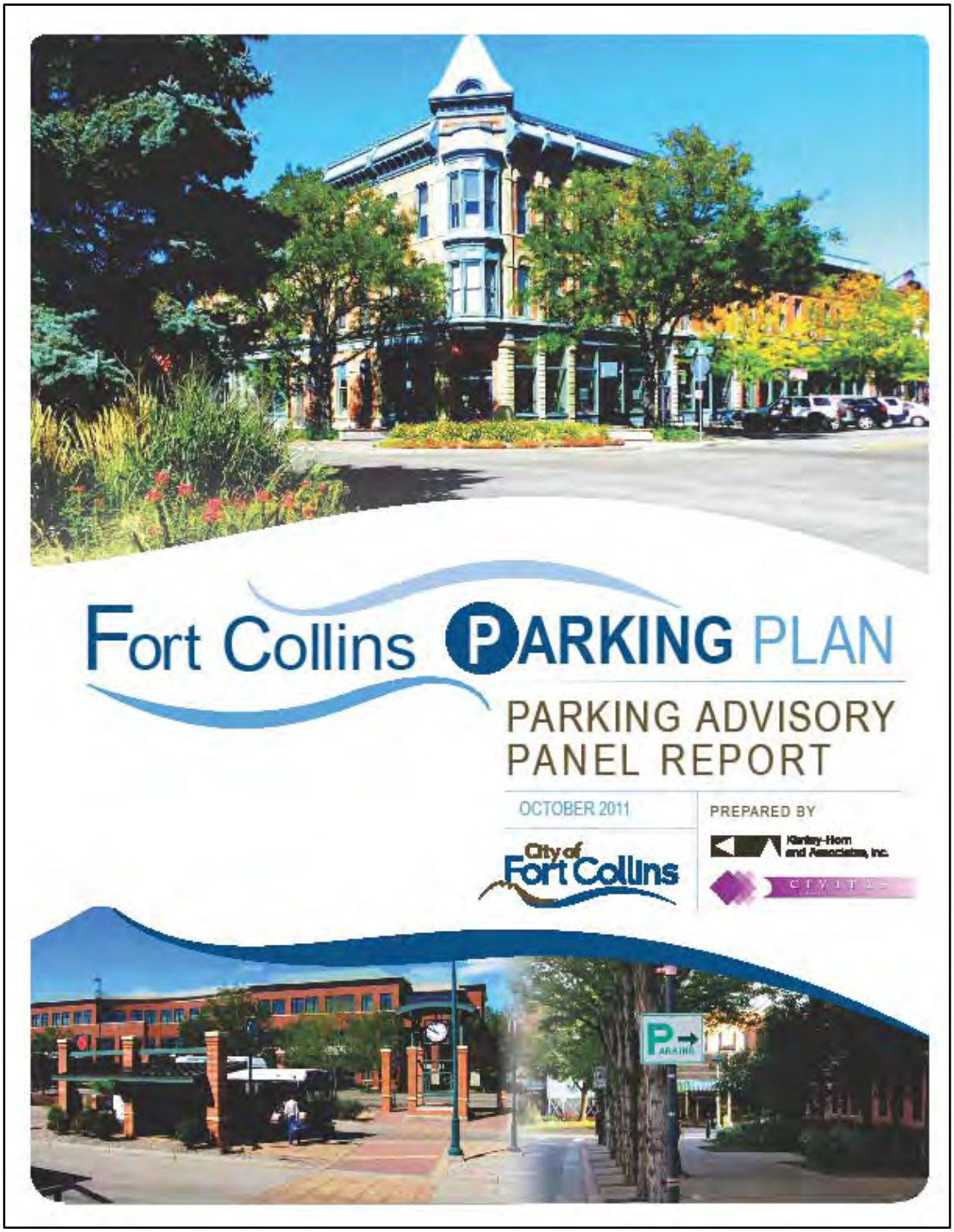
FIGURE B-1: FUTURE PARKING DEMAND - 10-YEAR HORIZON



Source: Park+ Parking Demand Model, August 1, 2012.

Appendix C: Expert Advisory Panel Report

Written by: Kimley-Horn and Associates, Inc.



Introduction

Many people who live in The City of Fort Collins consider it a "magical" city; and the panelists who came to town to advise the City on downtown parking quickly came to understand why. Few cities of this size have a downtown as attractive, human scale, pedestrian-friendly and lively as Fort Collins does. Few cities have the climate and the spectacular backdrop of the mountains. The presence of a major university nestled along the southern edge of downtown brings a sense of youth and vitality to the whole city. And the bikes! Everywhere you look, you see bicycles, either being ridden or parked on sidewalks and in special on-street parking places.

Fort Collins shows up on more "best of" lists than practically any other city. Not only do local residents appreciate what they have, it seems the outside world long ago discovered the spectacular quality of life that Fort Collins' residents enjoy.

Of course, like most good things, perfection is never quite achieved. As the City Manager is fond of saying, "Fort Collins needs to go from good to great." Managing the downtown parking system is one aspect of community life that many see as an opportunity to go from good to great. That challenge was given to the Parking Advisory Panel.

Preparing Panelists for the Process

The Parking Advisory Panel was co-facilitated by David Feehan, Civitas Consultants, and Dennis Burns, Kimley-Horn and Associates, Inc. The panelists were Eric Anderson, Tacoma, Washington; Anne Guest, Missoula, Montana; Vanessa Rogers, Cedar Rapids, Iowa; and Molly Winter, Boulder, Colorado. (Complete bios are included in the appendices, as is a document outlining the panel process and schedule.) Each of the panelists came from cities that had achieved parking excellence in one way or another; and each brought a unique set of experiences and knowledge to Fort Collins.

Panelists were provided with an extensive packet of background information, and they toured the downtown and parking facilities as well as the Colorado State University (CSU) campus and surrounding neighborhoods before the formal panel process got underway.

The Advisory Panel is part of a larger project initiated by the City of Fort Collins, which engaged Kimley-Horn to develop a strategic parking plan; and, as part of the Plan, to create a new "parking demand model"—a tool that can be used well into the future to forecast and plan for parking needs in and around the downtown.

The Charge to the Parking Advisory Panel

It was clear from the outset that the downtown parking system is well-managed and, given existing constraints, providing the City and the community with safe, clean, and well maintained parking options. It also became clear that, in addition to specific questions posed by City staff, a major question emerged: *Given changes in the economy, in local and regional demographics, in lifestyle choices, and especially in areas around the borders of downtown (CSU, the new Fort Collins Museum and Discovery Science Center, and Otterbox, in particular), how can the City and the downtown parking system respond to and provide for anticipated parking demand?*

City staff members who manage and plan for public parking are grappling with a number of specific issues:

- How to accommodate the varying needs of different customers—downtown visitors, employees, and residents—in ways that best serve each segment of downtown users
- How to ensure that these various user groups know about and utilize parking that is most appropriate for their use and that each group does not diminish parking opportunities for other groups (e.g., downtown employees parking in high-value, on-street spaces more appropriate for shoppers and diners)
- How to pay for the costs of managing, maintaining, and funding future public parking system development
- How to resolve conflicts as more downtown visitors and employees park in adjoining neighborhoods
- How to take advantage of the high utilization of bicycles as an alternative to automobiles and further reinforce a balanced parking and transportation solution
- How to anticipate and maximize the community benefits of investment in new transportation options and technologies, such as the Bus Rapid Transit (BRT) line on the Mason Corridor and new technologically advanced parking management tools
- What policy level decisions are needed to best position the City in leveraging the potential benefits of transit oriented development along the Mason corridor. What role might parking play as a tool for community and economic development
- How to create vertical integration of parking functions either within a City departmental structure or in an entity like a parking authority

Given these questions, the Parking Advisory Panel purpose was defined as:

- Examining and assessing current parking issues in downtown Fort Collins
- Discussing and comparing best practices and successful parking strategies employed by other cities, particularly with regard to downtown(office, tourism, residential, and retail development
- Identifying opportunities for new parking and transportation program initiatives that will promote and support larger community strategic and economic development goals

- Developing a framework action plan from the findings and recommendations of the Panel contributing to a strategic and sustainable parking plan built on a "triple bottom-line approach".

The Parking Advisory Panel reviewed numerous documents before they arrived on site, toured downtown including all of the public parking structures, the CSU campus, and adjoining neighborhoods, and met with dozens of local stakeholders—business and property owners, City elected officials, managers and employees, downtown and neighborhood residents, and other downtown users—and arrived at a number of recommendations. This report outlines those recommendations and provides additional observations and analysis. It is intended as a way of capturing both the quantity and quality of public input, and the invaluable wisdom and insights of the panel members.

The report begins with a description of the qualities that framed our recommendations, a summary of those recommendations, as well as observations and findings of the panel. We conclude with a brief summary and appendices.

Qualities by which we measured each recommendation:

- **Comprehensive—**does the recommendation focus on the "big picture?" Will the ultimate parking plan be considered holistic and comprehensive in its scope (not a fragmented approach)?
- **Strategic—**is the recommendation geared to longer-range outcomes and not just a tactical or "Band-Aid" approach?
- **Common sense—**is the recommendation one that makes sense to the average user; and it is understandable by that user?
- **Data Driven—**is the recommendation based on reliable and applicable empirical evidence? Are there systems in place for on-going performance monitoring and benchmarking?
- **Motivating—**does the recommendation inspire action sufficiently so it overcomes natural inertia? Does the overall plan contribute to meaningful outcomes that the community can support?
- **Community and Self Interest—**it is at the nexus of community and self interest that major changes can occur; does the recommendation meet this test?
- **Triple Bottom-Line:** Social, Economic, and Environmental—given the City's commitment to a "triple bottom-line" approach, does the recommendation address all three elements?
- **Accountable—**transparency and accountability are important, even vital, in all aspects of governance; does the recommendation propose an action or program that has built-in accountability?
- **Implementable—**can the recommendation meet the test of public acceptance, and are funding, technology, and other requirements available?

Recommendations

#1: POLICIES AND REGULATIONS

a. **Develop parking policies to support economic development and neighborhood livability.** Panelists heard two consistent themes from local residents and downtown stakeholders. One, economic development and the jobs that result from economic development are crucial to the future of Fort Collins; and two, the City can only maintain its high quality of life and "magical" identity if it maintains and enhances its neighborhoods. Neighborhoods around downtown are now coming under increased pressure from growth in commercial uses in the "transition zone" on the border of downtown, and from the growing presence of CSU to the south of downtown. Furthermore, the need for affordable, multi-family housing in these adjoining neighborhoods is increasing in density and is exacerbating neighborhood parking issues.

b. **Reevaluate parking requirements and regulations for new development.** Currently, developers are not required to provide parking. But as new development continues in both the core and periphery of downtown, the City does not have sufficient financial tools or revenue streams to address the needs of these developments. Developers, on the other hand, realize that the cost of constructing structured parking can make downtown projects less competitive. Public-private partnerships are one way to address the parking needs of new development. Other potential options include a combination of parking minimums and parking maximums (currently the City only has parking maximums), some version of a parking "fee-in-lieu" policy that could give developers the option of building parking as part of their development plans, or they could contribute a fee in lieu of building parking that would go into a parking development fund managed by the City for future parking infrastructure development. Parking and transportation demand reduction strategies should also be thoroughly explored.

c. **Encourage interdepartmental coordination to support parking planning and parking policy development.** The panel recognized the efforts of the City Manager, the Parking Services Manager, and others within the City government structure, to reduce the "silos"— the tendency within large public and private organizations to communicate with and work with only those within a particular department—but panelists heard from several people both inside and outside city government that silos continue to exist and impede creative solutions to parking problems.

d. **Develop parking strategies for the Mason Corridor, the downtown transition area, and development opportunities in the northern downtown gateway and River District.** Panelists strongly believe that the opportunities and challenges around the edges of downtown are going to accelerate and the City needs to develop effective strategies and policies for these areas now. Businesses like Otterbox will locate in and near downtown

only if parking and transportation options meet their needs. The Mason Corridor offers opportunities to help solve transition area access needs and could generate a significant amount of transit-oriented development. One significant issue related to these strategic transit-oriented development opportunities is the recognition that structured parking will be needed to support the development densities required to achieve the full potential of these opportunities. However, the financial realities of structured parking will likely limit the development densities desired by the City as the developers may well opt for smaller, less dense development plans that can be supported by surface parking. This approach would mean lesser development options might be proposed that could potentially squander opportunities for true transit-oriented development for 50 years or more. A public-private parking investment strategy that could leverage tax increment financing resources, combined with density bonuses and other inducements, could incentivize the desired types of development and help the City realize the full potential of the investments being made along the Mason Corridor. Likewise, the northern downtown gateway and River District could see new mixed-use development in the near future. However, these opportunities could be lost if the City is not prepared to solve immediate and mid-term parking problems.

#2: ORGANIZATION AND FUNDING

a. **Create a parking organization with a governance board composed of downtown public and private stakeholders.** One of the trends panelists have observed in many cities is a trend toward involving private sector representatives in managing downtown parking. This trend has benefits for both the City and downtown stakeholders. The City benefits from the information, experience and wisdom of business leaders, and at the same time, develops a "support group" that can communicate with other business owners and residents. Private sector representatives on a governance board have a vehicle for communicating ideas and concerns, and also have a greater sense of ownership in a system that is vital to their needs.

i. Other parking management organizational models are also emerging around the country that could help the City achieve other stated goals such as sustainability. Incorporating the governance board concept noted above, parking could be organized into a "parking and transportation eco-district model." This approach provides all the benefits of a vertically integrated parking program (centralized management of all aspects of parking, with all parking related revenues going into a dedicated enterprise fund), combined with greater community involvement through a public/private governance board; it also adds sustainability as a key guiding principle or lens through which all operational and strategic decisions are considered. This organizational change can provide a shift in attitude and an approach that will change the way parking is viewed and can be an effective way of achieving the "triple bottom-line" approach (social, economic, and environmental sustainability) to parking management.

b. **Establish an enterprise fund for parking.** One of the more obvious, yet largely unappreciated, truths in the field of parking is that parking is never free—it costs money to acquire land, build structures, and provide ongoing maintenance and management. The same applies to on-street parking. Experience has shown that cities with dedicated enterprise funds that capture all parking-related revenues—from garage revenue and neighborhood permit programs to meter and enforcement revenue—are able to provide the quality, service, and safety that users demand, while also setting aside funds for maintenance reserves and future infrastructure development. Without a secure and segregated enterprise fund, the City's general fund becomes the repository for parking revenues, as well as the main, and often only, funding source that officials turn to when parking revenues are not meeting parking needs. Parking has the potential, over time, to become a self-supporting fund supported by user fees.

c. **Utilize existing and create additional dedicated funding sources for parking infrastructure development.** As the panel noted frequently during the analysis and evaluation process, parking is not free. The panel believes that surface lots are not the long-term answer to meeting increased parking demand in downtown, and that current revenues from parking alone cannot support the construction of new parking facilities. Judicious use of current revenues combined with new, dedicated sources will be needed. TIF districts, parking development in-lieu fees, special assessment districts, and installation of paid on-street parking are some possible ways of creating new revenue.

#3: BUSINESS AND COMMUNITY INTEGRATION

a. **Evaluate pros and cons of a residential parking permit zone program.** Two of the panelists have considerable experience with residential parking permit programs that work well. Well-managed permit programs generally accomplish the intended purpose—keeping on-street parking available for local residents, while also leveraging these resources for other users during mid-day timeframes. However, in some towns these programs have run into opposition from those who do not think they should have to pay anything to park in front of their house or apartment. Handling issues like visitors and parties can be problematic. However, the panel recommended that the City, in coordination with adjoining neighborhood residents and groups, seriously examine a permit program, particularly on the southern and western borders of downtown.

b. **Initiate public-private partnerships for parking.** Today, the cost of constructing a single parking space in a parking structure can run anywhere from $25,000 per space to more than $50,000. Managing and maintaining that single space can easily cost $500 per year. In the context of downtown Fort Collins, a single

space would need to generate $200-$300 per month to pay for construction and management. This is well above what current parking rates can support. One way of bringing costs and revenues more in line is through public/private partnerships or PPPs, as they are commonly known. If both the public sector and private sector can share the cost of construction, operating costs can be more in line with local market realities.

c. **Work with CSU and other large employers on neighborhood parking impacts.** Specific comments were heard from people who participated in the panel that students, and perhaps faculty and staff, were parking in neighborhoods close to the campus. Employees of downtown companies and organizations are also seen parking in these close-in neighborhoods. The City's Parking Services Department should initiate or expand efforts with CSU and major employers, including the City and County, to reduce or eliminate both the reality and perception that non-residents are causing problems for residents who need to park close to where they live.

#4: PARKING MANAGEMENT

a. **Evaluate pros and cons of paid on-street parking with a parking governance board, including the potential of a pilot program and free time.** Perhaps the most sensitive issue raised during the panel process was paid on-street parking. Yet participants agreed that employee parking in on-street locations is still a problem, though it has diminished because of new technologies and effective parking enforcement practices implemented following the 2004 downtown strategic plan. Installing pay stations could have several benefits—increasing turnover, providing revenue for construction and maintenance of parking structures, and reducing overtime citations. There is, however, strong resistance to paid on-street parking, unless such a program includes free time on the front end, portability, pay-by-cell and credit cards, and other customer-friendly features. The private sector-led governance board should carefully evaluate the advantages and disadvantages of paid on-street parking and should provide strong leadership if a decision to advance this recommendation is made.

b. **Work with employers to reduce on-street parking by employees.** Regardless of what methods are used to increase turnover at on-street parking spaces and reduce abuse by employees, the Parking Services Department should initiate and maintain an ongoing program to educate downtown employers about this issue and develop effective ways for employers to reduce or eliminate abuses.

c. **Better promote off-street parking options for longer-term stays and continue to enhance pedestrian amenities.** Fort Collins has very convenient, clean, and safe off-street public parking options. However, most locals expressed that their habit is to cruise College Avenue two or three times for a free on-street space and if one is not available, then they will go to a parking lot or structure. This is not uncommon in small to mid-sized communities. This phenomenon is partly fueled by the acknowledged "upside down" parking pricing structure (where the most convenient on-street spaces are free and the less convenient off-street spaces require payment.

There are several potential action items related to these issues:

i. Educate frequent downtown users on the benefits of off-street parking (very affordable, no time-limits, no risk of a citation, etc.).
ii. Improve parking signage and wayfinding for visitors. Most visitors, if they are unfamiliar with an area, will naturally follow signage to parking facilities if that signage is clear and easy to understand.
iii. Correct the "upside down" character of the current parking pricing (see previous recommendation #4a).
iv. Consider the development of a "parking app" that can promote parking options and provide information of parking availability—evaluate programs such as the "Parking in Motion" application.
v. Continue to upgrade alleyways and other improvements to pedestrian amenities to improve connectivity to off-street parking and transit nodes. Consider creating "walking tours" that highlight things like architectural history, public art, etc.

d. **Explore expanding enforcement to evenings and Saturdays.** By some estimates, more than half of all retail sales occur on weekends and evenings. Yet, because there is no enforcement on Saturdays, a prime shopping day in downtown, employees who arrive early are able to take prime parking spots without fear of receiving a ticket. Parking Services should look at extending enforcement to Saturdays and perhaps into evening hours, though these two should be considered separately. Evening visitors to downtown may do some shopping, but the sense of many is that they are coming for dining and entertainment. Once again, consulting the governance board of a new parking entity, along with other merchants and property owners, is recommended.

e. **Explore modifications to parking time limits and pay-by-cell phone, if paid on-street parking is pursued.** Parking time limits are an important tool in promoting on-street space turnover. They are especially important in communities where the more effective tool of paid parking is not utilized. However, one of the unintended consequences of time limits is that while they are effective in helping to reduce the abuse of employee parkers taking up what should be short-term parking resources, they also create anxiety in the minds of customers who might prefer to continue shopping, but leave to avoid a potential parking citation. If the option of paid parking is considered, this opens up several possibilities that can give shoppers more options. Some examples include: In Albany, NY, in conjunction with adding new multi-space parking meters, they have eliminated time limits and added what is known as "progressive pricing". This means that the first two hours are still very reasonably priced, but you are no longer restricted to only two hours. Instead, the rates for the additional hours escalate at a higher rate. For customers that opt for more time, accepting the fact that the extra time will be more expensive, this gives them the option of more shopping time without the fear of a citation. The key is to set the rates to discourage employee abuse. If the "pay-by-cell phone" option is also included, then customers can get text messages notifying them that their time is about expire and giving them the option to add more time from wherever

they are. In some communities, groups like the Downtown Business Association partner with the parking program to create e-coupons from local businesses that can be sent automatically to pay-by-cell phone parkers based on where they parked as a way to support local businesses.

#5: ALTERNATIVE MODES OF TRANSPORTATION

a. **Support an integrated access management strategy that includes parking, transit, bikes, and pedestrian modes of travel.** An increasingly common slogan among urban transportation experts is "park once, pedestrians first." Considering parking in a vacuum is no longer a viable option, particularly in a city like Fort Collins. Developing a strategy focused on the user and making the transition from one mode to another as easy as possible will yield major benefits for the entire community. Examples already exist. The City has bicycles in its vehicle pool, so employees who need to move around downtown during the day can do so without retrieving their car or signing out a city vehicle. Trolleys or shuttle buses can be part of the strategy, particularly as a way of connecting the CSU campus with downtown and maximizing the impact of the Mason Corridor BRT system.

b. **Expand covered and uncovered bike parking options based on demand.** While there was universal support for increasing the use of bicycles as an alternative mode of transportation, participants in panel sessions were of different opinions as to how best to provide parking options for bikes. Panelists evaluated comments from participants together with experiences from their own cities and recommend that a demand-based approach makes the most sense. Covered spaces involve more expense to build and maintain if they are free-standing, and require secure locations in parking structures. On-street designated bike parking seems to be popular, but considering the demand for these spaces, there might be some resistance. However, if the loss of one on-street space can be shown to accommodate 30 or more bicycle trips on an average day, the auto trip reduction benefits can be easily justified.

c. **Develop travel demand management strategies in conjunction with the Mason Corridor Project.** While the panel was excited by and enthusiastic about the potential of the Mason Corridor project, there was also concern that additional thought should be given to park-and-ride, bike-and-ride, and transportation-oriented development (TOD) opportunities. As the project is approved and should debut in 2014, the panel recommended developing a strategy now.

6: CUSTOMER EXPERIENCE

a. **Re-evaluate time limits in the context of on-street paid parking.**
The two-hour time limit downtown was a source of considerable discussion and criticism. Panelists and participants recognized that extending the time limit to three or four hours would further encourage abuse by downtown employees; however, this might also encourage shoppers to stay longer and spend more. Some participants indicated that extended time

limits without fear of getting a ticket might make them more amenable to on-street paid parking, if it were coupled with free time on the front end.

b. **Market the benefits of off-street parking.**
Parking structures in downtown Fort Collins almost always have space available, if only on the top floor. These structures are only a block or two from College Avenue. Structures are clean and well lit. The City and downtown merchants would benefit if downtown employees and shoppers who anticipated needing more than two hours parked in these facilities.

c. **As demand for off-street parking grows in the short to mid-term, reassess parking allocation within the public parking lots and structures.** Prioritization of parking system users and how parking resources are allocated is something that all parking systems must continuously re-evaluate. As economic conditions improve and parking demands increase, parking for downtown customers may need to be prioritized. This could mean that the public institutions such as the City and County might be able to create surface parking options for their staff, such as in the green space behind the City building at 215 N. Mason. If this could create 25 to 30 staff parking spaces, that would be the equivalent of $500,000 - $600,000 in investment in structured parking spaces if constructed at a cost of $20,000 per space.

d. **Effectively integrate parking into a comprehensive wayfinding system.** Panelists observed that downtown signage ranged from good to not so good. For example, on College Avenue, there is a prominent sign on a light pole indicating the location of public restrooms. What appears to be missing is a comprehensive and integrated wayfinding system that is focused on helping downtown patrons access convenient on- and off-street parking options. Also, panelists noted that parking staff are considering several changes to internal parking structure and parking rate signage.

e. **Develop a parking system brand identity and communication strategy.** The panel observed that there seemed to be no real “brand” for downtown parking, especially given that the City wants to communicate that downtown parking is available, convenient, friendly, and safe. Developing a brand is not the same as having a slogan or a logo, though these may or may not be part of a brand. The first step should be to create and carefully define a communications strategy, and then let the brand flow from the strategy.

f. **Leverage new technology.** Fort Collins is a city that often finds itself on the cutting edge of many trends, given the high level of education and concern for quality of life. By utilizing a range of new technologies, the City can deliver a “revamped” parking system that gives the user more value, convenience, and user-friendliness. The full Kimley-Horn report will outline a number of options and recommendations in terms of new technologies and how they can best be utilized.

Observations and Community Input

Over the period of a day-and-a-half, panel members met with dozens of people from all walks of the community to listen and ask questions. The following observations provided material for the analysis working session the panel engaged in before developing recommendations. The panel grouped the observations into 10 categories, listed below. Many of the observations fit into more than one category, so they are not grouped according to category.

CATEGORIES

1. Policies, Planning, and Regulation
2. Staffing and Organization
3. Pricing and Finance Issues
4. Business Concerns
5. Parking Operations and Management
6. Alternative Modes of Transportation
7. Customer Experience
8. Quality of Life
9. Environmental Issues
10. Attitudes and Perceptions

» No commercial parking requirements— developers are depending on the City to provide parking in many cases. This appears to be exacerbating downtown parking problems now, but could lead to severe shortages in the future.

» Parking facilities operated by the City and CSU are clean and well managed. Most participants agreed with that assessment.

» Some participants believe the Mason Corridor BRT will have the biggest impact on downtown parking of any anticipated developments, but that impact is undefined.

» Lots of bikes! Panelists were awestruck with the number of bicycles seen in and around downtown. Fort Collins is in the forefront of converting to a non-polluting, healthy, and sustainable form of transportation.

» Downtown is suffering from "upside down" parking pricing. According to established practice, on-street parking is more desirable and should be more expensive than off-street parking; however, in Fort Collins, the opposite is true.

» The two-hour parking limit for on-street downtown parking may not be meeting the needs of downtown users and merchants.

» Local residents take pride in the magical quality and uniqueness of downtown, and with good reason; few downtowns can measure up to Fort Collins in terms of vitality and quality of life.

» Downtown employees and CSU students are overflowing into adjacent neighborhoods. Local residents expressed frustration and are looking for ways to alleviate this condition.

» Wayfinding improvements are needed. Signage in downtown is good in some places, but a comprehensive wayfinding system that includes signage and other elements is missing.

» Parking facilities are generally in good condition, clean, well lit, and well maintained.

» Employee abuse of on-street parking is a major problem. Parking Services has recently expanded enforcement activities and this has helped, but several interviewees described ways they and others are still parking on the street.

» Fort Collins has an urban and rural customer base; this provides both challenges and opportunities, but rural customers may find downtown parking more intimidating.

» Despite clean, well-lit structures, there is a hesitancy to use off-street facilities. Some still worry about safety; others just do not like garages.

» Is there a need for Saturday and evening enforcement? Some participants suggest that employees are getting downtown early on Saturday and taking the best parking on street for the entire day. Others say the same about evening hours. No one, however, has a good solution for how to enforce in the evening without discouraging downtown dining traffic.

» The price of downtown parking, when compared with other comparably-sized cities, is really inexpensive, but unappreciated by many local downtown users.

» A real need exists to identify, define, and calculate future parking needs. Growth of CSU, downtown businesses, and downtown attractions will put pressure on downtown parking resources in the future.

» According to one participant, "Parking's not a problem—I just troll for spots." Several others offered similar comments. Driving around the block until a

parking space comes open is common practice in Fort Collins.

» Another participant offered this thought: "Keep Fort Collins 'non-standard.'" There was some sentiment among participants that Fort Collins did not need to follow the crowd. Some really like the fact that there are few national chains in downtown.

» CSU is a major asset, but not fully exploited. Faculty, staff, and students might all contribute in some way. However, the City is using a number of CSU interns and has had good luck doing so.

» Transition areas may become major employment corridors. The expansion of Otterbox is hopefully the first of many companies whose employees really enjoy the downtown atmosphere and would consider a transition area location.

» A businessperson said, "Parking relates to profitability." Downtown merchants and property owners have a clear sense of the importance of safe, convenient parking to the success of their endeavors.

» Fort Collins does not have a lot of experience with PPPs. Other communities are experimenting in creative ways with PPPs as a way of providing parking when neither the public nor private sector could do so or is willing to do so independently.

» Demographics are changing in Fort Collins. The growth of CSU is one factor, but there are others. However, in terms of ethnicity, Fort Collins is approximately 90 percent white.

» One community leader said "We are doing well now, but to do better we have to do something big." There seems to be a recognition that status quo is not good enough, and that the status quo could result in the loss of the sense that this is a "magical" place.

» Another community leader added, "We need to constantly fine tune the machine." There is recognition that the Deming Cycle of Continuous Improvement has important applications here.

» Jefferson Street, which is a state highway, is a problem zone. Pedestrian traffic is minimal, and the lack of on-street parking has negatively impacted businesses along the street.

» According to one participant, "SOVs (single occupancy vehicles) do not fit our vision of ourselves." The community's culture has changed, and more people are seeking ways to utilize alternative transportation modes.

» The City and the community are committed to a focus on the "Triple Bottom-Line"—economic, social, and environmental—and this ripples through many, if not most, public policy decisions.

» Some expressed a fear of "losing downtown again"—driven by a memory of times past

when downtown was far less vibrant. This fear is driven by a strong concern that people will not be able to find parking and will stay away.

» Downtown Fort Collins is blessed with low crime rates and a feeling of safety. This mirrors a national trend of declining crime in urban areas.

» Fort Collins, and downtown in particular, benefits from factors of place and climate. Proximity to the mountains and to a river, and a mild, four-seasons climate make this a very desirable place to live, as evidenced by multiple and recurring "best place for…" awards.

» Downtown, because of the City's enforcement of numerous regulations, is in danger of becoming perceived as "the enforcement zone."

» There is a perceived need to provide both covered and non-covered bike parking; but there is not a clear consensus on which works best.

» One quote the panel particularly found perceptive was "Parking is personal." It is not just a matter of numbers, technology, structures, and locations.

» One participant seemed to reflect the feelings of many by pointing out that "parking is an aggravation, but not yet a real pain." There is a sense that parking is a minor annoyance, but it could get worse.
» The enhanced enforcement program has achieved good results. Many people indicated that the problem of downtown employees parking on the street is diminishing. Parking enforcement staff echoed this conclusion.

» Business and property owners suggested that there is a need for enhanced collaboration between parking management and the business community.

» The City's Parking Services management has limited tools. There is recognition that on-street paid parking is an effective way to manage the parking supply, but there are also other tools that would help. Financial tools in particular will be needed in the future. Pricing—one of the most powerful parking management tools—is currently off the table.

» One participant captured the consensus of most groups by pointing out that "every space counts." Currently, downtown users can find a place to park; but the number of vacant spaces is diminishing, and for a business, every space does count.

» City government and downtown in general are not prepared for a surge of primary employment in downtown. The addition of another company the size of Otterbox, or a significant expansion in an existing company, would put severe strain on the parking system.

» Going forward, parking is going to be a critical factor. Demand factors and continuing changes in how people travel will require careful planning, additional resources, and additional tools. Important opportunities could be lost if the community is not prepared.

» There is a need for a clearly defined, parking-related economic development strategy. Parking should not be planned in a vacuum. It must be connected to economic development and to the Triple Bottom-Line. How much new development is anticipated? What kind? Where and when? These are questions that any parking plan must address.

» A particularly prescient participant asserted that "parking is the giant unfunded liability." Panelists agreed with this assertion. More parking will be needed, but the revenue streams to pay for this parking have not yet been identified and committed.

Conclusion

One of the panelists suggested that Fort Collins was like a bicyclist on a single-speed, balloon-tired Schwinn cruising on College Avenue but headed for mountain trails. The cyclist may need to switch to a Black Sheep mountain bike in preparation for more challenging terrain seen on the horizon. The analogy was clear: Fort Collins has an organizational vehicle in terms of its Parking Services department that is adequate for today but insufficient for the challenges that lie ahead.

Those challenges could be formidable. CSU is growing and will continue to grow as the US population grows and becomes younger and more diverse. Primary employment companies like Otterbox will either find attractive locations and services in the city or will go elsewhere. More people are looking to live downtown, especially empty nesters and young singles, but even some families with children. Downtown becomes an absolutely essential part of the triple bottom-line—social, economic, and environmental—for Fort Collins, but the current organizational structure is insufficient to provide for Fort Collins' future needs.

While this panel report cannot provide a complete and detailed plan for the future of parking in downtown Fort Collins, the outline of such a plan is becoming clear; and the larger study of which this panel report is a part will flesh out many more details.

The panel recommends strongly that the City of Fort Collins create new organizational and funding vehicles to manage and supply downtown parking. A board of stakeholders should govern this new entity, with a majority coming from the private sector. This should be the first order of business. It will be difficult to achieve the other recommendations in this report without a fundamental and substantial change in the way parking is managed and organized. This should not be construed as a criticism of the current parking management program. In fact, the panel loudly applauds the work of City staff and the quality of the overall parking management program in Fort Collins.

The new parking management entity should have control over its own finances and this should be accomplished through the establishment of a parking enterprise fund. All parking revenues— garage revenues, enforcement revenues, surface lot revenues—and yes, on-street paid parking revenues if a decision is made in favor of this step—should be directed to the parking enterprise fund, which will then be better able to meet future needs. The development of additional revenue streams may also be required to meeting the parking needs of the future.

Within the context of and under the direction of the new parking entity, current parking policies and procedures should be thoroughly reviewed. Among the priority issues this entity should consider are minimum and maximum requirements for developers, residential permit programs, and on-street paid parking.

The issue of on-street paid parking is an important and emotional issue. The panel heard many people express strong opinions on this question, and most who spoke were opposed. Yet several indicated that they might support such a decision if the right conditions were attached, such as meters that accepted credit cards and cell phone payments, and some allowance for free time on the front end.

The City of Fort Collins should provide a clear set of policies and a fair and equitable parking program for its own employees. There is a sense by many that City employees are taking unfair advantage of the parking system by virtue of their employment. While the panel did not find widespread abuse, there were verified examples that tend to create this perception. A re-examination of City employee parking should be undertaken, and it should begin by recognizing that City employees should be accorded the same opportunities as other employees, but not preferential treatment. If the business community and the public are going to support other changes, this issue should be addressed.

Finally, the City Manager has often proposed that the City move from "good to great." The panel heartily concurs that downtown is indeed a magical place, but that achieving greatness will only occur if the twin experiences of arrival and departure—whether by auto, bicycle, bus, trolley, or on foot—are of the highest quality.

Appendix D: Parking Plan Questionnaire Results

Written by: Kimley-Horn and Associates, Inc.

Introduction

This report was prepared by Kimley-Horn and Associates based on a questionnaire administered by the City of Fort Collins in the fall of 2011. The survey was distributed throughout the community and covered a wide variety of topics, including:

- Downtown use characteristics
- Vehicular parking characterictics
- Vehicular parking perceptions
- Vehicular parking improvements
- Bicycle parking characterictics
- Bicycle parking perceptions
- Bicycle parking improvements

The purpose of the survey was to build of off a similar questionnaire conducted as part of the *Downtown Strategic Plan* (DSP) in 2004 and poll the Fort Collins community about the impacts, benefits, and remaining needs related to parking improvements.

Survey Description

The survey was conducted over a one and a half month period in August and September 2011. The survey was completed by both business owners and other members of the community resulting in a varied cross-section of the community. The results of the survey are presented on the following pages and provide summary responses of the questions, as well as "drill-down" analysis that identify trends in answers and particular opinions.

The results of the survey will be used in concert with parking field data, stakeholder outreach, and results of the *Parking Plan* Expert Advisory Panel to develop recommendations for improving and strengthening the City of Fort Collins vehicular and bicycle parking network.

Document Interpretation

Each page in this document contains the following information:

- Survey question
- Graph illustrating the response
- Table indicating the number and percentage of respondents

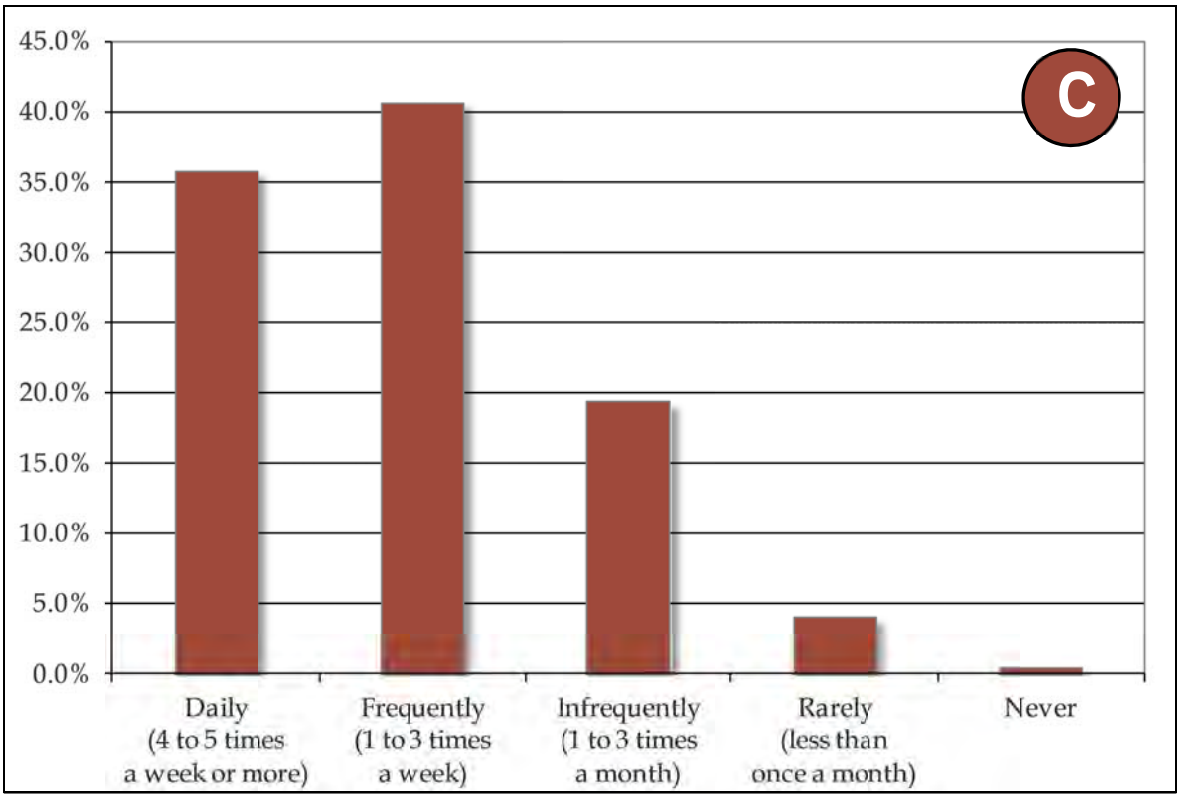
- An in-depth look at the responses called “Predominant Questionnaire Results”, which may include a further assessment into particular respondent preferences or a categorization of results

The questionnaire was set up where a respondent could answer from a business owner perspective or a customer/visitor perspective. This document also identifies who the survey respondents were for particular questions, including:

Business owner response

Customer/visitor- response

HOW OFTEN DO YOU VISIT DOWNTOWN?



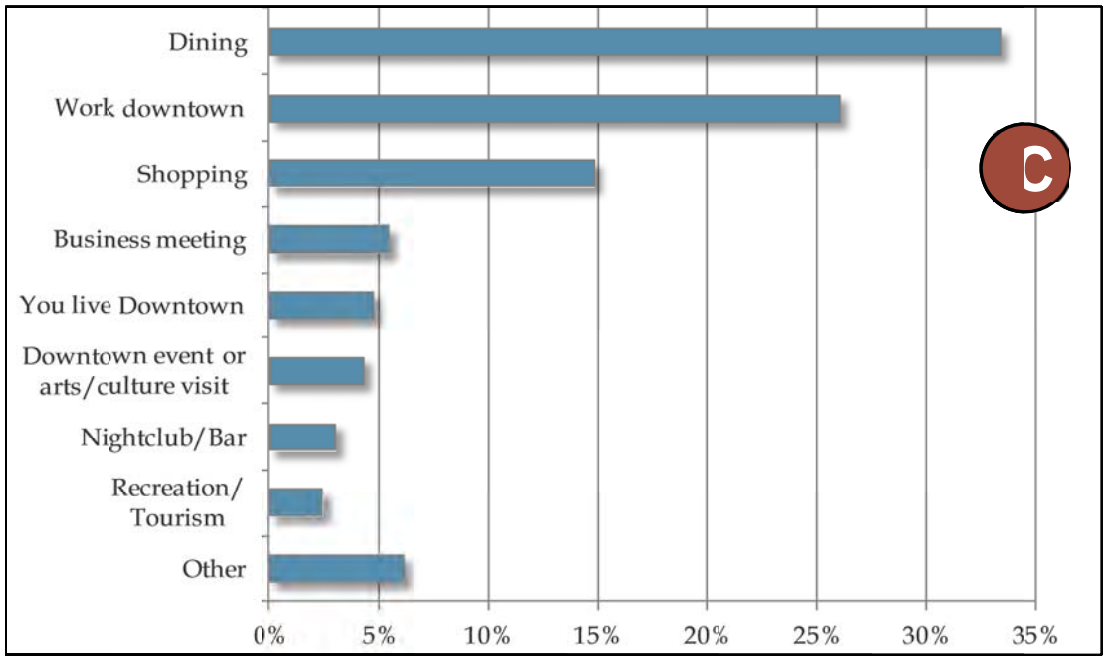
Number of Respondents	853	
	Responses	**% of Total**
Daily (4 to 5 times per week)	308	36.1%
Frequently (1 to 3 times a week)	343	40.2%
Infrequently (1 to 3 times a month)	164	19.2%
Rarely (less than once a month)	35	4.1%
Never	3	0.4%

PREDOMINANT QUESTIONNAIRE RESULTS

More than 75% of survey respondents indicated they came to Downtown Fort Collins multiple times per week. Of this 75%, nearly the entire respondent set (greater than 95%) indicated that they had driven and parked a motor vehicle within the study area. The overwhelming impression of parking convenience among these users was that parking was "less convenient than other areas, but not bad for a downtown" (51% of respondents). The overwhelming majority of these frequent visitors were opposed to paid parking (63% of respondents). Of this group, the following proposed parking improvements were most suggested:

- Make more off-street parking available
- No improvements are needed
- Provide vehicle alternatives (transit, biking, walking)
- Increasing turnover of on-street parking
- Less enforcement

WHAT IS THE MOST FREQUENT REASON YOU GO DOWNTOWN?

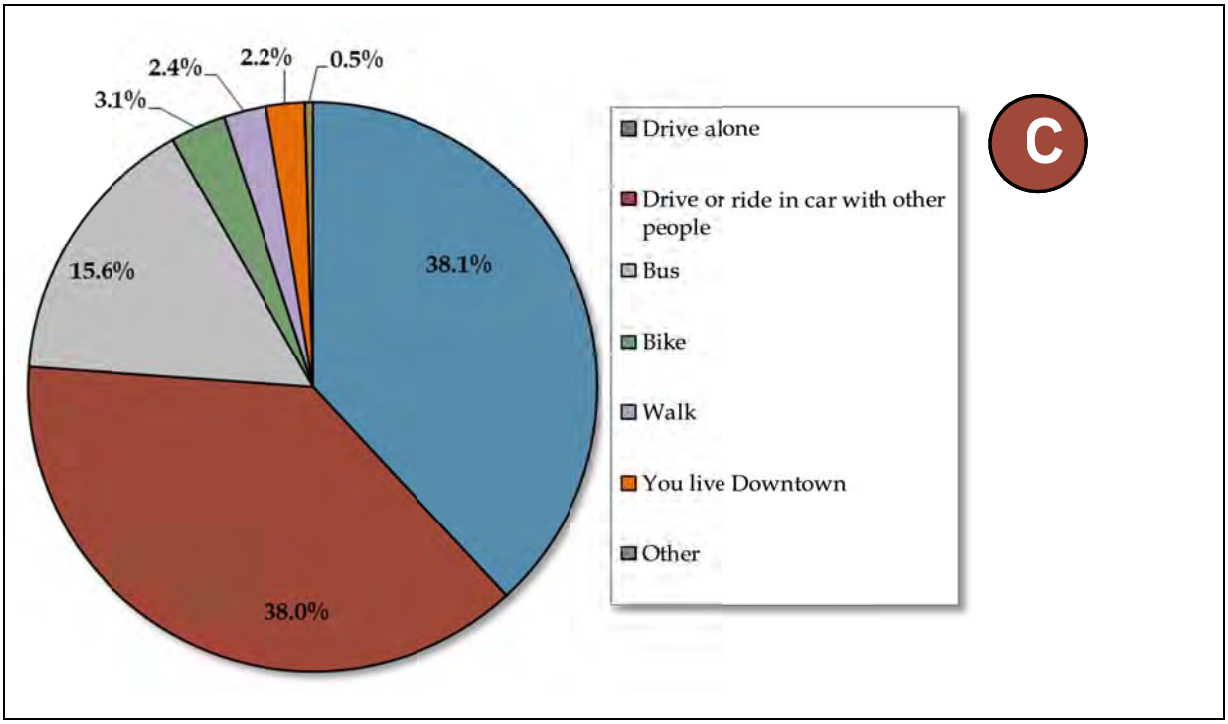


Number of Respondents	818	
	Responses	**% of Total**
Shopping	129	14.8%
Dining	290	33.3%
Nightclub/bar	26	3.0%
Work downtown	226	25.9%
Business meeting	47	5.4%
Downtown event or arts/culture visit	37	4.2%
Recreation or tourism	22	2.5%
Live downtown	41	4.7%
Other	53	6.1%

PREDOMINANT QUESTIONNAIRE RESULTS

There are two distinct respondent groups: Downtown workforce (31.3% - includes those coming for a business meeting) and visitors for shopping, dining, nightlife, and entertainment (55.3%). The workforce respondents indicated that they typically park "On the street" (64.4%) first or in a "Public parking garage or lot" (41.5%) second. Their length of stay was overwhelmingly longer than 4 hours (59%), with only 20% staying less than two hours. Their perception of parking is that it is "Less convenient than other areas, but not bad for a downtown" (45%). Visitors to downtown (2.5%, indicated by the "Recreation/Tourism" category) typically parked "On the street" (84%) first or in a "Public parking garage or lot" (56%) second. Their length of stay was typically 1-2 hours (56%), with only 2% staying longer than four hours. Their perception of parking is that it is "Less convenient than other areas, but not bad for a downtown" (50%).

HOW DO YOU TYPICALLY GET DOWNTOWN?



Number of Respondents	863	
	Responses	**% of Total**
Drive alone	328	38.0%
Drive or ride in the car with other people	329	38.1%
Bus	4	0.5%
Bike	135	15.6%
Walk	27	3.1%
Live Downtown	19	2.2%
Other	21	2.4%

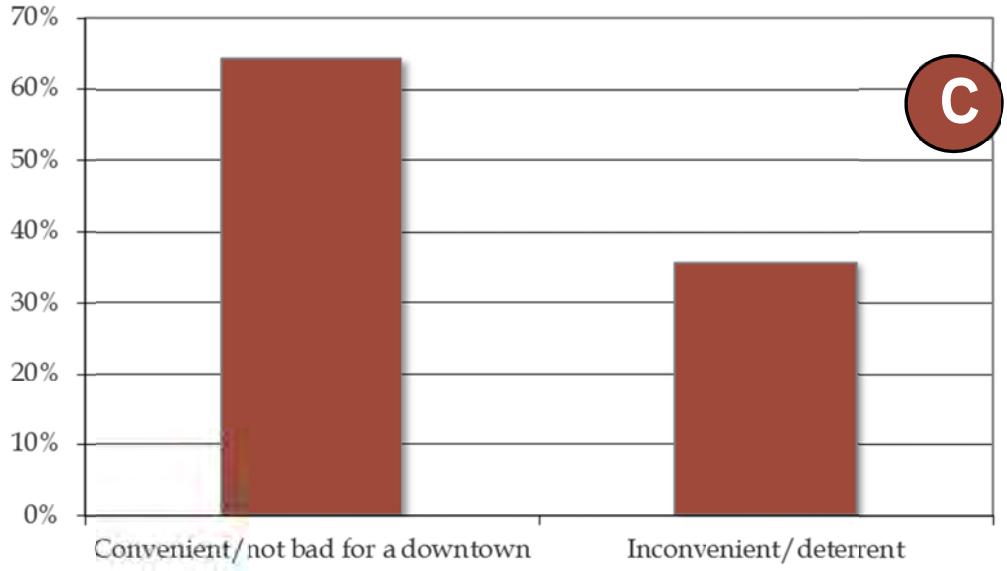
PREDOMINANT QUESTIONNAIRE RESULTS

A majority of the respondents to the survey indicated that they utilized motor vehicles as the primary method for accessing downtown Fort Collins (76.1%). The second most prevalent mode of travel was by bicycle (15.6%). The remaining modes, which include transit, walking, living downtown, and various others accounted for the remaining 8.2%.

In comparison to two other surveys - North Front Range MPO (NFRMPO) Household Survey and the American Community Survey (ACS), the percentage of bicycling and carpooling is higher in the questionnaire. This may be an indication of the extensive Downtown bicycle network and the wider variety of types of trips people make into the Downtown.

Mode	NFRMPO (Household Survey 2010)	Fort Collins (3 Year ACS 2008-2010)	Parking Questionnaire
Drove Alone	60.5%	72.7%	38.0%
Carpooled	19.9%	8.9%	38.1%
Bus	1.2%	1.2%	0.5%
Bike	6.7%	8.2%	15.6%
Walked	9.7%	3.1%	3.1%

HOW CONVENIENT IS PARKING IN DOWNTOWN FORT COLLINS?



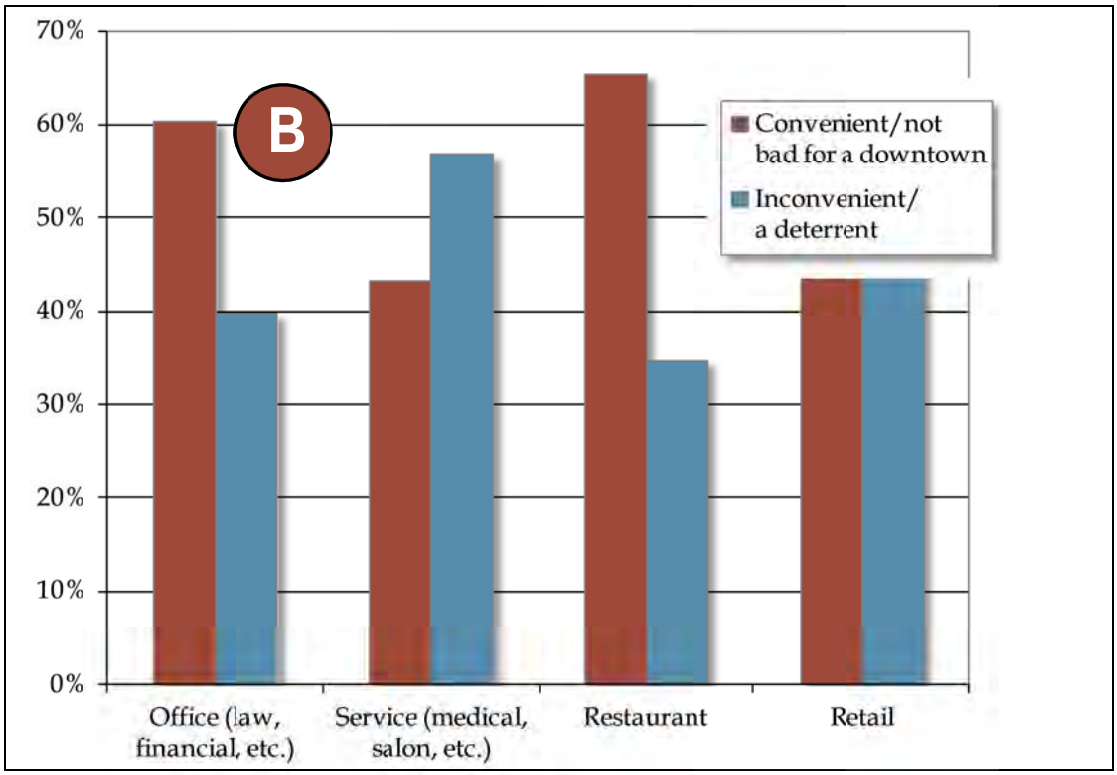
Number of Respondents	807	
	Responses	**% of Total**
Convenient and easy to find	118	14.6%
Less convenient than other areas, but not bad for a downtown	401	49.7%
Inconvenient and difficult to find	157	19.5%
A deterrent to coming downtown	131	16.2%

PREDOMINANT QUESTIONNAIRE RESULTS

There are two distinct respondent groups: people who feel that parking is adequate or convenient (64.3%) and people who feel parking is inconvenient or a deterrent (35.7%). The first group (Convenient/Not Bad) visited downtown "Frequently" (45%). The primary reason for this groups visit to Downtown was typically dining (39%). This group typically parked "On the street" (76%), and stayed 1-2 hours (47%). This groups preferred parking improvements were: more available off-street parking, alternative modes, and no improvements.

The second group (Inconvenient/Deterrent) visited downtown at varied levels: "Daily" (34%), "Frequently" (36%), or "Infrequently" (22%). The primary reason for this groups visit to downtown was either work (33%) or dining (33%). This group typically parked "On the street" (78%), and stayed 1-2 hours (36%). This groups preferred parking improvements were: more available off-street parking, less parking enforcement, and increased parking turnover. The general conclusion is that the perception of parking is a personal preference and not really influenced by user type or use characteristics.

HOW CONVENIENT IS PARKING IN DOWNTOWN FORT COLLINS?



Number of Respondents	187	
	Responses	**% of Total**
Convenient and easy to find	21	11.2%
Less convenient than other areas, but not bad for a downtown	83	44.4%
Inconvenient and difficult to find	44	23.5%
A deterrent to coming downtown	39	20.9%

PREDOMINANT QUESTIONNAIRE RESULTS

There are four respondent types to this survey: Office, Service, Restaurant, and Retail. Their specific survey results indicate the following:

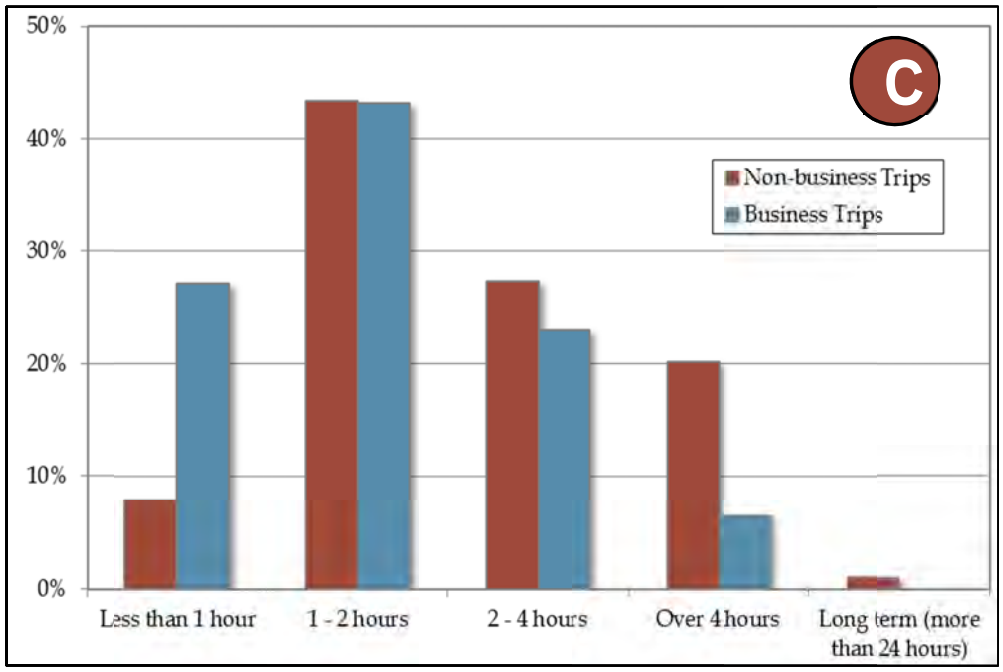
Office – generally felt that parking was convenient and not a deterrent (60%). This majority had customers parking "On the street" (66%) and staying 1-2 hours (46%), and employees parking in "Private off-street lots" (47%) as the first choice.

Service – generally felt that parking was inconvenient and a deterrent (57%). This majority had customers parking "On the street" (79%) and staying 1-2 hours (32%), and employees parking "On the street" (85%) as the first and second choice.

Restaurant – generally felt that parking was convenient and not a deterrent (65%). This majority had customers parking "On the street" (94%) and staying 1-2 hours (56%), and employees parking in "On the street" (82%) as the first choice.

Retail – this respondent type had mixed results, with 51% feeling parking is adequate and 49% feeling that parking is inconvenient or a deterrent. The group that felt parking was adequate had customers parking "On the street" (90%) and staying 1-2 hours (50%), and employees parking in "Private off-street lots" (40%) as the first choice. The group that felt parking was inadequate had customers parking "On the street" (95%) and staying 2-4 hours (42%), and employees parking in "Private off-street lots" (53%) as the first choice.

HOW LONG DO YOU TYPICALLY NEED TO PARK?



Number of Respondents	806	
	Responses	**% of Total**
Less than 1 hour	64	7.9%
1-2 hours	350	43.4%
2-4 hours	221	27.4%
Over 4 hours	163	20.2%
Long term (more than 24 hours)	8	1.0%

PREDOMINANT QUESTIONNAIRE RESULTS

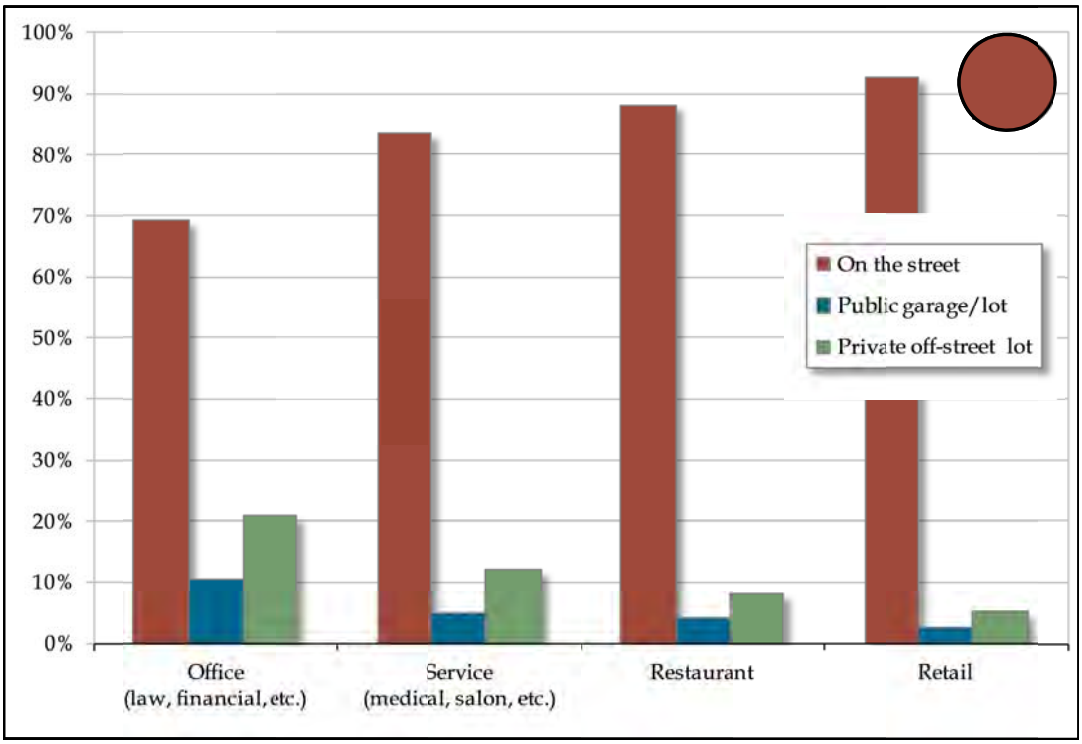
The results of the survey have been divided into Business and Non-Business uses. Business uses include respondents who indicated their primary trip downtown is for work. Non-Business uses include respondents who indicated that their primary trip downtown is for non-work or residential trips.

- **Business Trips** – for business trips, those respondents who stayed less than two hours generally felt parking was convenient or adequate (70%) and typically parked "On the street" (84%).
- Those whose parking durations were longer than two hours felt parking was convenient or adequate (55%) and typically parked "On the street" (56%).
- **Non-Business Trips** – for non-business trips, those respondents who stayed less than two hours generally felt parking was convenient or adequate (67%) and typically parked "On the street" (84%).

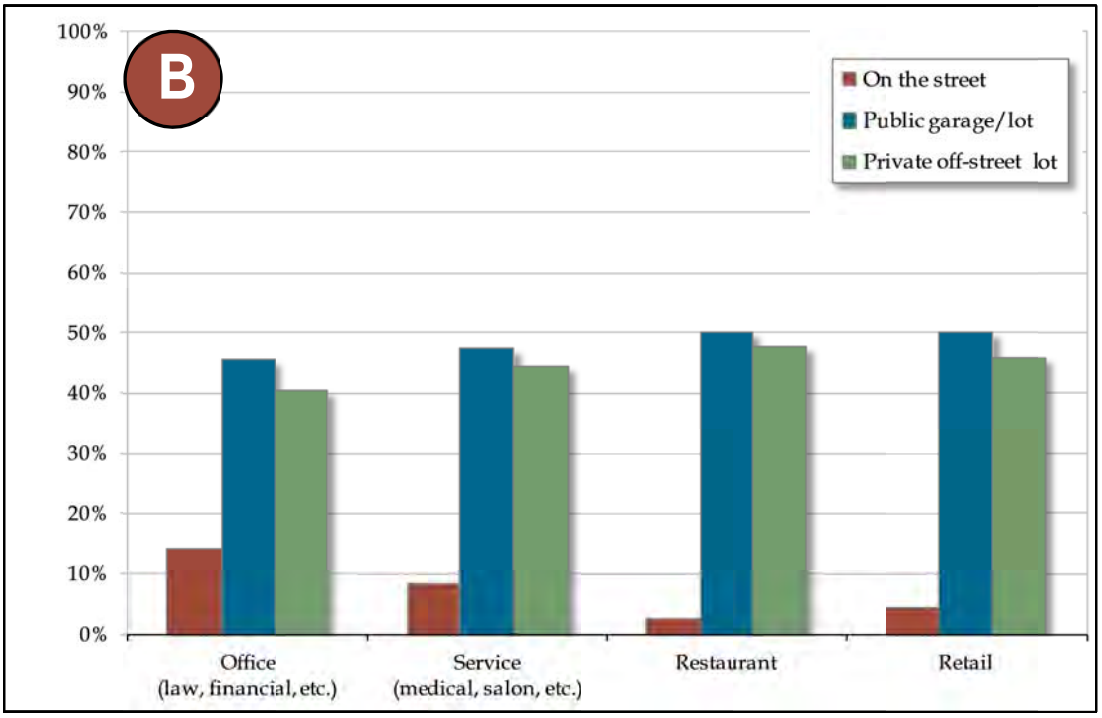
Those whose parking durations were longer than two hours felt parking was convenient or adequate (65%) and typically parked "On the street" (81%).

WHERE DO YOUR CUSTOMERS TYPICALLY PARK?

First Choice



Second Choice



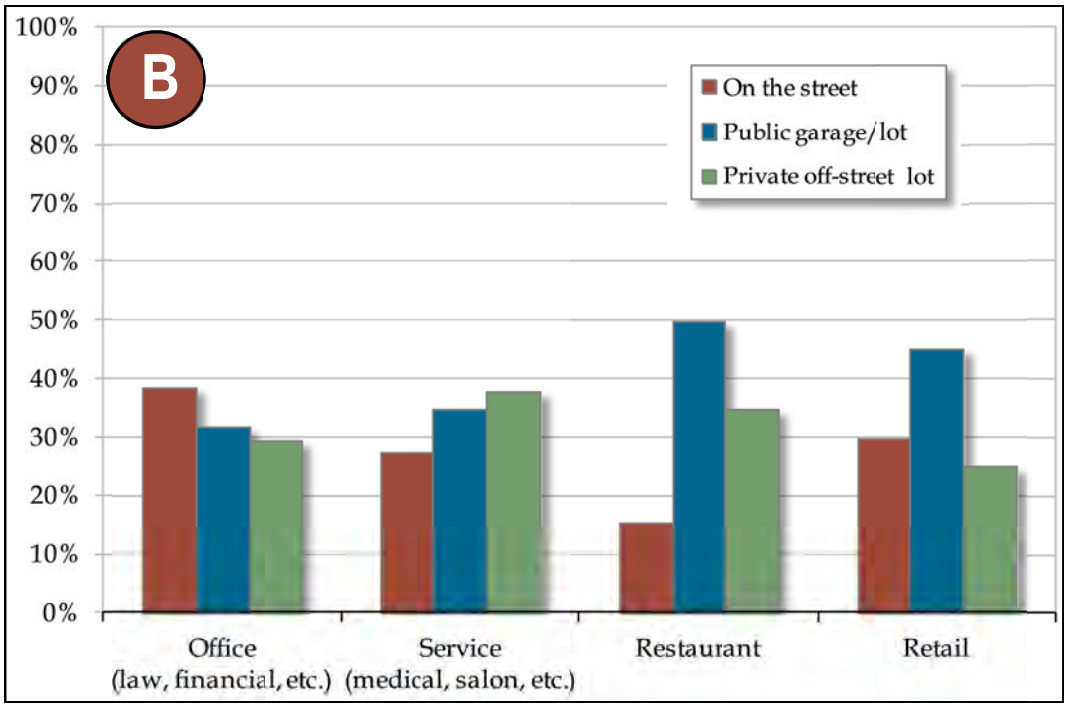
Number of Respondents	186			
	Responses	**On the Street**	**Public Garage/Lot**	**Private off-street lot**
Most Often	185	78.4% (145)	6.5% (12)	15.1% (28)
Next Most Often	161	16.8% (27)	60.9% (98)	22.4% (36)
Least Often	157	2.5% (4)	33.8% (53)	63.7 (100)

PREDOMINANT QUESTIONNAIRE RESULTS

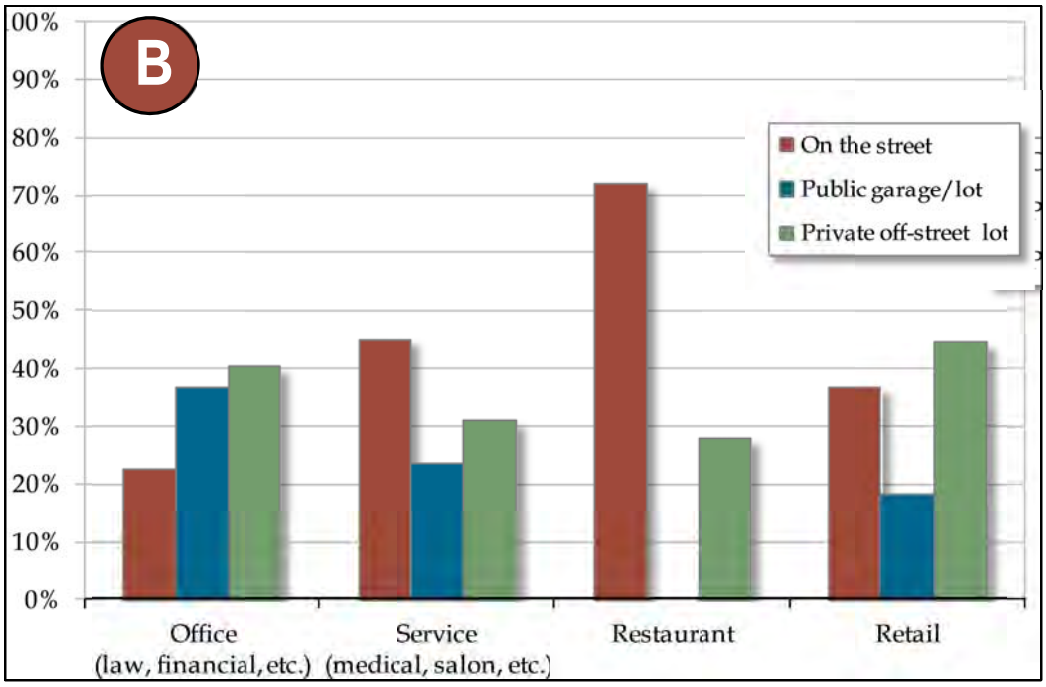
On-street parking is predominantly the preferred location for all responding business. However, if pressed to make a second choice because of lack of on-street parking, the preferred location would be the public off-street garage or surface lot for all users (61%), although private off-street facilities are not far behind (34%).

WHERE DO YOUR EMPLOYEES TYPICALLY PARK?

First Choice



Second Choice

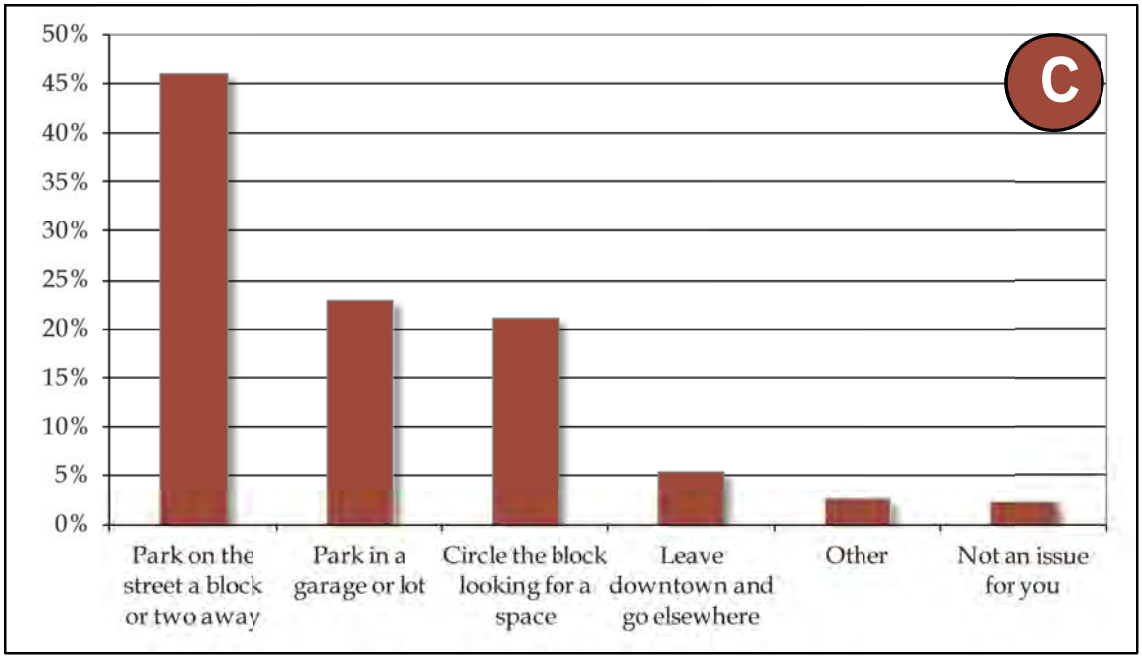


Number of Respondents	184			
	Responses	**On the Street**	**Public Garage/Lot**	**Private off-street lot**
Most Often	182	39.0% (71)	22.5% (41)	38.5% (70)
Next Most Often	151	37.7% (57)	37.1% (56)	25.2% (38)
Least Often	145	21.4% (31)	41.4% (60)	37.2% (54)

PREDOMINANT QUESTIONNAIRE RESULTS

Unlike the customer responses on the previous page (which were nearly identical for all four business groups), the results of this question vary significantly. For office uses, the primary choice for employees is off-street parking (probably because of the availability of parking at the business). For service businesses, the primary choice is on-street, but off-street does not trail by much (which is a function of the varied setting and provision of parking with these uses). For restaurant uses, on-street parking is virtually the only choice for many of the businesses. Retail is much like service sector businesses in that the preference varies, most likely with the variance of business location.

IF PARKING IS NOT AVAILABLE NEAR YOUR DESTINATION, WHAT WOULD YOU BE MOST LIKELY TO DO?



Number of Respondents	804	
	Responses	% Total
Circle the block looking for a space	174	21.1%
Park on the street a block or two away and walk to your destination	379	45.9%
Park in a garage or lot	189	22.9%
Leave downtown and go elsewhere	44	5.3%
You typically do not park near your destination so this isn't an issue for you	18	2.2%
Other	21	2.5%

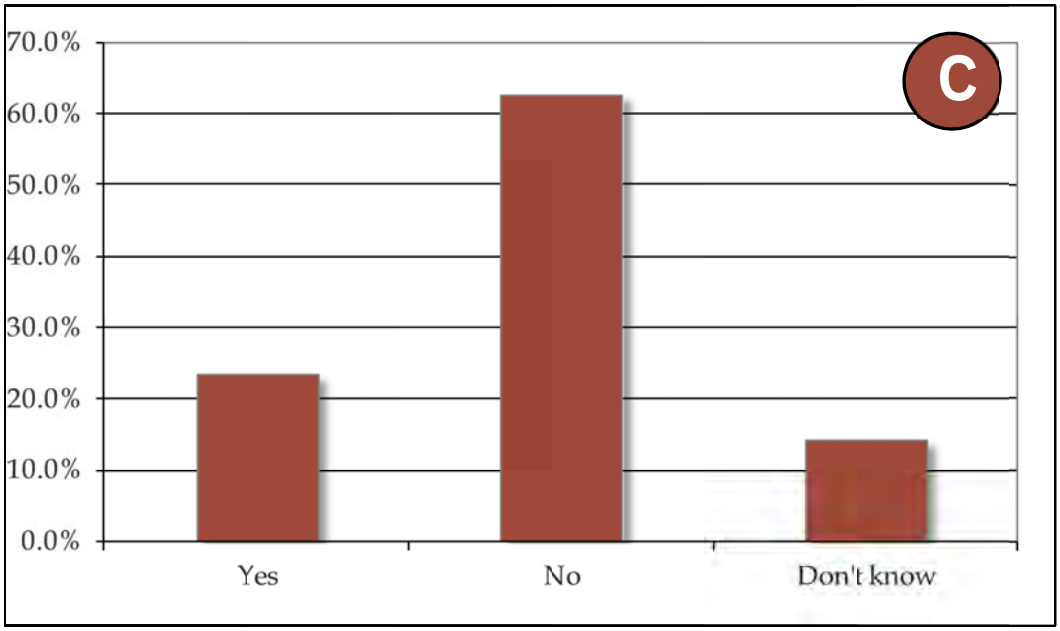
PREDOMINANT QUESTIONNAIRE RESULTS

The majority of respondents indicated that they would simply move to another block or adjacent on-street parking area to find available parking (46%). Beyond this majority, the second primary focus would be to either look for off-street parking adjacent to the area (23%) or circle the block looking for parking within proximity of the area (21%). Nearly 70% of respondents park on the street.

Business respondents indicated that they would most likely to look for parking on adjacent streets or blocks (51%) first, and then circle block looking for spaces (24%), and then look for off-street parking (19%).

Non-business respondents indicated that they would most likely to look for parking on adjacent streets or blocks (44%) first, and then look for off-street parking (26%),and then circle block looking for spaces (21%).

WOULD YOU BE WILLING TO PAY A SMALL AMOUNT FOR THE CONVENIENCE OF HAVING A PARKING SPACE CLOSE TO YOUR DESTINATION?



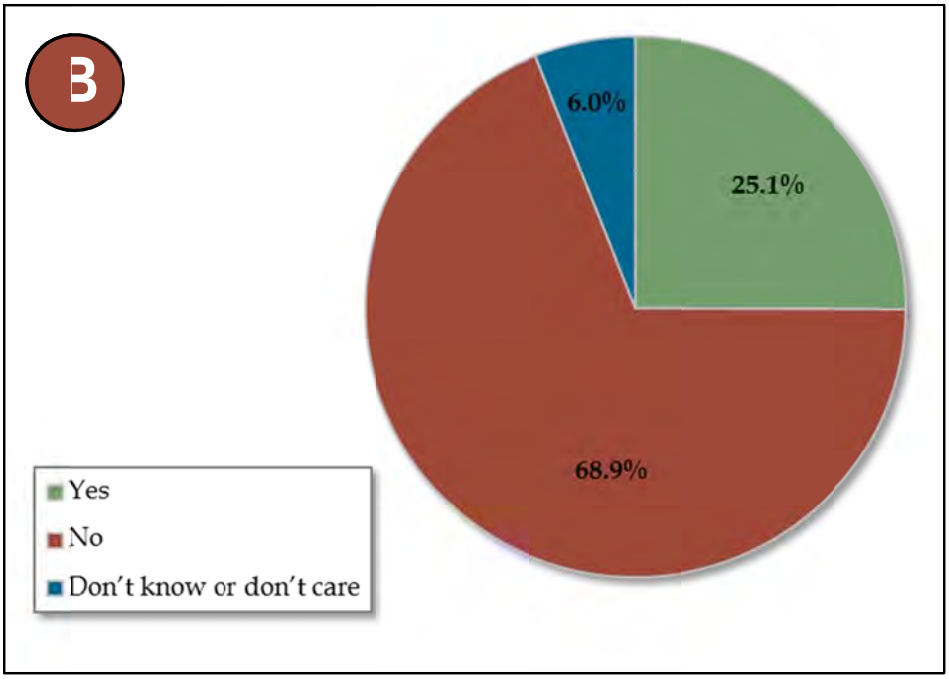
Number of Respondents	799	
	Responses	**% Total**
Yes	186	23.3%
No	500	62.6%
Don't know	113	14.1%

PREDOMINANT QUESTIONNAIRE RESULTS

The majority of respondents stated that they would not be willing to pay for parking (63%). Of this majority that stated that they were not willing to pay for parking, the following characteristics existed:

- The majority said parking was convenient for a downtown setting (50%)
- The primary improvements wanted were additional off-street parking, modal alternatives, and no improvements
- For those respondents who indicated that they would pay for parking, the following characteristics existed:
- The majority said parking was convenient for a downtown setting (49%)
- The primary improvements wanted were increasing turnover of parking, additional off-street parking, and modal alternatives

DO YOU THINK THE CITY SHOULD PROVIDE PARKING ENFORCEMENT ON SATURDAYS TO HELP CREATE PARKING TURNOVER?



Number of Respondents	183	
	Responses	**% of Total**
Yes	46	25.1%
No	126	68.9%
Don't know or don't care	11	6.0%

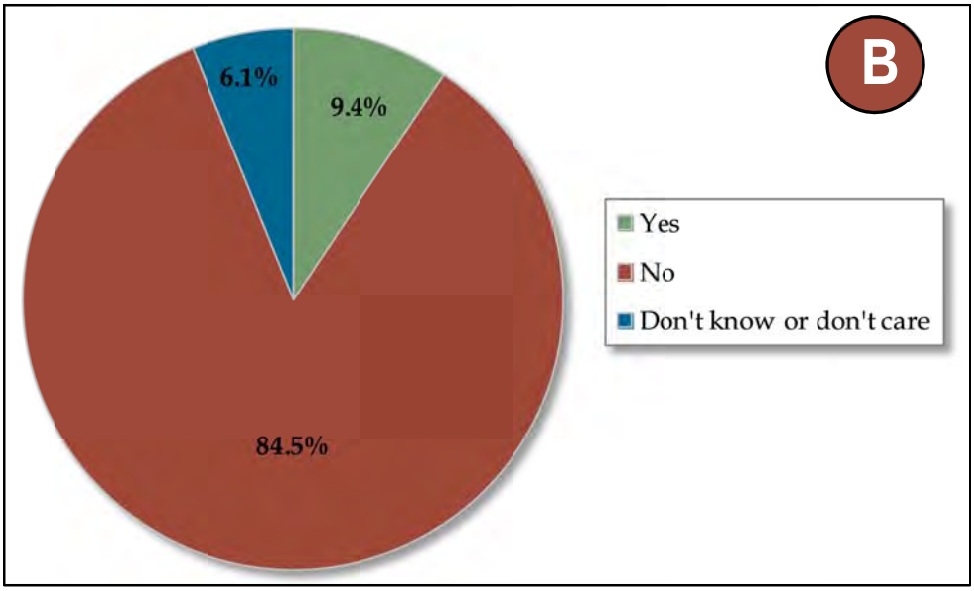
PREDOMINANT QUESTIONNAIRE RESULTS

Of the respondents that do not want enforcement on Saturdays, the majority are office and service businesses (66%), with the majority of their customers and employees parking primarily on the street (82% for customers and 43% for employees).

Of the respondents that want enforcement on Saturdays, the majority are restaurant and retail businesses (58%), with the majority of their customers parking on the street (76%).

The majority of the total respondents indicated they would prefer that more off-street parking be made available.

DO YOU THINK THE CITY SHOULD PROVIDE PARKING ENFORCEMENT AFTER 5 P.M.?



Number of Respondents	181	
	Responses	**% of Total**
Yes	17	9.4%
No	153	84.5%
Don't know or don't care	11	6.1%

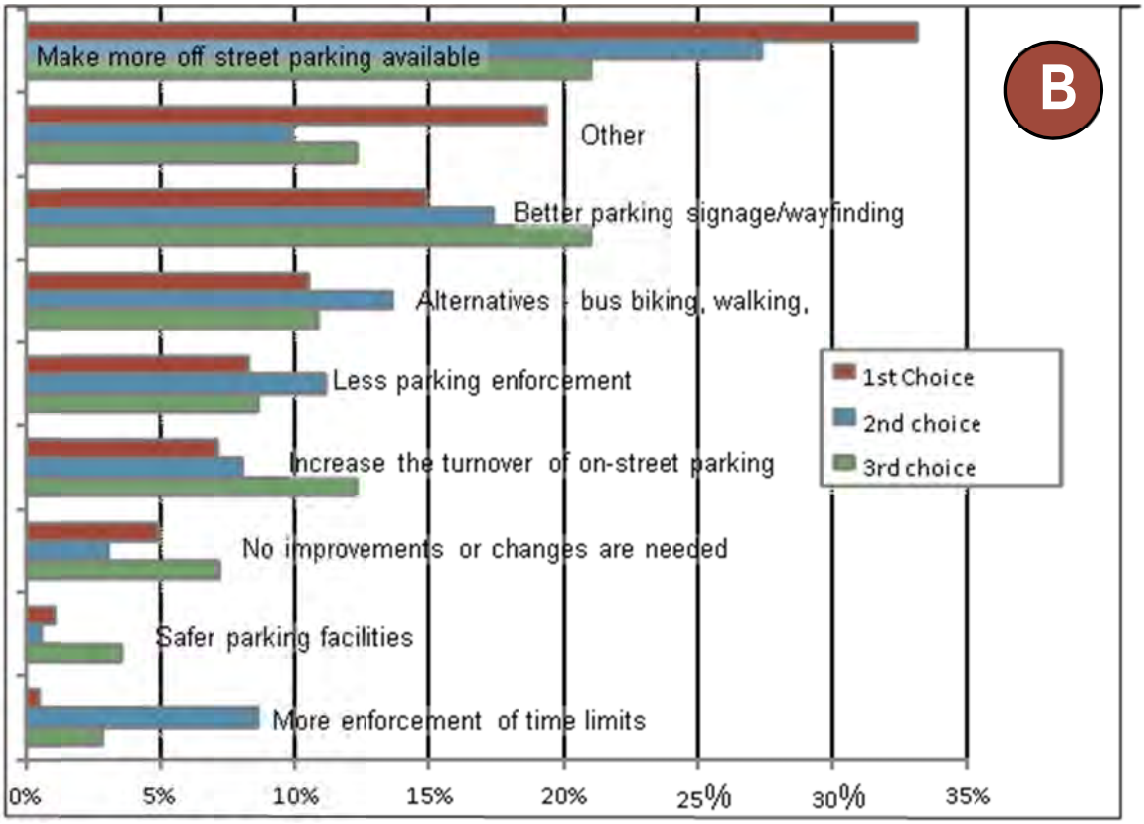
PREDOMINANT QUESTIONNAIRE RESULTS

The majority of the respondents indicated that they would not prefer to extend enforcement after 5 pm. Of those 85% of the respondents, 63% were office and service businesses, and 38% were restaurant and retail. Most of the customers for these respondents parked most often on the street (80%).

Of those respondents that said they would prefer enforcement after 5 pm, 57% are office and service businesses, and 43% are restaurant and retail. Most of the customers for this group parked most often in garages or lots (88%).

The majority of total respondents wanted to make more off-street parking available.

PLEASE CHOOSE THREE PARKING IMPROVEMENTS OR CHANGES THAT ARE MOST IMPORTANT TO YOU.



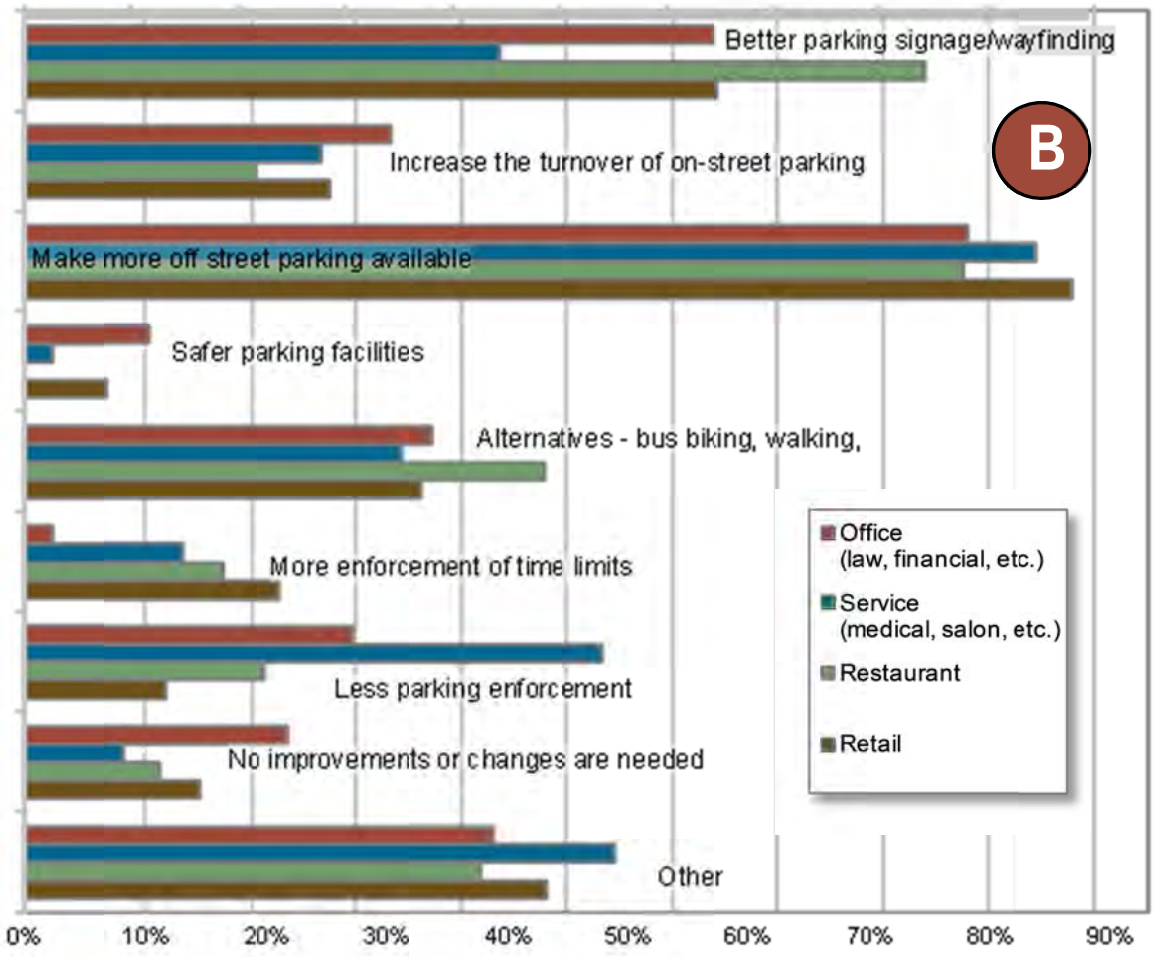
Number of Respondents	182		
	1st Choice	**2nd Choice**	**3rd Choice**
	% of Total	**% of Total**	**% of Total**
More off-street parking	33%	27%	21%
Other	19%	10%	12%
Better parking signage	15%	17%	21%
Multimodal alternatives	10%	14%	11%
Less parking enforcement	8%	11%	9%
Increase turnover	7%	8%	12%
No improvements needed	5%	3%	7%
Safer parking facilities	1%	1%	4%
More enforcement	1%	9%	3%

PREDOMINANT QUESTIONNAIRE RESULTS

As indicated by the chart, provision of more off-street parking was the preferred option by most business owners.

Of the 182 respondents, 85% indicated that most of their customers park on the street. Most respondents preferred using existing parking more efficiently as a parking strategy, along with enforcement of the 2-hour limits and pay parking on-street with lower garage and lot prices. Most of the "other" responses were actually repeats or slight variations of the listed improvements.
Most

WHAT PARKING IMPROVEMENTS OR CHANGES ARE MOST IMPORTANT TO YOU?



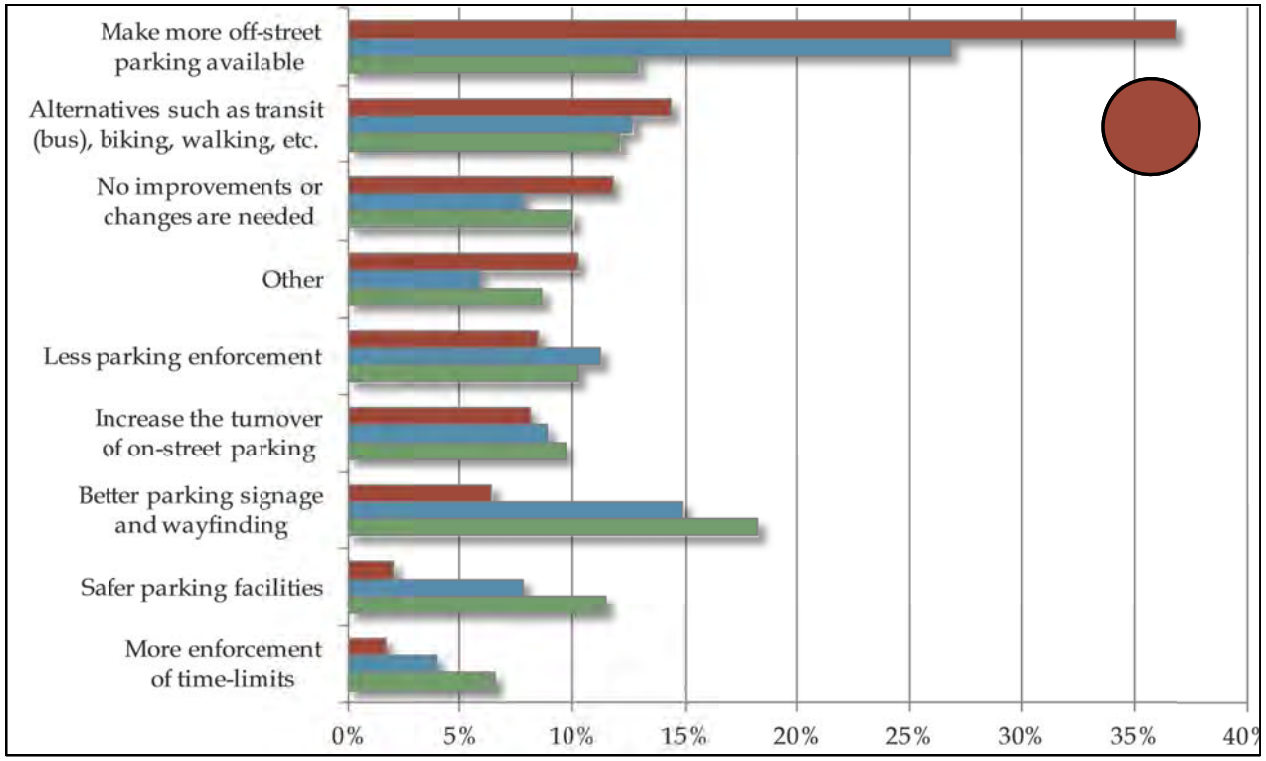
Number of Respondents	182			
	Office	**Service**	**Restaurant**	**Retail**
Better parking signage	57%	39%	75%	57%
Increased turnover	30%	25%	19%	25%
More off-street parking	78%	84%	78%	87%
Safer parking facilities	10%	2%	0%	7%
Alternatives such as transit	34%	31%	43%	33%
More time limit enforcement	2%	13%	16%	21%
Less parking enforcement	27%	48%	20%	12%
No improvements	22%	8%	11%	15%
Other	39%	49%	38%	43%

PREDOMINANT QUESTIONNAIRE RESULTS

This question was included to show how owners of different business types responded to the same options as in the previous question. As indicated by the chart, provision of more off-street parking was the preferred option by most business owners, regardless of the type of business. As a second choice, all of the respondents indicated that better parking signage was important, regardless of business type. The responses vary by business type for the third choice. The following are the third choice preferences by business type:

- Office – increase turnover of on-street parking
- Service – Less parking enforcement
- Restaurant and Retail – multimodal alternatives

PLEASE CHOOSE THREE PARKING IMPROVEMENTS OR CHANGES THAT ARE MOST IMPORTANT TO YOU.

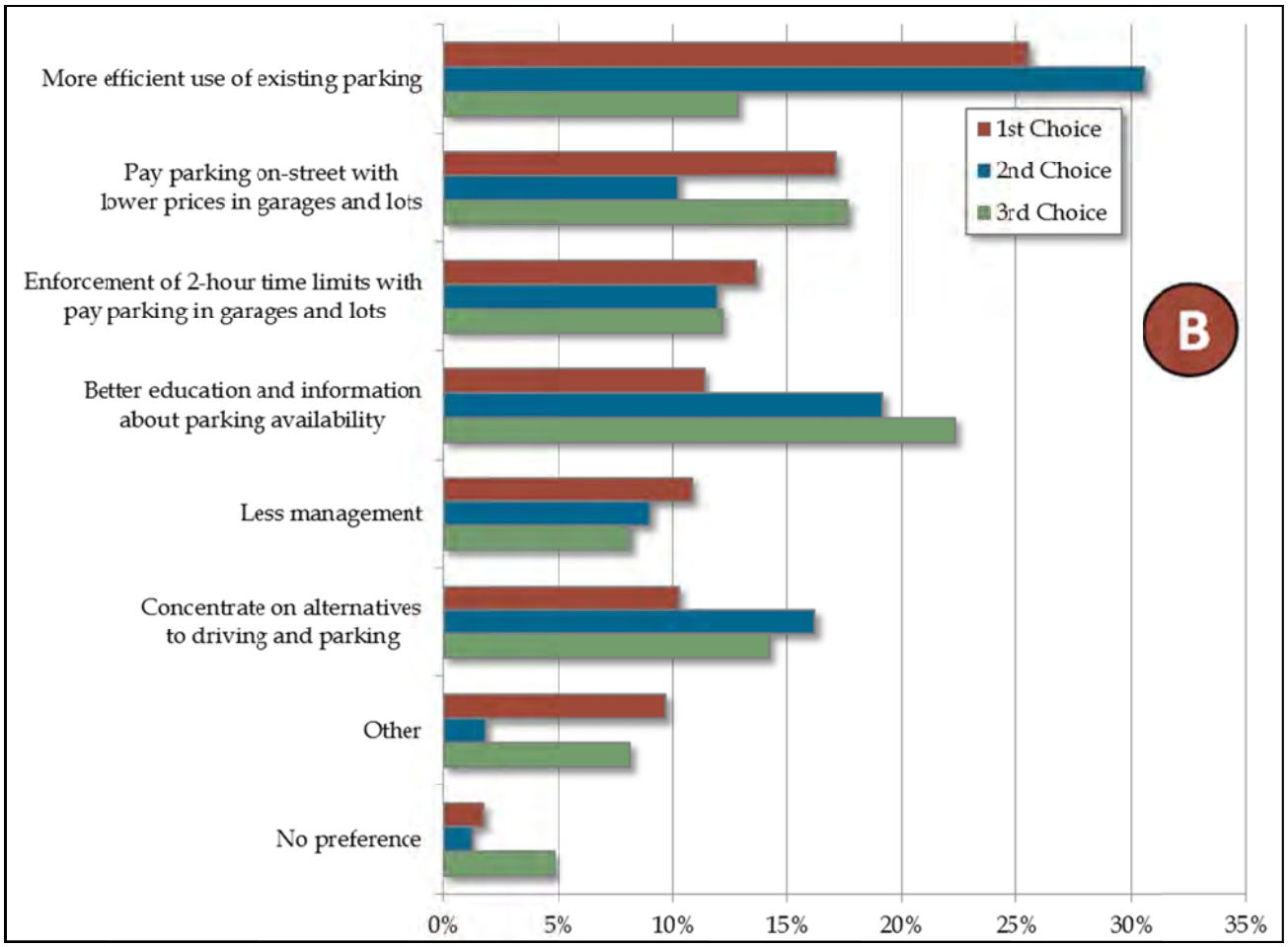


Number of Respondents	770		
	1st Choice	**2nd Choice**	**3rd Choice**
	% of Total	**% of Total**	**% of Total**
More off-street parking	37%	27%	13%
Multimodal alternatives	14%	13%	12%
No improvements needed	12%	8%	10%
Other	10%	6%	9%
Less enforcement	8%	11%	10%
Increase the turnover of on-street parking	8%	9%	10%
Better signage	6%	15%	18%
Safer parking facilities	2%	8%	11%
More time-limit enforcement	2%	4%	7%

PREDOMINANT QUESTIONNAIRE RESULTS

Of the 770 respondents, most indicated that the most important improvement would be to provide more off-street parking. 70% of the respondents indicated that they currently park on the street and do so because it is close to their destination (47%).

PLEASE PROVIDE YOUR TOP THREE CHOICES FOR A PARKING MANAGEMENT STRATEGY.



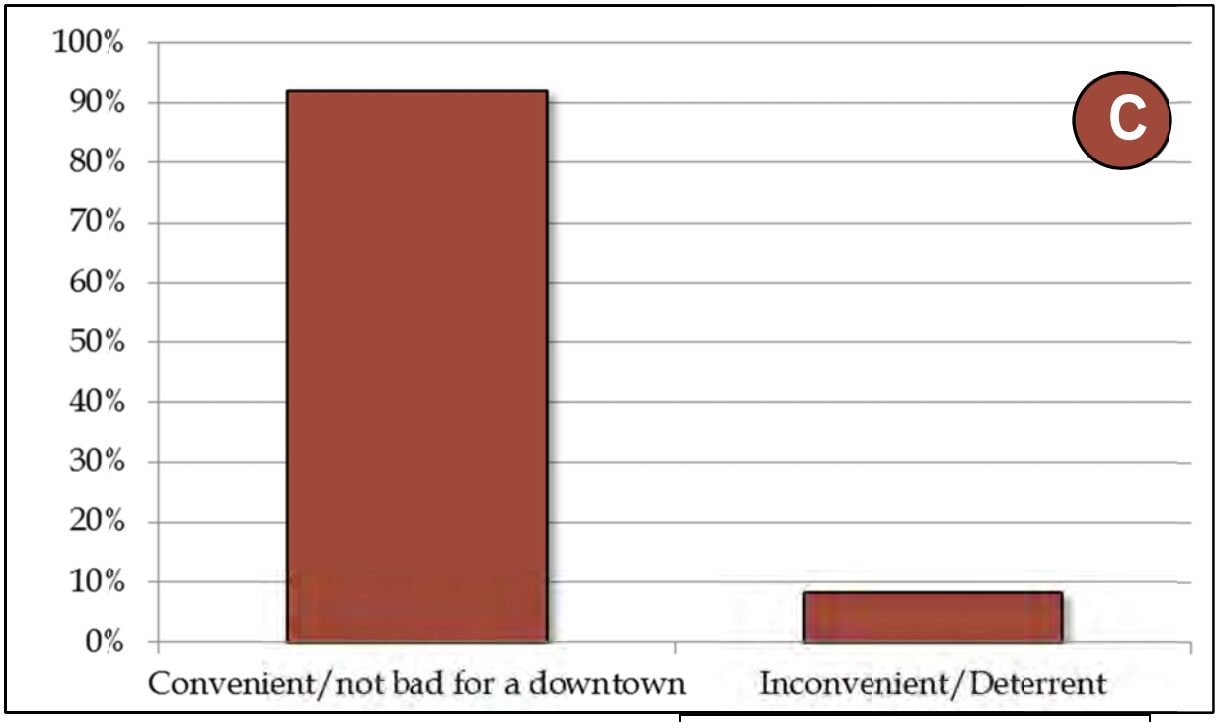
Number of Respondents	291		
	1st Choice	**2nd Choice**	**3rd Choice**
	% of Total	**% of Total**	**% of Total**
More efficient use of existing parking	26%	31%	13%
Pay parking on-street with lower prices in garages and lots	17%	10%	18%
Enforcement of 2-hour time limits with pay parking in garages and lots	14%	12%	12%
tter information about parking availability	11%	19%	22%
Less management	11%	9%	8%
Concentrate on alternatives	10%	16%	14%
Other	10%	2%	8%
No preference	2%	1%	5%

PREDOMINANT QUESTIONNAIRE RESULTS

The 1st choice priority, as indicated by the respondents, is More efficient use of exitsing parking. Of the respondents that chose that as their first choice, the majority (72%) indicated they wanted more off-street parking made available and 43% indicated they wanted better parking signage. Besides the "other" and "no preference" options, "less management" was the least attractive management strategy. The respondents identified the following as their top three priorities:

- First Choice: More efficient use of existing parking – 69% (45 responses);
- Second Choice: Better education – 53% (32 responses)
- Third Choice: Pay parking on-street with lower prices in garages and lots – 45% (26 responses)

HOW WOULD YOU DESCRIBE BIKE PARKING IN DOWNTOWN FORT COLLINS?



Number of Respondents	443	
	Responses	**% of Total**
Convenient and easy to find	208	45.6%
Less convenient than other areas but not bad for a Downtown	207	46.3%
Inconvenient and difficult to find	32	7.2%
A deterrent to coming Downtown	4	0.9%

PREDOMINANT QUESTIONNAIRE RESULTS

Of those who responded to this question, 92% indicated that bike parking was either convenient or not bad for a Downtown. This group indicated the following as main improvements to the bike parking in Downtown:

- Better bike rack design
- More secure bike parking
- Bike parking closer to businesses

Of the 7% that said bike parking was inconvenient or hard to find, 50% indicated better bike rack design as a top priority for bike parking improvements.
There was a small percentage (0.9%) that indicated bike parking was a deterrent to coming Downtown. Of these respondents the following were listed as priority improvements:

- Better bike rack design
- Weather protection
- Bike parking closer to businesses

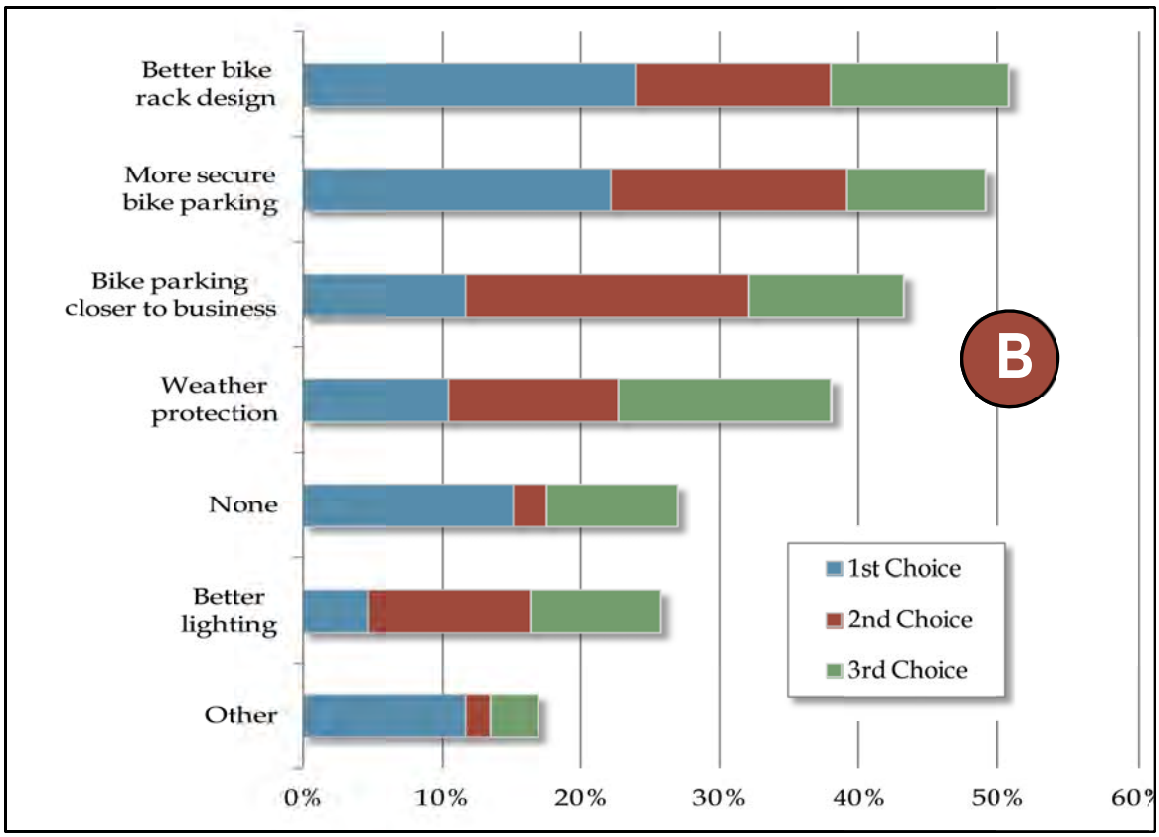
IF BIKE PARKING IMPROVEMENTS ARE NEEDED, WHAT LOCATIONS ARE THE HIGHEST PRIORITY FOR YOU?

Number of Respondents	291		
	1st Choice	**2nd Choice**	**3rd Choice**
	Response Count	**Response Count**	**Response Count**
1. *College and Mountain (general area)*	66	23	8
2. *Old Town Square*	34	22	14
3. *Near Coopersmith's*	21	14	8
4. *Oak St. Plaza/Collage & Oak*	20	25	15
5. *Near Trailhead Saloon and Rio Grande*	15	8	5
6. *College and Laporte (general area)*	10	14	5
7. *Near Bean Cycle*	4	3	1
8. *College and Olive (general area)*	4	3	8
9. *Near the Ace Hardware*	4	8	7
10. *Near the Cupboard*	4	22	3

PREDOMINANT QUESTIONNAIRE RESULTS

This analysis was based on respondents that wrote in specific locations. The map to the right illustrates the locations of the 1st Choice priorities where improvements are needed. The general area around College and Mountain was mentioned most frequently.

PLEASE CHOOSE THREE IMPROVEMENTS OR CHANGES THAT WOULD MAKE YOUR BIKE PARKING EXPERIENCE BETTER



Number of Respondents	172			
	1st Choice	**2nd Choice**	**3rd Choice**	**Overall Response Percent**
	% of Total	**% of Total**	**% of Total**	
Better bike design	24%	14%	13%	51%
More secure bike parking	22%	17%	10%	49%
Bike parking closer to business	12%	20%	11%	43%
Weather protection	11%	12%	15%	38%
None	15%	2%	9%	27%
Better lighting	5%	12%	9%	26%
Other	12%	2%	4%	17%

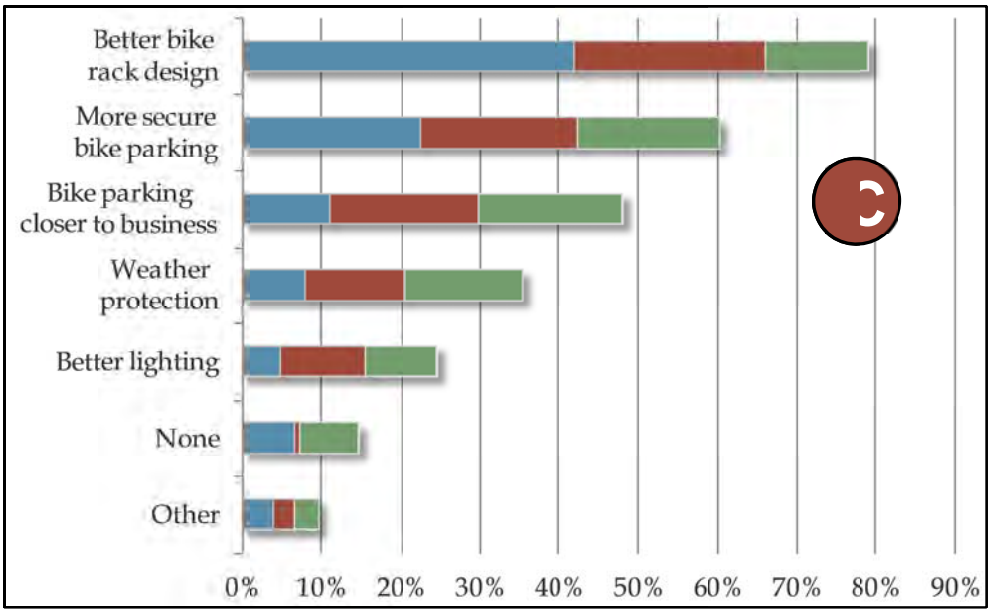
PREDOMINANT QUESTIONNAIRE RESULTS

The respondents identified the following as their top three priorities:

First Choice:
- Better bike rack design 51% (41 responses);
- More secure bike parking – 49% (38 responses)

Second Choice:
- Bike parking closer to businesses – 43% (35 responses)
- Third Choice:
- Weather protection – 38% (26 responses)

PLEASE CHOOSE THREE IMPROVEMENTS OR CHANGES THAT WOULD MAKE YOUR BIKE PARKING EXPERIENCE BETTER



Number of Respondents	442			
	1st Choice	**2nd Choice**	**3rd Choice**	**Overall Response Percent**
	% of Total	**% of Total**	**% of Total**	
Better bike design	42%	24%	13%	79%
More secure bike parking	23%	20%	18%	60%
Bike parking closer to business	11%	19%	18%	48%
Weather protection	8%	12%	15%	35%
None	7%	1%	7%	15%
Better lighting	5%	11%	9%	25%
Other	4%	3%	3%	10%

PREDOMINANT QUESTIONNAIRE RESULTS

The respondents identified the following as their top three priorities:

First Choice:

- Better bike rack design 79% (186 responses);

Second Choice:

- More secure bike parking – 60% (87 responses)

Third Choice:

- Bike parking closer to businesses – 48% (80 responses)

WRITTEN QUESTIONNAIRE RESPONSES (UNEDITED)

- "Turn-over" to benefit businesses doesn't work. The effect is that legitimate parking is limited to 2 hours in one block, then the parkers have to move to another block for 2 hours, then to a 3rd block for 2 hours, before returning to the first block for 2 hours because of the 4 hour rule, to make an 8 hour day. It's too easy to be penalized, and in the meanwhile, there are frequently several empty parking places in the original block mid-day, because of the 4 hour rule again. Pretty ridiculous penalties for those whose businesses, employees, and clients are downtown.
- 1. As a Northern resident, if there was free parking in the court house garage, I would park there. I have a handicapped plate, as do most of my fellow residents, but all of us are mobile, either walking or riding motorized carts, and, although it is nice to park right next to the Northern, it also gobbles up prime parking space that might be better used. The exercise would do me good, I think that it would also be of benefit to others, and, I think that it would free up 5 to 10 spaces, both handicapped and other, for people who do not live in the Northern. I hope that the McWhinney development on Lot 23 happens quickly because my understanding is that it will have several levels of parking as well as the residences. 2. Doing something rational with Dial a Ride, busses, "taxis and Jitneys" in addition to the Mason Corridor giving people some better alternatives to driving and parking cars would also be a benefit. 3. Parking and shuttles from various places during downtown events like the New West Fest, car show and bike rallies would also reduce the parking hassle. 4. Some bike parking on the top level of the parking garage would also help during events downtown and increasingly at other times. 5. Increasingly, there needs to be something done to be done as the bars close down, to reduce loud, abusive, drunken behavior, trashing the area needlessly, broken bottles needing to be swept out of parking places so they can be used without getting a flat tire, etc. 6. Something related to parking, but more to crowds and reducing annoyances not needed, would be to enforce rules of the road for bike riders, scooters and skateboarders, especially the dismount rule, but also, ride in the street when there are bike lanes, but on sidewalks when not, especially a problem on College and Riverside Drive causing a danger and inconvenience to both motorists and bikers. Related to this, are runners and pedestrians permitted in the bike lanes? If they are, I don't think that they should be, especially if there is a sidewalk available. Common courtesy like walking, riding to the right, not crowding people off the sidewalks or forcing them to stop and yield to rude mobs, being aware that there are others in the area and saying excuse me when not paying attention to walking due to inattention caused by electronic devices, inebriation, etc.and stopping to meet and talk out of traffic flow areas are just a few. Bike riders should either be a pedestrian or vehicle, not "cherry pick" the best of both worlds and get angry if others who are abiding by the rules and don't believe that the world revolves around them and their space exclusively, comment on this rudeness. Also, bike riders should, when in the street, go with the traffic, not against it. 7. This may sound like I am disgruntled and overly curmudgeonly, and that may be the case, but it is an honest effort to be responsive to this opportunity to provide input, and it is reflective of my desire to be a positive contributor to making our "Choice City" even better.
- 1. I know of many people who work downtown that move their car every 2 hours to a different block to avoid the tickets. What a waste of time and energy, the monitoring system needs to account for this. 2. I can't believe in our "green city" that we need a V8 Pickup to drive around burning fuel to run 2 scanning cameras. Can't this system run on a hybrid or electric vehicle if this is still the technology that is the most efficient and beneficial. 3. Better education campaign needs to go out regarding the pricing structure of garage parking. In my opinion, it is very affordable but people perceive it as very expensive and thus often won't park there. Are there businesses that will validate parking tickets from the garage?
- A 2 hour limit is not long enough to come to Old Town and have lunch and then do a bit of browsing. A 3 hour limit would allow you to do both and still have good turnover.
- A lot of times along College and Linden, there isn't any parking at all! Most of the time, I am circiling the block to waste time to find a parking spot. The middle park of College is always full of cars, no one ever leaves their spots for a long long long time. That is frustrating on trying to find a place to park along College. So something has to be done about that and there has to be more free parking around Old Town.
- A purchased pass for any parking garage should work in all garaged and public lots
- Above all, parking lots for downtown employees only during the busy hours and events.
- Additional motorcycle parking would be helpful
- Additional, smaller, garages throughout downtown would be convenient.
- Again, Downtown is nice because you don't need a car to get from place to place. It would be even nicer if I didn't have to dodge them crossing the street of simply having so darn many of them around.
- Again, my staff and my patients are very crowded in the Meldrum/Oliver area since the Otterbox building opened. Can't wait for the Lincoln Center to reopen. Then the parking will be even more exciting. I am disappointed that parking wasn't more seriously evaluated before Otterbox was allowed to build there. Otherwise, I like the company.

- Allow business that have clients that can not get done within the two hour parking have spicific parking in front of the business.
- Although parking is a problem, and I hope it can be improved, I love the problem because it means that people are Downtown. Don't make "improvements" that keep people from going downtown!
- Although the center parking along College Ave. increases parking spaces, I have never liked the dynamics of it -- cars can pull in from either side (unpredictably so), people have to walk from center parking to sidewalk (necessitates crossing street, in midle of block), many people use the space to make U-turns, and I've actually seen an unattended car roll out from a center parking space into the traffic lane (parking brake not set). I strongly advocate for another design for the center parking area -- to increase safety! Convenience would probably be enhanced too, if people didn't have to cross the street mid-block (more for convenience of traffic, which is tied up when people cross the street mid-block). Thanks for asking.
- As a person with a permanent injury I cannot walk from the parking garage to shopping or dining unless I have someone else driving who can drop me off.
- As far as bike friendly communities go, this one is great. But we need to continually grow and encourage trips by bicycle within a few miles. Corridors specifically for biking are needed, bike parking can be improved with creativity and collaboration of businesses. We need to continually be thinking about how we can improve our city's bikability.
- As I mentioned previously, I see people park all day in front of my residential rental properties and then walk or bike to (assuming) work. So there is limited parking during the day but fine at night. Many old town properties do not have nor is it possible to have sufficient off-street parking. At some point in the future, parking spaces may have to be marked and designated with permits given to residents so they will have a place to park in front of or near their home. This is done in some larger, cramped cities.
- As it is one only gets 2 hours curbside parking, so I don't stay and shop as long as I might because I am always stressed about the time. In the evening after 6 most of the shops are closed, so only dining available.
- As noted before the one thing I would like to see is a place to park over night. With the bar scene as it is there should be a place one can park and not risk a ticket when trying to be safe about having a few drinks.
- As stated, lack of parking limits the number of times we want to shop down town.
- As the area's population grows no doubt there will be parking problems in the Old Town. Presently I don't think there is a significant problem. If I'm not able to find parking on the street for dining or an event I can always go to "Plan B" and go to a parking garage where parking is always available at a reasonable cost.
- At the very least, I think on street parking needs to be for 3 hours.
- Back in diagonal parking (or back-in/head-out angled parking) is much safer for bicyclists than the current head-in diagonal. I would like the city to covert the current head-in diagonal parking on downtown streets to back-in. Here is a report describing this type of parking: http://lda.ucdavis.edu/LDA191/Course%20Handouts%20%26%20Readings/05-Back_in_Diagonal_Parking.pdf
- Be sure to use your logical reasoning not monetary reasoning in making your choice. People have and will adapt to a situation even if they do not like it. Money does not solve everything. So either make an underground parking area of say 5 levels with an additional two above ground or make the parking area just outside of town with a free shuttle to town, the parking area should be so either water will run off into a filtration system as if it were zoned for a car wash or keep it gravel and let it be as it is. Just some thoughts outside the circle. I hope you consider them.
- Because the downtown parking limits are 2 hours in most locations, I generally park 4-5 blocks from my destination. When I am downtown for shorter periods of time, I appreciate finding a space and not being charged for it.
- Better bike parking access and rack design in a way that doesn't conflict with pedestrian traffic would encourage more biking. The garages are a deal in terms of off-street parking costs but service relatively small areas. Rather than building more garages or somehow trying to increase on-street parking, secondary alternatives of good bike parking and better cooperative use and signage for other lots would keep more of the Old Town flavor.
- Better bike parking reduces per vehicle footprint for parking.
- Better customer service from the parking dept. They are quick to write tickets and not at all interested in finding ways to better educate the public.
- Better signage guiding people to parking structures/lots would be helpful to friends/families/other from out-of-town (heck, I've lived here over a decade and didn't know about the Oak Remington lot until I saw it on a map today). I also want to expand on my "normalize times/fees/payment systems" suggestion. Rules across parking facilities should be fairly normalized (2 hours free, then $1/hr...and maybe the $1/hr only during peak hours), all should have 24/7 machines that accept cash and cards. The goal would be that someone driving around would simply look for a public parking sign and know what they're going to get. I could tell out-of-town guests, "just find a public parking sign" without having to qualify the statement by explaining the different rules/rates for lots/garages (making references to locations that they don't understand). The KISS (keep it simple stupid) principle would also want to apply this to monthly permits (one price, valid at any lot/structure) and not segregate areas of the lots/structures between hourly and permit. Then parking for

everyone is as complex (easy) as looking for a "Public Parking" (most folks) or a "Permit Parking" sign (people with permits)...then parking. Both of these also would be in line with the idea that resources are more-optimally allocated if they are aggregated. I don't know how to keep prime, on-street parking both visitor-friendly (worrying about fines for meter/time violations is stressful, not friendly) and maintain turn-over at the same time. But, maybe if you make lots/structures easy enough to find and use (normalize, aggregate, sign well) you'll get enough people using them that it won't matter.

- Better, easier access from the bike trail to downtown. Reroute state highways to not run through downtown. (This would make it a more pleasant walking environment thus widening the area where people would be willing to park and walk to their destination.
- Bike parking is decent during the day, but when people come out for evenings my bike is often trapped under their bikes . Also, bike racks in Old Town get really cluttered with abandoned bikes, a few bikes left over from the weekend and racks are quickly full for day use. For car parking, my employer pays for the parking garage, but on nights and weekends I prefer street or off street parking.
- Bike Parking is generally okay, however bike theft is absolutely rampant. Patrols or cameras would greatly increase the likelyhood of me biking instead of driving. As it is, I'm parking my bike in the garage cage, which is safe, but the distance from a lot of downtown means that I'm less likely to ride my bike than if there were some sort of safe parking nearer the busy parts of old town.
- Bike parking is inadequate. Often times need to secure bikes to sign posts.
- Bike parking is more of a problem (to the rest of us) than vehicle parking. Adding meters will just be a nuisance and an irritant.
- Biking or transit ought not be considered as alternative modes; rather, all modes need to have priority depending on the mission of the city versus the mission of the DDA. Parking should be constructed to meet the variables of the weather, time of day, events, and trends. Please plan for lots of bike (less car) parking at the MAX stops, and at the DTC. Finally, more covered bike parking should be integral to any parking plan. Oh, and today (Wed Sep 28), at the parking forum, Cedar Rapids indicated they offer a security escort, an idea that would work well for singles and seniors alike in Old Town.
- Build a parking garage in areas that detract from old town ie homeless park and homeless shelter across the street. They get to "live" in a spot people would pay a million for a condo or a good monthly fee to park.
- Build a parking garage in the old steeles grocery store lot.We need another one.Perfect location.
- Build another parking garage, or expand the current ones. Annual parking passes are full and I cannot purchase one.
- Concerned that the Mason Street Corridor will diminish the number of available parking places and will not provide any abatement of parking problems
- Consider more pedestrian mall-type setups, where you can park once and walk to most destinations.
- consider valet parking
- Consider ways to prevent the non-disabled drivers (actually parkers) from occupying HC slots, even if only for a short time. The entitled driver or passenger blocking the right traffic lane to wait for the lawbreaker to vacate that slot is unacceptable and unsafe. Going around the block, in hopes of finding it has opened up often is wishful thinking, timing-wise.
- Convenient bike parking is very important to me as a female retiree. I would be much more inclined to bike downtown if I didn't have to park my bike around a lamp post. I have recently moved here and have been uncertain about the bike parking rules.
- create more spots and use meters. have a free 15 minute option on every meter. keep meters cheap!
- Despite the many complaints I'm sure you hear, I must say that overall, I have been happy and satisfied as a Ft. Collins resident with the parking situation downtown, both when i drive and bike. I strongly believe that if some of these "squeaky wheels" spent time driving and trying to park in other urban centers, they would quickly cease their complaining. I also love the free on-street parking and very reasonable rates for the garage.
- Develop Parking lots on the perimeter of Downtown (have the lots in the 4 quadarants - east, west, north, south) then have bus or shuttle transportation serve these lots and the downtown area so that people are no more then 10 minutes from their car.
- Do not allow backing into parking spaces in parking garages and don't allow people to take more than one space in the parking garages.
- do not charge for street parking it'll hurt the bussines,atleast for me i wont come done there that often to dine or walk around then, i pay enough in bills and living not in parking to enjoy the old town and give money to bussines's. Free parking is what brings the people to old town and to enjoy it and to spend money at the restaurants and stores. Will this happend propally not since your asking for a survey, the city needs money so where else are you going to get it, but nickle and dimey the patrons wont do the trick.
- Do not put meters
- Do not take more car parking for bikes. Take NE section of Mason parking structure & turn to bike parking. Same in Mountain structure. Also need more motorcycle parking. Thanks.
- Do you have any other comments about parking in Downtown Fort Collins?

- don't charge for parking downtown; that is what this survey looks like
- Don't get rid of center parking on Colloege. Center parking makes Old Town unique and any visitors we have from out of state comment on our beautiful downtown and feeling of yesteryears!
- don't get rid of the diagonal parking in the center of College. this is a unique feature of downtown and visitors love it. My wife loves it more!
- Don't see it as a huge problem for my customers at this time. Would like to see the Mason Street project continue and mass transit begin.
- Don't use precious parking spaces for bicycle racks...find another location for them! Allow longer than a two hour limit for on-street parking. If you are visiting a salon, for example, your services may take longer than 2 hours. Also, what if you want to shop afterward, you'll need to move your car - how inconvenient! Also, if I want to enjoy a good meal with friends AND shop or stroll around, it's hard to do this within the 2 hour limit.
- Downtown Fort Collins is a wonderful, convenient destination. If people complain about parking there, their problem is over-reliance on automotive transportation and unrealistic expectations that governments and businesses will provide free plots of asphalt everywhere they choose to travel. Please!!! Don't fall into the trap of prioritizing motorists above all other citizens.
- Downtown has plenty of parking compared to areas north of the campus. There are no lines for diagonal parking so several spaces are lost everyday in a tightest parking area of town. The mason tod is a joke. From my experience 90% of students have cars but yet landlords do not have to park them. Throw in two CSU offices on Howes which charge employees to park or walk it's a mess. PAINT THE LINES like you do in front of Otter Box. Thanks
- Downtown is a fun place to just stroll, shop and eat or snack. I avoid it on weekends mostly because the center parking on College is intimidating and dangerous. Parking on other steets is not convenient only during the week because there isn't enough. I think a couple of large lots in stategic areas of the most popular streets with a slow moving shuttle to all streets would really healp.
- Downtown parking is a mess. It is always so hard to find a parking spot. If you find an off street lot, you never know if you will get a ticket or towed because it is a private lot for a residence or specific business.
- Downtown parking seems to work resonably well for a crowded downtown like ours, but I can't help but think there are some things we could do to "take it to the next level". I am glad you are doing this study, and I appreciate the opportunity to provide input. I will support well-managed changes if they create a better business climate for Downtown.
- Due to the nature of the job (probation officer) and past safety issues at the justice center, having to walk a few blocks in the dark is definitely a safety issue, and State employees do not enjoy the same low fee monthly garage parking as city and county employees, even though, we are providing services to this community and many of us also reside in Fort Collins. Since parking at the garage can be expensive, many of us are forced to parked on the street at least a few blocks from the building.
- During festivals and events such as New West Fest it is very difficult to find parking when visiting a friend who lives near Old Town
- Eiminating the currently free parking lot on the east side of College Ave. on Oak St. would greatly hurt the businesses in downtown as the parking garages are not as convenient (take too much time to use if you are in a hurry or are only making one stop) and the parking spaces along College are usually taken. I think it is also important to retain mostly free parking downtown.
- Eliminate the hazzradous center parking on College. Replace it with a beautiful tree lined boulavard with bike lanes down the middle and some bike parking racks on the sides. This will eliminate the hazard, beautify the downtown, and eliminate the shortage/congestion of bike parking downtown.
- Enforcement seems fair and well implemented. Better parking garage awareness could be enhanced through marketing efforts. White paint in the garage is a big improvement. More security presence in the garages, please! It would make the garages feel safer and a better option for women.
- Every business downtown has employees, believe it or not! Parking for employees it totally something no one seems to care about, except the poor employees who have no voice in the matter! All day spots are rare and difficult if not impossible to find. Now a new business has arrived (Otter) with not one but two buildings, their employees fill what few all day spots we have in the area by 7:20 am. Where do we go??? We are left with residential streets? which I am sure pleases the folks who live in those houses. PLEASE either build another parking garage on the west side of college (the closest current parking garage is 5 blocks from where I work, which is a difficult walk in the winter time, no businesses shovel their walks by 7:45am) and I have already received TWO pay cuts in the last year and paying $20/month just to park is difficult!
- Everyone wants to be there- but if the DBA keeps trying to entice visitors down with events, then it seems like they need to address the parking issue. It can get really dense, and the bus only runs once an hour- not terribly convenient.
- Except for times when an event is taking place downtown, I find the parking to be reasonable. In general, though, I think that bikes and alternative transportation are the future and we should design with them in mind rather than more and more car parking.
- Extended hours during the Holiday Shopping times so that I can go to more stores.

- Fees should be reduced for parking tickets for 2 hr limit. Maybe they can b pro-rated by time or monthly occurance.
- Finding a parking spot in downtown Fort Collins is daunting and usually unavailable. If after one run around the block and nothing is open, we go to the garage structure, but then there is a fee. Understandable and small, but still an inconvenience. Worse is when you get the machine (in the garage) which gives you tokens instead of change. Totally, totally annoying. I'm NOT riding my bike or taking public transportation, won't happen. Also I drive a larger vehicle, because I have a large family, and it is really annoying to try and squeeze into a parking spot and not "dink" the cars next to us. No suggestion on how to help, as I don't know all the logistics of downtown, just comments about our experience's in downtown and why there are time we think twice about taking our business there.
- First of all I NEVER go downtown after about 8 pm because of all of the bar activities, fights, drunken people barfing and peeing all over. This is NOT the Crown Jewel, let me tell you that. I am SICK of stepping over throw up and who knows what else. Please clean it up. This is one of the main reasons I don't come downtown. Secondly is the parking and the county employees who are parking where they shouldn't just so they don't have to pay the monthly fee for the garages. They are taking up the spaces that should be available to those who want to shop and dine in Old Town.
- For better or for worse, I think downtown parking is pretty successful--it's sometimes difficult to find a space, but often it's just fine. My only real desire would be for slightly longer spots along the street, but that may be self-defeating. On the whole I think you have struck a good balance.
- For court house employees who park on the blocks of the old fort collins police services building, it gets very crowded and it also takes away from parking for people who live in the homes surrounding those areas. It would be convenient if there was more parking directly associated with court house employees as many other cities have this as an option
- For people who work downtown there is not enough parking. Yes I ride bike whenever I can, and yes I will park three or more blocks away for a free spot. What I cannot afford (and I'm sure I'm not alone here) is to pay for parking on a daily basis. Around 281 N. College, there could be spots reserved for employees during business hours, or there could be more long term parking spots (e.g. Rodizio Grill) made available
- For people with medical issues, it is sometimes very difficult to walk very far, and people with medical issues visit the Red Dragon Acupuncture and Wette Physical Therapy Clinic on Peterson. I have had to walk an entire block, in bad pain, in order to get to their building because all the closer parking spaces were taken. It would seem to make sense to limit parking on that street to two hours for non residents. Thank you for your consideration!
- For the most part Fort Collins has done a pretty good job with making parking easy. However, the parking situation for New West Fest was handled TERRIBLY. There was a serious lack of information about where downtown residents could park, especially those who don't have permits. The signs went up too late and in inconspicuous spots. I was parked on a street that gave all indications of being fine on Thursday night only to find that I was in a tow-away zone on Friday morning. I could find no information online about where parking was restricted. I would recommend earlier signage in much more conspicuous spots for the next event where parking will be restricted. I also recommend some permit for downtown residents during those days so that they have access to parking near their apartments/houses available.
- Fort Collins has the best parking strategy in Colorado. See Boulder, Denver, Colorado Springs. It's a retailer's nightmare. I don't want any changes. We have the best for a city our size. I don't want any parking meters ever !!!!!!!
- Fort Collins is great for encouraging bicycling - that's a big part of what makes the city so nice to live - so I hope you'll continue to promote bicycling, walking and other alternative transit. Fewer people in cars solves so many problems at once.
- Fort Collins is the only city on the planet that has free on-street parking, from New York to Boulder, you have to pay to park on the street. Those spaces should also be limited in time, as they are now. Bikes are great, but 95% of my customers drive a car. Someone who rides a bike is capable and interested in excercise and is usually willing to walk to get to his/her destinations.
- Fort Collins parking on street is good and having the median parking is great--this should not be taken away. Bike traffic needs to be directed to a few streets with adequate bike lanes. Bikes are poor at following regulations. I see bikes in the no-bike zones frequently. Bikes dart around cars and then block right turns. I respect the bikes, but expect then to follow the rules cars are expected to follow. Bike parking should be provided in creative ways without removal of more car parking spots. When parking a car, I expect to have to walk a block or two--bikes should have the same expectation. Biking is great is you live close by, but the city may be swinging too far toward accommocation of bikes at the expense of the majority of Fort Collins.
- Frankly, after visiting many other downtowns and having friends and family visit, everyone cannot believe we have free parking downtown, but I love it. I think it's great and i don't think the two hour limit is that big of a deal to most folks - there are plenty of opportunities for longer-term free parking, if only people knew where they were....

- Free 1st Hour parking in the parking garage is great. If you start charging for street parking work out a scheme where the 1st hour is free too.
- Free and low-cost parking encourages people to drive in the downtown area; impacting traffic, pedestrian safety, and air quality. We need on-street parking meters, increased fees in parking structures, and more transit options.
- FREE parking throughout downtown, in fact the entire city, including the garages, should be a service of the city, as it is with the malls and other retailers outside of downtown. The amount of money you pay for code/law enforcement personnel, vehicles, hand-held scanners, PAPERWORK, and the garage attendants, plus the mailings, is better spent on routine maintenance of the FREE parking spaces/garages. Get with it -- quit spending city money analyzing parking and just make it all FREE.
- From my contact with customers/businesses downtown, I've heard that they are more willing to pay for higher sales tax on certain blocks, etc than parking fees. (For example, in the 300 n college block, if the developer could receive some money back by having a higher sales tax and tax incentives to recoup his development costs. I truly feel that the city would generate more money if the city gives a developer incentives to build parking underground.) The city benefits from receiving money through sales tax revenue and parking space taxes. That is a financial benefit that everyone benefits from. What works for developers in the south harmony area should be universal with the city. Any developer that can help with parking should be encouraged to do so. In addition, that this would create a new feeling in the downtown about the parking situation which should encourage downtown growth and use. I just think that some forward thinking that is different than what is currently done in downtowns should be started here--in Fort Collins. Hickenlooper won the mayoral election in Denver campaigning against traditional ideas on parking like parking meters, etc. I truly believe that free parking built by the city with higher sales tax from various blocks will generate more money than paid parking ever could.
- garages are difficult to navigate with young children or seniors. often walking in traffic. would be nice to have 'drop off' zones so that seniors and young kids dont have to walk long distances or cross busy streets to get to restaurants
- gave you the one already about unclear signs that say 2 hour limit & doesn't say excludes weekends holidays but seems like it is not enforced on weekends; I park near the courthouse to eat & shop & sometimes exceed the limit or leave my car there to car pool for an errand then come back
- generally speaking i think parking in town is fine, THANK GOD you don't have to pay on the street - I HATE THAT about so many towns (ie boulder) - plus the two hour limit makes it turn over - the flip side of that being it is a bummer to only have 2 hours when you're the one with the spot - but if so, i just park in the parking structures - the price is very, very reasonable - also very nice. my only complaint is when i go to work at Sense of Place, i HAVE to park a ways away and walk if i want to park free, or i have to park in the structures and pay 1/2 hour's pay to park. but all in all i think we are super lucky to have the structure we have - free parking for the most part, and very cheap parking when you need it for longer. i have always been grateful for our parking situation!!! p.s. i live in the hills nw of fort collins in larimer county, but lived inside city limits for many years. we also just purchased a condo a few blocks from old town so we can spend some more time in town now that our home is so far away. when i am there i will ride my bike around, or possibly drive. my 75 mom lives there now and they drive to town for shopping/dining and have no complaints about parking.
- Generally, it is very good. The only times when it is difficult to find parking is Friday and Saturday night, and during special events. Hard to do anything about that!
- Get rid of all those little bike racks that only hold 2-3 bikes and put in regular racks that hold more bikes. Wish I couls draw a picture.
- Getting downtown employee's off the street and offering them alternative parking could help. Even before I worked downtown, when visiting I would always park in the structure - makes the most sense!
- Good idea to have the more "personal" questions on the survey at the end.
- Having people patrol the parking lots is very frustrating. I go downtown often, and I do hurry and always make it back to my car in time. However, I always see someone patrolling the area to give parking tickets. Maybe paying a nominal fee would be better to avoid this. I spend my share of money downtown probably more than the average.
- Hello Sundays?? What's the bible belt holdover about? Sunday is a better shopping day than Monday for most businesses yet we don't have any parking rules downtown?
- Honestly, I don't see a problem with parking most of the time. There are plenty of garages within walking distance of everything. I think that people are a little lazy. If I'm not in a hurry, I will pull into a garage and walk to my destination. If I'm in a hurry and just want to dart in and out of a downtown business, I do get frustrated, but will gauge my need versus the time to walk from a space that's further away. What if the spots along the sidewalks were pay and the spots in the center of the street were free, but limited to 2 hours or something like that?
- I am a fan of a bicycle community but NOT at the expense of other forms of transportation. What problem were we trying to solve by using what few parking spaces we have for bicycle racks? Why are there so many empty police parking spaces? Do they ever get filled up?

- I am disabled. I think jerks that park in those spaces and have no placard or plate, or are just lazy, need huge fines and yank th ecar !!!!!!!!!!
- I am familiar with it, so it works fine for me. For friends and visitors, its a little more complicated. The warning for first-time violations is a very good thing and a chance to explain the situation so keep giving a lot of attention to that message that comes with the first ticket. I think people misunderstand how easy it is to park anywhere, and then stroll to anywhere Downtown. i.e., I hear people say "I had to park 2 blocks away, over there" as if it's a long way.
- I am glad there is motorcycle parking everywhere, but time limits on car spaces inhibits my patronage of downtown businesses. When I come downtown, I typically need to park longer than enforced limits, requiring me to move my car often, and disrupting my day and unnecessarily expending gas and time to avoid a ticket.
- I am retired. I really do go somewhere else when I don't find parking pretty close to where I want to go. I sometimes ride my bike downtown - and usually because I can get closer to where I want to go. I really don't like parking far away from where I am going. Usually I'm shopping and I don't like to schlep stuff a long way back to the car - or if it starts to rain, etc.
- I appreciate that parking is free on the street downtown, but I think that if you are going to charge for street parking there should be more free times in the garages so people will get used to using them. People around here hate to walk any distance, so it will be hard to make that change for some. Also garages feel unsafe late at night.
- I appreciate the free downtown parking. I rarely have trouble finding a space. People who complain about the lack of parking are just impatient or don't know all of the options. I park in the parking garage when I know I'll be over 2 hours and don't want to re-park.
- I appreciate the tourism and use that downtown Fort Collins get for recreation and I appreciate the amount of vibrancy and economy it brings to the city, but the amount of use makes it difficult for people such as myself who work downtown everyday to easily find a parking spot when heading to the office. I wish there were better options at a lower cost for people who need to park downtown everyday.
- I avoid downtown during snowy & icy times as I find navigating the poorly maintained sidewalks & parking spaces dangerous for me. I will not walk old town alone because of the people begging for money. I am also concerned about the walk from the parking garage if I am alone. Consequently, if I can't park near my destination, I leave.
- I avoid downtown like the plague. It is so uncomfortable to drive through there and there is never parking available near where I need to go. The center of the street parking is dangerous and there are too many chances for accidents as people walk through traffic to their vehicles and vehicles try to leave parking spots with so much foot and vehicle traffic. Lights are not timed right. I will not go downtown unless I absolutely have no choice.
- I avoid going downtown alone after dark to meet friends because I never know how far I will have to walk alone back to my car afterwards.
- I avoid going downtown due to the lack of convenient parking, especially on the weekends.
- I cannot walk very far and require assistance to do so. More often than not, all handicap spaces are full and/or too far from my destination. You need more. At the New West Fest, I brought a wheelchair to be able to go but there was no parking anywhere near downtown. I tried three different times of day to no avail. It's too hard on my arms to get from a parking spot nearly 1/4 mile away and then to be able to enjoy the festival. The roads are all blocked off for vendors--a separate section should be blocked off for handicap parking only.
- I currently park on Jefferson near the homeless shelter. Although it has not been an issue thus far, sometimes the individuals that loiter in the area can make leaving work in the winter/dark a bit nerve-wracking for a woman. More lighting would be appreciated.
- i do not appreciate the vulture-like parking attendents. it feels like we and customers are preyed upon. and that makes old town feel bad. definitely NOT more parking enforcement. the city should manage employee parking better. the parking lot at the city manager office on the la porte side sits empty all day because it is 2 hr. parking. as a result the city emplyees line the street with their cars. what is the thinking of 2 hr. parking in that lot?
- I do not come downtown other than to work. I live out of town and I find parking in the downtown area not worth the hassle. I will go to a box store to find the items that I need. They provide adequate parking.
- I do not support paid on street parking. It is a barrier to spending money downtown and is not conducive to our welcoming community.
- I don't drive downtown because there is no place for a handicapped senior to park. There is no way a handicapped senior can carefully walk across a downtown street safely the way the signals are set. Seniors just can't run the way the lights are set.
- I don't have a problem with walking a few blocks once I park unless I have to carry groceries from the Food Co-op. Better bus service from northwest of town (Overland & Vine area) would help reduce my driving. I ride my bike when I can but don't like to use crowded bike racks because I have racks & a basket on my bike & they don't fit.

- I don't often park my car in downtown Fort Collins because I almost always bike. But when I have parked a car, its been a bit frustrating especially in the evenings. There is a parking lot by Perkins with more spots than the restaurant needs(in my opinion) and they do not allow anyone to use it that is not a customer last I heard. I feel that is a poor use of parking space. Maybe at least half of that lot could be open for general use because I rarely see it completely full.
- I don't think anything is wrong with the current situation. I can l always find parking if I am patient and know my options and I appreciate that it's free. If I had to pay a meter to drop off an item or pick up a quick gift, I would shop elsewhere. Same goes for dining. There are lots of restaurants in FTC that you don't have to pay to park at. Bike parking could be enhanced and promoted. Let's focus on the positives and what is working and less on the idea that meters are better and will allow better turnover. In my opinion, the college kids and bars problem is much more important to address!
- I don't think it would hurt business or business relations with the city to remove a few more car parking spaces for bicycle racks. The racks are already full and the additional bicycle parking should increase the volume of foot traffic in and around downtown.
- I don't think vehicle parking is a big deal. Bike parking could be improved!
- I drive downtown no less than once per week, often a lot more than that. Parking is not an issue in this town. The only place it's difficult to find parking is on College from Olive to Laporte, Mountain from Howes to Remington, and Linden and Walnut and only in the evening. That's a total of 7 linear blocks. The remaining dozens of liner blocks have no parking issues at all. Even within this area, we are frequently able to find a spot within a block of our destination. I think a lot of the complaints you're hearing about parking in downtown come from people who want to park within 100 feet of their destination any time they like (the squeeky wheels). That's not feasible. If there are businesses who want more convenient parking for their customers, perhaps they should consider offering a valet service. But I would think most businesses are opposed to pay parking. There is plenty of parking infrastructure already available. The parking garages are never, ever full and there is always on street parking within 2 to 3 blocks of our destination. Never once, in 15 years, have I ever walked more than 3 blocks to get to my destination. People in most other cities, including Boulder by the way, would love to have that kind of convenience. I bike downtown as well, mostly in the summer. Bike parking can certainly be congested. My suggestion would be to focus racks on areas where bikes are most concentrated (within a block of College and Mountain), as they seem to be evenly distributed right now. Finally, please, please, please do not put in paid on street parking. It's tacky and annoying. People love to come into a town where the parking is free. IF you do, put it in only in the most desirable parking locations and let those of us who don't complain about walking a few blocks park for free and walk to our destination.
- I feel that offering free unlimited parking for business owners and or business owners and their employees is a very important aspect that the city should adopt. On a daily basis we are constantly leaving work every two hours to move our vehicles (including the owner of the store). It is increasing traffic throughout the streets, increases the risk of accidents, and decreasing productivity within our business. I understand that the parking lots are available but they cost money and most of us are working multiple jobs or we value our dollar more than the convenience of a unlimited parking spot. I understand the city needs to make money but everyone working in old town has taxes coming out of their paychecks, the business owners are providing tax dollars from sales, and the workers are eating and shopping closer to work which all helps to provide funds back to the city and help improve old town as a whole. If the city could designate a large area for downtown workers to park without having to move their vehicles I believe the parking issues would be resolved. Idea: how often do the parking garages ever fill up? Employees/owners working in old town would utilize the parking garages if they were provided as a free location to park and it would make parking easier for patrons of old town.
- I feel the $100 fine in the Mason lot is extravagant and not effective anyway in deterring over stayed parking. When people over stay the parking time it is because they forget and not because they don't mind paying an extra fee, so extravagant fines just make people angry. On the same lines of thought, I feel that having the authority to ticket twice the same vehicle because it hasn't been moved yet is also extravagant and is designed to raise revenue for the city and not deter people from over staying a parking limit. In general, I and others feel like there is a general mentality among the fort collins parking services that raising revenue for the city is priority over managing parking flow. On a side note, I would like to see more flexibility for business owners who are bringing revenue in for the city as we are busy doing many things through out the day and most parking attendants know us and our cars. I'm not asking for special priveledges but more of a relaxed attitude when it comes to those of us with businesses. Thanks for listening.
- I find it difficult to access several small businesses a few blocks from downtown because so many cars are parked all day in front of them. Specifically, this occurs on Peterson St just south of Mountain. It is frustrating to try to find a spot near the service provider when most cars are parked there all day and owners have walked elsewhere
- I find it extremely challenging with children to navigate the parking downtown. The parking in the center of College is very dangerous as a pedestrian and as a driver. Ideally I would much enjoy if no driving was allowed on College and made into a walking mall with parking relegated to side streets and garages. Additionally if

pay parking is instituted, I have lived/traveled abroad and found parking kiosks to be a very efficient way of obtaining parking.

- I find it very difficult parking downtown after 6pm on any day of the week, even though I have a valid handicapped placard because I cannot walk far. I would greatly like more off street or side-street parking that would place me closer to my destination.
- I find Oak Street lot (between College and Remington) parking usually available and convient. If I need more than 2 hours I look for a non-timed space down near the library. I don't mind walking a bit. I feel downtown parking should be free, time limits are OK if reasonable. It is great to see more people biking to downtown, and bike parking does need to be central to the main areas of downtown.
- I find parking downtown difficult and end up using the parking garage only to be over charge the amount told on the sign. I would like to shop downtown more often, but it's not worth the hassle.
- I find the process of ticketing, and price escalation up to being heavily fined and booted very difficult to understand. Also, because I live right downtown, I think it would be nice to have some sort of permits for certain occasions, (events, etc.) or a residential parking plan, if we want to incentivize more infill / mixed use dwelling downtown.
- I frequent the area of Mountain and Peterson. I don't understand why Peterson never has any parking spaces. Owners of businesses there tell me it's because people who work elsewhere in downtown park on Peterson all day long. I suggest that property owners on Peterson be issued permits for parking on their street and others be limited to 2 hour parking, which should be strictly enforced.
- I fully support downtown pay parking like Boulder or other communities. I heard Randy's presentation and am convinced pay parking downtown will have many benefits, including reducing fossil fuel use and air pollution from circling and circling, frustration from congestion etc..... I myself and guilty of that a time or two when I'm in a rush and not on my bike.
- I grew up here and downtown is my favorite part of FC, I enjoy the atmosphere and the shop/restaurant/bars more than any other part of town. I did move relatively close to downtown (6 blocks) recently because I love it so much and now it's a 4 minute bike ride to get to the heart of it and don't have to deal with parking the car. I know what I am getting into when deciding to come downtown with my car. Parking has always been an issue although I hardly ever leave if I don't find a place. I get very frustrated driving around the block usually if I am trying to do a quick trip and don't have time to ride my bike. Part of me riding my bike is because I stay longer than 2 hours. Most of the time I think the 2 hour time limit is too short to do what I need to get done but I understand it is needed for the turnover for spaces. When tourists come to town though and use the 2 hour spaces rather than the garage, does it limit their time to hang out and spend money? Would they stay longer if the limits were 1 or 2 hours more? Riding my bike is more convenient obviously but has gotten harder to find places due to more people riding bikes. I am glad there have been multiple more bike racks for special events like the Taste and New West Fest! When I do drive, I have an order of how to park-first look for on-street. If it's a weekend or a busy time and know this will be more difficult, I have the usual lots that I go to without cruising the block first- W Oak St, or behind Aggie. If all else fails I do the garage but I guess the reason I generally don't just start there is because it doesn't seem as close in proximity to the shop/bar etc I am going to. If I am going to a bar and its possible I will need to leave my car overnight, I park on a non-time limit street, usually E Oak. I realize this kind of sucks for the people who live there and may not be able to park in front of their own house. When I used to work at The Melting Pot, I worked during the day and parked behind on Chestnut in 2 hour spots. Although this lot usually wasn't full and lucky for me the limit was never enforced. I don't know what I would have done otherwise. Parking there was a safety issue, when leaving after dark, near the park where the homeless hang out and would walk/hang out in the alley.
- I had a bad experience when I locked my bike to a rack, and someone later parked and locked their bike, looping the handle bars around my bike so I couldn't get it out. I waited a loonnngggg time for the other person to return. Since then, I have avoided using the bike racks downtown.
- I hate the bike parking, I have had my new car dented by bikes downtown. They take up the space that as a car owner have paid for by my car tax's etc. Why not have the bikes have plates and pay for the parking spots they take. I like bikes but there comes a limit on who really spends the money downtown, yound adults, don't think so.
- I have lived in other towns and worked as a City Planner. I love the situation in downtown Fort Collins. If I can't find on street parking, I simply go to the surface lots or parking garages. Everything is located within just a few blocks of these parking areas. Thanks to the planners who put these in when they did.
- I have never thought parking was difficult in downtown Fort Collins (unless you have never lived or traveled to another city). Also, I can see lots of parking lots out my office window that are totally under-utilized. I also believe that downtown employers need to do a better job creating an incentive or penalizing employees for parking inappropriately or playing the move the car game throughout the day. Employees of many businesses are traveling hundreds of miles a day circling buildings to play that game.
- I have plenty of comments...please see on previous pages. It's a joke! Weekend enforcement is a joke and DBA events on Saturday's are a joke! The city paid big bucks for a consultant that they brought in "twice" and they never followed his most important suggestions for downtown retail business! Then they wasted big bucks

on those trucks with computers that never worked! Where are our parking meters?? Why is it cheaper to park on the street rather than the parking garages? Why is there no parking enforcement on Saturdays? No spot checking on Saturdays....everyone knows that, retailers and those that park....if there is spot checking on Saturdays, prove it! Let's talk about those DBA events.....they aren't helping the retailers any more than the city's parking enforcement and strategies are! The city needs to stop picking on those poor people who are the only one's parked on the streets on slow weekday's! It's making them look bad....obvious to all that they are more concerned about the revenues they can pull in from over time parking violations then they are providing parking turnover for retailers!!!!

- I have worked downtown for 23 years. I ride my bike about 4 days a week and lock it up inside. If I had to leave it outside, it would be a huge deterent to me. Most of my employees lock up their bikes inside too. Those that drive are almost all taking up onstreet parking. I would like to think there is some way to encourage more of them to use the parking garages regularly, currently I think I have 2 that buy parking passes out of about 30 employees. (Sonny Lubick Steakhouse)
- I know from experience that many downtown business employees take the free (on-street) parking spaces that could be used for people visiting and spending money at downtown businesses. Perhaps a tax on businesses (based on percentage of downtown property ownership or business income) could help to alleviate the potential parking fees if new lots are implemented. I live 20 miles north of Fort Collins, so walking or riding a bike is not really a feasible alternative.
- I know the following comments are only 1/2 related to this survey, but they come with a preface: This is a great city. My job affords me the opportunity to live anywhere in the world and I have chosen Fort Collins / Choice City / Fort Fun! As traffic continues to worsten, my desire to stay diminishes. Go to any major intersection in this city (even when CSU is not in session) and observe the ridiculousness. I don't know how to solve the Fort Collins traffic issue, but a light-rail from Harmony(ish) to Old Town couldn't hurt and would go a long way to addressing many of the issues with which this survey concerns itself.
- I like being able to park for free usually close to my destination during daytime hours.
- I like that on-street parking is free. However, if we paid for on-street perhaps we'd be more apt to just park in the garage, which I feel are still under used. Not sure if that is the case. When I ride into Old Town, the current (New Belgium) racks are always too full and I need to lock my bike against a light post or tree, which I feel causes problems for pedestrians. This is an issue for me mostly during the summer/warm months. Is there any talk of racks that could be setup for those months only?
- I like the bike racks in the parking spots in front of the Rio, Trailhead, Food co-op, and Cafe Ardour. These makes the sidewalks much less congested and are very convenient. More of these would be great! I think a pay-to-park system downtown would be great. While I would not personally pay for parking on a regular basis, having pay-only around the area would NOT deter me from shopping/visiting downtown. I would ride my bike or park a few blocks away instead - this is what I do on campus.
- I like the convenience of on-street parking but would not pay for it. I'll park in the parking garages and pay if nothing close is available or if I'm going to be downtown for longer periods of time.
- I like the garages, but sometimes there are teens on the top or in the stair wells smoking. A few months ago, someone stole the year license tag off my car on the rooftop, which was expensive and a hassle to fix. The 2 hour parking is often not enough for some of the things I come to Old Town to do. Maybe meters would be a good idea, if you could put in enough money for max ? 3 hours. Encourage folks to bike more! People with young kids have a hard time - they need the spaces closer to the shops.
- I like the new 20 minute spaces. Perhaps increase the number of those slightly. PLEASE, please. DO NOT permit parking of vehicle that extend into the road right of way. That is a terrible safety hazard and impedes traffic flow. Ticket them and tow them away. Provide a tow away number for citizens to call to remove them.
- I like the parking garage. I think more people should use it
- I like the parking garages and find them very convenient and affordable compared to other cities. Although I do like that in Boulder they offer free Saturday/Sunday parking garage parking and that would encourage more people to go downtown here, I suspect. I usually make one pass along the block I'm going to looking for a free spot, and if it's not there on that pass I go straight to the closest of the two garages. I do appreciate the free first hour!
- I live and southeast FC and treasure Old Town. But many people in my neighborhood do not visit downtown due to parking issues.
- I live in South Fort Collins and will rarely go to Old Town during the day for the number one reason of the limited parking available. Our family will occasionally go in the evening, knowing there is always space available in one of the parking decks for a low parking fee. Parking is a DEFINITE consideration on whether to be in Old Town or not for my family.
- I lived in San Francisco for 15 years before moving here to Fort Collins. I think parking is dreamy in this town. Finding parking is easy, and the cost of garage parking is totally reasonable in my opinion.
- I love downtown!! Shopping, dining, strolling in this beautiful atmosphere are my favorite activities. Because I have friends who are unable to walk 2 - 3 blocks comfortably, parking is the primary reason I don't shop and eat downtown. Rarely is there a handicapped spot available in the same block as our destination. After

circling twice, we have gone to other areas in town for our activities. Perhaps more handicapped spots or a shuttle during peak activity hours would be well worth considering. Thanks for listening!

- I love downtown. For me, no changes need to be made because I can always find a space even if I have to walk a block or two. I just consider it a bit of exercise added to my errands. I'm looking forward to the Mason corridor project because I would like to walk the 20 minutes to the corridor and catch a bus to town, then return the same way. I don't always have time to walk the 2 + miles to town. now.
- I love parking my car in CCPS whether I'm going to work or visiting downtown for another purpose. My car is cool in the summer and there is no ice scraping in winter. Yes, I do normally have to walk a couple of blocks to get to my destination, but that's no problem for me. Sadly, the secure bike parking in CCPS does not work for me. My bike is too tall for the lower level and I'm not strong enough to get my bike on the upper level so I have to park my bike outdoors. Guess it was made to be outdoors, though. :)
- I love that vehicle parking downtown is free. It is one of the best things about Fort Collins, please don't change that.
- I LOVE THE CONVENIENCE AND AFFORDABILITY OF THE PARKING GARAGES!! AFTER LIVING IN/NEAR CITIES WHERE YOU PAY A MINIMUM OF BETWEEN $4 AND $8 TO PARK REGARDLESS OF HOW LONG YOU'LL BE THERE, IT'S A WELCOME ASPECT OF LIVING IN FT. COLLINS. I NEVER HESITATE TO PARK IN A GARAGE HERE - NOT ONLY ARE THEY WELL-LOCATED BUT IT'S FAR LESS STRESSFUL AND EASIER ON THE ENVIRONMENT THAN DRIVING AROUND HUNTING FOR A SPACE ON THE STREET. KEEP UP THE GREAT WORK!!
- I love the fact that more people are riding bikes downtown, which leaves more spaces for cars. But with that, sometimes the bike racks are overflowing. Could definitely use more bike parking in some areas.
- I love the parking garages and usually just head for one of them. Sometimes the parking is free and sometimes there's a slight fee, but the convenience, out-of-the-weather conditions and locations are perfect for my needs. I dislike driving around and around looking for a space nearer to my destination and am more than willing to walk a short distance and pay a small fee in order to not have the aggravation of circling the block. And PLEASE don't tamper with the parking space size like they did in Boulder. No one can get out of their cars anywhere in their downtown without banging into the next car.
- I only come down here because I have to for work. The one-way streets and parking ruin it for me. Too crowded also, so obviously enough people are coming down here!
- I only park near my destination downtown if I need to purchase large products like cat/dog food, or a #50 bag of oats or rice, otherwise I park away from downtown. Having a downtown free of cars is the ideal for an attractive shopping place. Always worrying about cars pulling in and out of parking spaces is bad for pedestrians (this is why people like malls). Parking for on street parking is also a pain in the butt and reduces the cash people have to spend in the stores and people love doing something for free especially parking. Everyone wants to park exactly where they are going but that is what south FC is for with the big stores you can park in front of. I like the 20 minute (maybe should be 10) areas because all business's downtown will hold your purchases so you can zoom in and pick them up if they are too large to carry to your parking spot. A parking area away from downtown with a pleasant walkway to the downtown area would be best in my mind but in a time when your phone is now part of your ear and you carry the internet in your pocket people hate inconvenience.
- I own a business on W. Oak street and the city owns the parking behind the building as well as the street in front. I speak for all of the other tenants in the buliding and it is frustrating not having immediate parking spot in the back at least for the owners. It interferes with daily operations time wise as we have to pay for private parking and then walk to the business. I know it is a great source of revenue for the city but I feel that there should be some parking available for tenants.
- I personally love to use the parking garages. I feel that they are very reasonably priced but not very well advertised. Many people that I know will say "I didn't want to have to pay a bunch of money to park in them," but when I tell them that the first hour is free and how inexpensive they are they love the idea of them. They are wonderful, but people don't know it.
- I prefer to dine at a restaurant in south Ft. Collins that has a parking lot.
- I really appreciate that the city is taking interest in this issue and reaching out to the community for input. As a small business owner in a mixed use neighborhood, I look forward to my clients not coming in late and /or angry because of lack of parking, which is being taken up by Old Town employees. Thank you very much!
- I really think there are MORE than adequate parking spaces in Downtown. People see so much free, 2-hour parking on the street and think they should be able to find a space on the street, extrememely close to their desired destination. However, most people I know also do not realize how CHEAP the parking garages are. In fact, even though my employer currently pays for a parking garage space for me, if I can't find a spot on the street I am looking for, I go right to the garage - I did that before I had the parking pass and I still do it now. Because even if I am downtown for 4 hours, it's pretty damn cheap to park in the garage. and convenient. and nice with the new improvements to walk from the Civic Center parking garage down the alley. and most of all, I am guaranteed a spot in the garage - probably because so many people don't bother to use it on weekends/weeknights. Too bad there are supposedly no more permanent spaces in the garage (except the rooftop) as we have new employees who have been on the list for that garage for more than a year, even

though I see constant empty spaces, that are getting paid for I guess, but not used on a daily basis. I think if more people really understood how cheap it is to park in the garage, to have shade in the summer, when they come down to shop/dine/walk around Old Town and maybe even got over their perception that parking garages are "unsafe," more people would park there. I really don't think Downtown needs more spaces. people just need to be willing to walk a block or two out of their way to their desired destination. which to me, even as a pregnant 7-month lady, is not a big deal. then again, I usually walk or bike to downtown 2x/week too. You are fighting with a lazy public.

- I recently relocated from the east coast to Fort Collins, and I have to say that for a downtown area there is ZERO parking problem. I can always park when I need to with minimal block circling. Sure if you want a center parking space in the direct centre of town, you're going to have to wait, but there is so much parking on side streets that there is no reason for complaint. NO METERS please!!!! Free parking is one of the best things about Fort Collins. Especially no "pay the the machine and then cary the little slip of paper back to your car when all you need to do is run into a store for less than 10 minutes" type of meter. As a new resident, I'd hate to see needless parking regulation and spending to install needless meters as some of the first things my new taxes go to. Thank you.
- I see from my office that the number of on street customer parking spaces can be increased by geting the "rotating" employees of the street. Expand the additional "free" hour of customer parking to businesses beyond DBA members. We all sacrifice for the revenue generators of the DBA such as New West and shouldn't be forced to join so that our customers can get extended garage parking for free.
- I strive to only ever go downtown via bike. Driving is crowded and stressful, and parking is difficult. If I have to drive, I often don't go.
- I strongly oppose installing parking meters on College Ave. and other main downtown streets. The theory of turnover is good, but the psychological impact will be negative. Carey Hewitt
- I think a 2 hour time limit on street parking limits visitors to eat and then shop. So one of those businesses gets the shaft with this time limit. If there isn't street parking, then I always go the parking structures, but I do look for street parking first. And I can't stay and spend money if I can't park for 3 hours.
- I think a big improvement would be to have more parking garages-add a couple of floors to the garages that already exist.
- I think all in all for the size of our community presence that attend old town on a regular basis, it really isnt all that bad. I think the close college parking should have a fee assosiated with it (small fee like mentioned in this survey). I believe it would help cycle people in and out faster.
- I think downtown in great, but there needs to be more bike parking in central locations.
- I think downtown parking is not perfect, but it's generally pretty good. There's always been space in the garages when I go there. If you guys do put in meters, please make the max length 4 hours long... it's always annoying to keep running back to feed the meter when the limit is something short like 60 minutes or even 2 hours. I understand that shorter times result in more space churn, but it's also really frustrating - particularly if you are down there for a play or a show or event.
- I think good turnover and compliance would be good. I do not want to see parking meters at the curb. Perhaps better signage for paking would be valuable.
- I think if you can get employees to stop parking on the street and use the garages there might be more spaces available for shopping customers.
- I think if you put up meters, people would still pay. The parking garage is a great resource because it is so affordable. City prices (Denver, etc) are way more in comparison. I also don't think meters would cause too much controversy, unless they were crazy expensive and you started booting and towing (like Boulder). I think the free parking is one of the things that puts Fort Collins above Boulder for me.
- I think improved signage would be a great help. I believe more enforcement of the speed limit; trying to turn left onto college at the college /mountain interchange at times is very difficult as cars on Mountain are traveling 35 - 40 mph.
- I think it generally works well. We are slightly out of the "core" downtown area, and on-street parking at our office works fine. I frequently use the parking garages except during early-morning hours, since on-street parking can be hard to find. I do not find parking to be a big problem, nor do I hear a lot of comments about parking problems from our constituencies.
- I think it is easy to take the next step like most cities and add meters. I think better however is selecting the "Boardwalk Place" of parking spots and charging a higher amount for meters at those locations. But leave and ABUNDANT amount of 2 hr parking spots surrounding Old Town with same enforcement! Better signage and use some technology to let people use smart phones to find easy directions and parking locations.
- I think it is pretty good in general. The Free Parking on Sundays in the parking garages is incredibly nice, it is almost like getting a refund. More bike parking would be great, and I think that the racks that take the place of a car parking spot are excellent and reallyembody the city's focus on using alternative means of transportation.
- I think it would be a big mistake to install parking meters. I hate Boulder and Denver for that reason. Although meters raise revenue, they do not increase the availability of parking and they create the impression

that parking is scarce and needs to be rationed. I think there is plenty of parking for those not too lazy to walk a couple of blocks.

- I think it would be a disservice to the city to have to pay for street parking. At this time, I think that the parking situation is very reasonable with the 2 parking garages near downtown!
- I think it would be a mistake to build another parking garage downtown. The two parking garages that are already downtown seem to always have space available.
- I think it's important to keep parking in Downtown free. I resent having to pay for on street parking when visiting other towns or cities. Free parking is welcoming. I also think it's important to enforce time limits, and I recognize that Parking Services does a good job at that.
- I think its pretty good.
- I think many parking places are taken early in the day by local merchants/retailers/etc. They move their cars to avoid a ticket. This has been an issue for many, many years. Hard to stop it.
- I think meters would destroy my business.
- I think on street ticketing is too strict and the regulations in the parking garages are as well.
- I think our parking fees in the garages are too cheap. We undervalue it. We should pay a fee for on street parking as well
- I think overall parking in downtown Fort Collins is easy and stress free. When there are large events it gets tricky, but that's to be expected. But, working in downtown for two years now I think the parking situation is good.
- I think parking services has a real tax collecting attitude. It is too bad the department has gone in that direction. I think the policy in the past with expired plates or paying a ticket for less if you went to parking services was nice. The whole parking referee thing is not good and the referee had an attitude with me. I think the city needs to promote local business and avoid coming across as just looking for revenue.
- I think pay parking on the street would create negative feelings about coming downtown.
- I think that is should be more expensive to park in prime locations and less expensive to park is less convenient locations (parking garages). A metered parking system on College Avenue is long overdue.
- I think the city could make alot of money by having the 2 hour parking be metered
- I think the City should look into parking meters like other bigger cities. I think the Parking Officers are extremely overpaid. The signage downtown says "No Parking from 8-6 pm, although the officers only work until 5:00 pm. How fair is that for the people that abide by the 2 hr parking after 5:00 pm, and there arent even parking officers on duty. Parking meters may be a big expense at first, but would pay off in the end. You cant argue with a parking meter! Get rid of the officers.
- I think the current parking mix is pretty good (garage when over 2 hours, street for under 2 hours), but a few more (and well publicized) "30 minute" parking spots might be good for people trying to run a quick errand. (and in an ideal world, better options to catch frequent bus rides to and from downtown would be nice)
- I think the on-street parking situation along College and along Mountain is unsafe. Vehicles must back into oncoming traffic when exiting a space, and those looking for parking spaces often hold up traffic while waiting for a space to open. I think these challenges, along with what seems to be increased cruising along College on the weekends, might warrant consideration of weekend and/or evening closures of both College and Mountain Avenues. There is plenty of parking in the garages, so why not ask individuals to leave their cars and make this a pedestrian area for a few hours a week during periods of high activity? I know there are challenges, but I think it might make the downtown area more pleasant.
- I think the painted on the street bike signs on Mountain between Remington street and Mason are very confusing. i have seen a number of bikes riding in the middle of the right hand lane. Are the bikes supposed to share that lane? Are the cars allowed in that lane? I wish there was a way you could clarify that.
- I think the parking garages are ideal for our old town environment. If future space is needed, the multi-level parking garages seem the best way to maximize spaces, provide safe parking and provide for weather protection as well. I rarely look to park anywhere else when in old town.
- I Think the parking is pretty good overall. However I do not feel that if I park in the on street parking for 15 mins then I leave and come back to the same block after an hour, if my car was put into the system, I get charged a fee for overage. Thank you

- I think the parking patrol, should be forgiving if you meet them at your car when they are writing a ticket. I also think the handicap parking in front of Garwood Jewelry store, should be re-painted, it has faded.
- I think there should be more free parking for public employees working at the justice center. We are here every day and contribute a lot to local downtown businesses. It's frustrating to have to walk 3+ blocks to get to work, especially during the winter. It is unrealistic and disappointing that the cityimposes such high parking ticket fees to people who are helping the economy and working to better our community. It would be nice if there was a low cost ($10) option to use the parking garage or the ability to have parking passes for street parking near the justice center (so that we would not receive tickets). Even if the hours were longer (4 hours+) for street parking that would be great. I shouldn't have to pay $50+ for parking on the street and

getting caught up in an emergency (I am a probation officer) which did not allow me to run out and move my car.

- I think we should get rid of the parking down the middle of college avenue completely and make it a green way or, even better, bring the trolley back. Move the parking to garages and up to north college instead, with a free ride to downtown. This will bring business to north college and make downtown more attractive to bicyclists and pedestrians. The parking on the middle of college is an eyesore and difficult to navigate. I think the city should buy the property in the center of Maple, Mason, College and Cherry, it would make a great place for a parking garage, make it cheap and please get rid of the parking in the center of College in old town. I'd be happy t share some ideas during the planning process here, please feel free to contact. Jeff Biegert, 220 South Sherwood Street, 80521. 970-482-1269.
- I think you're doing a good job with a difficult situation. You just have a lot more people wanting to be here than spaces for them to park. If more people used alternative transportation, that would be great -- but you can't force that on people. I'd like to see parking restrictions enforced til 6 or 7 p.m., and on Saturdays. That would help turnover.
- I thoroughly enjoy the center parking strip along College. It gives a unique, old time feel to down town. The parking median could not be used any better. I also love all of the planters and greenery in the downtown area. Parking is always an issue in business and commercial areas, but parking structures are so ugly. Suggestion: Perhaps adding free shuttles stopping on each block and make parking available away from the immediate downtown area. A small parking fee can help offset the shuttle cost.
- I try to stay out of downtown because of the lack of parking and traffic congestion.
- I under stand what you are trying to do making us move every 2 hrs and for most restrants and stores that works but tattoos take up to 6hrs and you cant get up and go move your car in the middle of a tattoo or you cant leave your client when you run out to move your car.
- I understand the need of enforcement to create parking turnover on surface streets, however, when a customer is ticketed for exceeding the 2 hour time limit it discourages them from shopping in Old Town again. Perhaps better education about the location of the parking garages and off-street lots to provide alternatives to visitors who are unaware of these additional parking resources would be beneficial?
- I used to bike and walk ALL ACROSS Fort Collins-then I became disabled and can now BARELY walk even with physical therapy. I miss shopping in downtown!! But it is SO HARD to get a space by the Food Co-op or the Cupboard. Because I must use a walker, it is too difficult for me to get from a parking garage to my destination. I am only 46 and hate to see more spaces go handicapped (I'd just like more space for ANYONE regardless of a disability or not). I feel FORGOTTEN by the city because I love downtown but I usually ride with my daughter in the car (my legs can no longer climb bus steps) and I sit in the car while she shops for me since I am not close enough to walk in. Parking is a huge problem for those of us who must go with others because we can't get into a taxi or van or bus or drive ourselves and who have both respiratory (breathing) problems as well as mobility issues. I feel the city is doing everything for bicyclists and pedestrians but nothing for those who are older or disabled. Please try to remedy this!
- I used to own a business and work in downtown, and parking was a little more difficult. We all just parked a few blocks away and walked, which seemed like a good option. I was surprised that business owners do not have the option for some sort of pass. I have lived in other cities where they allowed business owners to purchase passes. Birmingham, Michigan is near where I grew up and they have a great little downtown area. You have to pay a quarter for every 15 minutes at the meter though, so I think that parking in Fort Collins is a dream!
- I used to park in the garage but my vehicle is too tall - Dodge Durango with a pod.
- I used to work downtown. The 2 hour parking can be bad for business. And to have people pay is bad as well when they could go else where for free. When they get ticketed its a reflection of "down town" clients would get so upset and threaten not to come back. The parking garages are nice. My truck with a camper top and rack would not fit higher than 1st floor. There is not a lot of street parking and to "run in" some where doesnt happen. We need to support local business but we need it to be a plessurable experience. as well as safe
- I usually try to park in the Oak/Remington parking lot when I go to Old Town as it is convenient to the square and easy in and out for me...Parking on busy College would terrify me....I detest the idea of only being allowed a two hour maximum in downtown which is counter productive to shopping a variety of stores and always watching my watch to see how many minutes I have left before I have to make a mad dash back to my car. Consequently, my shopping trips are then cut short....How ludicrous is that ???? This is totally unfair to the merchants also...I would rather go to the mall where I can have a leisurely shopping experience instead...I have avoided Old Town a lot due to parking issues. I would spend more money there if it was more car user friendly...I will not go into the parking garage as I get clastaphobia in there and also feel it is unsafe for a variety of reasons. WE need more open parking lots to solve some of the crucial, urgent parking problems in down town !!!! Maybe bicyclists could also have their own smaller lots too....THANKS !
- I volunteer at the main library during tax season and parking close in is hard to find - since we can't park right out front due to time limits. It would be nice to be able to park in front of the library since we are doing a public service - or let us park in the off street parking behind the library.

- I want to thank you for looking forward and for providing this questionnaire to receive comments, especially from cyclists.
- I wish parking were easier, as we'd come down and frequent the locally-owned businesses more!
- I wish the hybrid vehicle (or carpool) parking would have worked - might need more awareness building. You might try it again in selected places (within the garages or at Remington/Olive surface lot). Thanks for involving citizens - I appreciate the City's proactive work.
- I wish there was more street parking and less medians. Also more left turn options would make circling the block easier to find a parking spot.
- I work for the City and park in the CCPS 5 days a week. I drive downtown to park for dining & shopping with family; when I do so our preference is to park close to destination.
- I work here and my Daughter attends CSU. Parking is not just an issue downtown, it is also an issue at the university. Fort Collins needs to improve parking altogether. Make it affordable, or you will lose businesses and students.
- I work in the Justice Center and I'm required to come and go to meetings, etc throughout the day. It's extremely difficult that there isn't employee parking for people who work in the JC. I can't access my car quickly and easily to get to meetings unless I arrive before 6am. If I leave for a work related event I often have to walk two blocks to get to the office. I rarely drive downtown on the weekends because it's too much work. I love to work in old town but the parking is rediculous and it costs too much to buy a pass for the garage. I would venture to say that most people in the JC have issue with parking except possibly those who aren't required to leave during the work day like myself and my 20 plus fellow co-workers.
- I work in the Justice Center, however, because I am a state employee I do not get any of the benifits the city and county employees get. I think all staff in the Justice Center should have the same benifits to the parking garage regardless of who thier employer is.
- I would entertain free parking garage parking 24/7, and install smart meters on the streets. Like Belmar in Denver. Make it as easy as possible for folks to decide on downtown. I know, its radical but it would work. Adding bike racks to the garages would be a good idea...no weather and well lite. Thanks!
- I would like the lot parking inspectors to not be so strict about parking in the lines, for example, on a snowy morning I parked and couldn't see the lines, I guess I was out of the space a little, because later in the day I was given a ticket for it. I work 8 hours and never leave the building so couldn't have moved my car after the snow melted. Now I have to worry every snowy day if its going to melt and I'll get a ticket. also our employees are here for 3-6 hours per day, just outside of the 2 hour parking limit, if there was someway to create a downtown employee pass that they could get for cheaper than a lot fee and would be clear of all fines without having to walk 2+ blocks to get to work. Not only is all day parking hit or miss, its dangerous at 8PM when having to walk to a deserted part of Old Town to get your car. thank you
- I would like to come down town, have lunch and do some shopping. 2 hour parking is to short to lunch and shop...so I go to Cheyenne, WY My daughter and granddaughter came from KS City, KS and found our parking problem hard to believe. They wanted to shop more but there was no time...so we went to Loveland. I do not come down town if I can keep from it and I love to shop.
- I would like to see more spaces directly in front of businesses for 1 hour or less to facilitate more turnover - then the next 'layer' around be the current 2 hour and then leave the 'no limit' spaces as they are further out. I am fine with walking a distance the longer the time I will be there for an event - but I am deterred from stopping into 1 business due to the lack of parking. Parking on College should be 1 hour and enforced to facilitate more turnover.
- I would like to see the loading zone behind the Food Coop reserved through Saturday. We have to load & unload for our Farmer's Markets every Saturday in addition to events throughout the year. It's always a hassle trying to find a location to unload in the afternoon. Then I have to lug heavy tents/tables/merchandise through Old Town when the loading zone is taken by other vehicles. Having the loading zone reserved through Saturday would make my life much easier!
- I would love it if there were more bike parking! I commute by bike about 99% of the time and always choose Old Town for work & play.
- I would park to the side of old town on side streets, but I have found the streets to be old and deteriorating. Some of the old buildings could easily be torn down to open up more parking and probably should be. The parking garages are not an attractive alternative. I don't know why, but you lose the feeling of being part of the experience of old town. I think "old town" needs to have a strong establishment of what is "in" and what is "out" with a parking lot buffer surrounding the entire area -- almost like a Disneyland feel. The problem with the current state is that parking is at a huge premium, with no perfect delineation as to where old town really is. If substantial parking were available surrounding the area -- all the way around, then the downtown area would thrive with substantial pedestrian traffic. The mish-mosh, soft edge approach is leading to dysfunction downtown and struggling businesses -- not because the business are good or bad, but people simply can't access them. Going forward, downtown can then expand, and probably would beyond the parking as people would consider walking out from the parking lots as well as walking in -- hence a natural progression of expansion, but either way, parking would be widely available. I moved here from Las Vegas

and I am surprised that the area is not treated like a major entertainment center, but rather simply a minor attraction. If you want to see old town thrive, then bring in a casino consultant who can tell you how to manage traffic flow and how to pay for it. They understand entertainment centers better than anyone. Long live Old Town!

- I would pay for parking at the parking garage, but really don't think it is safe when i leave at night. That means I have to park 2-3 blocks away and when the sun goes down early, that is not safe either, as i have alot of stuff i have to carry to my car. I think the state employees should get free parking, as do the city of FC employees.
- I would really not be prepared to pay to park downtown. I would take my business elsewhere, where I can find free parking.
- I would visit Downtown businesses more often if parking were easier. I prefer parking garages but because I don't go to Downtown often, I'm not sure where they are located. Signage to direct visitors to parking garages would be helpful.
- I, frankly, like to see the parking time limits enforced. Besides, the people with the little scanners are usually really nice. I never mind walking a ways to find parking, but I often use the parking garage because it is dry, convenient, cheap, and really easy to use.
- I'd like to emphasize my earlier comment that something should be done through negotiation or stronger means to utilize the many private off-street parking spaces that stand empty evenings and, in some cases, weekends. After all, all of these businesses benefit from the public parking the community provides during their business hours.
- If meters are used it will be essential to make them credit card/electronic payment-ready (ie pay through smart phones or other handheld devices). I'm not opposed to paying for parking but hardly anyone carries change anymore. The issue of overnight parking also needs to be addressed. It is much better for people to leave their cars downtown after drinking too much than to drive home because they are afraid of getting tickets for leaving a car overnight.
- If parking is not free and close to where I am going, I will avoid downtown as much as possible. There are plenty of restaurants elsewhere.
- If parking meters on the street were installed downtown the apparent friendliness of Fort Collins would change for me. My family and I would be less likely to shop or eat downtown.
- If people decide to drink and leave their cars, there should be an incentive instead of a parking ticket. Not all of us know someone in Parking Services that waive tickets, and it's unfair. You know who you are.
- If the downtown area is going to continue to compete with the south end shopping/restaurant options, convenient, adequate parking is a vital component of that. Not everyone can or is willing to ride a bike, especially for evening outings or daytime ones that involve children or shopping. If parking continues to be an issue, I believe more people will opt for the Harmony corridor/Centerra areas for shopping, dining and entertainment.
- If the Mason Corridor project ever comes to fruition it will be awesome. I would go downtown exponentially more often if I could hop on a fast and direct route, especially if it ran late enough to make coming home from the bars a safe and easy task. A bus or light rail that runs from Harmony to Laporte or beyond in either direction would be the best thing to happen to Old Town since the major restoration projects, and would be great for lots of other stretches on College as well. The current bus system is too limited in both routes and run times (doesn't run late) to be useful to the casual rider. Please continue to move forward with the Mason Corridor project!
- If the parking garages were free, I would use them more often. More bike racks would be really nice. Retain our small town feel with not putting in parking meters.
- If the parking were better I would bring more clients downtown for lunch or drinks it is cumbersome to drop them off then go hook up with them it seems to me that the city could come up with another parking structure close to downtown truely it is a pain to find a spot to park which I feel hurts the downtown merchants we went to downtown last week for dinner and never could find a spot and ended up leaving for another location to bad for downtown good luck
- If there was paid parking, there should be an "easy-pass" way for people doing business to park without having to feed meters all the time.
- If you decide to go to meters, please don't use the meters that the City of Boulder has. It is nice to pay in one meter for a variety of spots, but those meters don't take dollar bills. I don't carry much change and it is really inconvenient to put $1.50 on a credit card. The machines should take bills as well.
- I'm concerned to much data is collected from Non-Property Tax paying Non-residents living in un-incorporated areas, those who can't vote here yet groom our city anyway.
- I'm usually in a fairly bad mood after looking for parking in the Downtown area. I live nearly the same distance to the Downtown area as Centerra.....The choice usually leads me to Loveland.
- I'm willing to pay for parking in a garage on occasion, but metered street parking would make Old Town a less desirable, less friendly place to visit.

- Impacts of parking during daylight hours in Oldtown affect the ability to park on residential streets. If I drive to work, I am often unable to park in front of my house until after 6 pm, and if the library, museum, or Old Town has an event, it may be later than that. Less available/short term free parking close to the commercial areas during the day brings people into the neighborhoods to park vehicles. Planned/advertised upcoming high density housing and new and redesigned/existing commercial buildings will further aggravate this issue. Additional construction should be encouraged strongly to consider the need for vehicle and bicycle parking during the planning stages, potential encouragement could be in the form of incentives by the city, or opportuinity for a private (probably paid) fee lot. New commercial developments should be designed to encourage travel to and from the location on non-residential streets.
- improving bus service will help people be able to take the bus to work. Can Ft Collins work with employers to incentivize people riding their bike to work?
- Improving Saturday turnover is our biggest concern.
- In addition to attending occasional meetings in the downtown area, I enjoy dining and shopping at the local businesses. However, the lack of available and convenient parking in the area usually results in me going elsewhere in the city for dining and shopping. I would also consider conference-calling in to meetings in the area so I don't have to worry about whether or not I will find a parking space near the meeting location. If there are improvements, I would consider bringing my business back to the downtown area.
- In comparing Fort Collins downtown to other places, parking is available and plentiful. The parking garages are centrally located and cheap and the on-street parking is never farther than a couple of blocks from anywhere downtown. There isn't a "parking" problem ... it's a "people" problem. People grouse when they can't get a parking spot right in front of where they're going. Adding meters is NOT going to change that. The delight of downtown is that where ever you park, you have a lovely walk to where you want to go and maybe even find something special you weren't expecting along the way. Don't mess that up with parking meters.
- In general, a pretty poorly designed and executed survey.
- In general, I am frustrated that I am on what seems to be a never ending waiting list to get covered parking at the Civic Center Parking Structure.
- In general, I think that the residents of FC are spoiled in regards to parking in Old Town. The garages are cheap and easily accessible to downtown businesses. On street parking - while difficult to get a space- is free when you do. Bike parking overall is amazing in this town- my only comment would be that the existing racks downtown need to be bigger, or have more of them as they are regularly full.
- In general, parking downtown is not that difficult.
- In the 10 years I've lived in Fort Collins, I've probably had 3 frustrating experiences trying to find parking downtown. All the rest of the time I'm usually able to park within a block of my destination, which I think is pretty darn good. I walk or bike downtown more often than I drive, which helps. But even when driving, parking really isn't a problem for me.
- Increase 2 hour spots to 4 hour spots, heavily enforce, enforce on Saturdays, better bike parking areas
- Increase bike parking, more spaces. Leave parking free for up to three hours. Maybe encourage more parking in the garages. Fort Collins has a great downtown with relatively easy parking, please don't screw it up.
- Installing parking meters could be the worst thing that Fort Collins could do. The street parking should remain free. Better accommodation of bike traffic would be a big plus. How about painting some green zones on the intersections so cars are more aware of bikers and their rights to use streets. I think this would help a lot and make our community safer.
- it could use more handicap parking. i have a handicap parking permit but there aren't enough of these spaces available. i don't always have the option of parking 2 blocks away and walking. sometimes my legs just won't let me do it. i don't know how or where you can put in more parking but last week i drove around downtown 3 times to find a spot. i almost went home without doing my shopping. i fortunately found a space. but, by then the store was only open for 3 more minutes. it made me have to rush in the store.
- It definitely could be worse, but it's nice to see efforts are being made.
- It discourages people from doing some spur of the moment shopping if they have first taken time dining leisurely because of fear of a big ticket in the 2 hr. spots. It doesn't seem right to also fine someone if they change their parking spot by two hour time limit and find another close by one downtown to be shopping longer. I've heard others say that discourages them from shopping downtown. We certainly don't want to do that!
- It is annoying enough that I'd almost always rather ride my bike. Better public transportation is key, I think. But all in all -- a steal in terms of cost for parking.
- It is difficult to meet the needs of all residents regarding parking needs. I feel that a multi-level parking garage is the best use of limited space and will help ease parking issues when the Mason Corridor is completed. If the parking garage is not directly adjacent to shopping/dining on College/Mountain Avenues perhaps a good shuttle bus system from the parking garage to businesses on College/Mountain might help people be more inclined to use the parking garage, particularly for those with mobility issues.
- It is extremely hard to convince my husband to come downtown for any reason solely due to the parking here. He once took his motorcycle, parked in what looked to be okay with no sign saying it wasn't and got a ticket.

He had been extememly frustrated by the lack of street parking available, and it is nearly impossible to get him downtown since that happened. If we are thinking of eating downtown and don't find parking we usually leave for somewhere else.

- it is great just the way it is - please dont change anything!
- It is very difficult to find parking by the downtown library. The city made it even harder when they made the Olive Street lot permit only. Whenever I have been in that area Mon-Fri, 8 am-4pm, the lot has never been full. In fact it is always less than half full. Why don't you change it and allow 2 hour parking for one row of parking spaces? Is there any benefit to the city or the public having a lot half empty every day? I have been very late for some events happening during the day at the library because I couldn't find any place to park, and ended up parking several blocks away.
- It is VERY hard to manuver around there with bikers and scateboarders darting in and out of TRAFFIC!!!!
- It may be useful to mark driveways and alleys with yellow lines visible from down the street so you can easily identify that a certain gap in a row of parked cars is not a spot, but rather a drive or alleyway. A lot of people (including myself) slow drastically thinking there is a spot, when in fact there is not a spot!
- It really is a nightmare since my mobility is limited. There are stores that I would love to shop in, but if I can't get a spot, I shop or eat elsewhere.
- It seems that most of the people who work/park downtown park near the library during the day, but these spaces fill up very quickly and there don't seem to be any other free, longer term parking options within ~2 blocks of Old Town. I ride my bike most days, and I'm all for incentivizing transit, biking and other options, but sometimes I need a convenient place to park my car during the workday.
- it sucks! I would come downtown 3-5 times a month, now I'm lucky to come 1-2 times
- It sucks. It's the reason I don't go there more often.
- it would be great if there were shuttle buses that were run on Natural Gas or Hydrogen; that would circle around the Old Town area picking people up at various locations and drop off sites. It would be especially good to have them pickup and drop off people to both Downtown parking garages. In this time of economic problems this would have to be surveyed to see if the ridership would be worth it. I have heard many people say they like Old Town but do not shop there very often because of the parking hassles.
- It would be nice if businesses were allotted 'x' amount of spaces. It is difficult to leave on time sometimes, due to the needs of the business, to move your vehicle
- It would be nice if city/employee would provide free parking for people who work here.
- It would be nice to know were additional public parking is located block by block.
- Its always a struggle to park downtown but we can cope with it.
- It's great for a city downtown of this size. And generally free, and ramps are cheap! I'd say very adequate. Don't mess it up! Let the complainers check out Boulder! Or most cities around our size with active downtowns (the few that exist!). Keep up the great work!
- It's not bad, but I used Remington/Oak parking lot a lot and now more spaces are reserved. It's only bad on busy weekends. Then we tend to not come downtown.
- It's really important that RESIDENTS who have no off-street parking alternative are not penalized financially for parking near home and walking, biking, etc. to where they need to go.
- I've lived all over the world (Italy, Japan, Australia, Germany)...Fort Collins is by far the best city/community I've ever been a part of
- I've lived here fro 40 years and have always appreciated free parking in downtown Fort Collins. I go to Boulder every few weeks and do NOT appreciate always having to pay to park even blocks away from their Downtown (Pearl Street area). I'm willing to walk a bit, but not pay for quick trips for quick shopping stops in downtown. I don't shop downtown unless I can park for free and go in for a quick trip. It's too hard to find parking as too many restaurants/bars so the 2 hour slots are always taken and no short time spots for us shoppers!!!
- I've never had difficulty finding parking in Downtown. I usually park a block or two or three away from where ever I'm going. It gives me an opportunity to stroll and admire the stores. If I find a space in front of my destination, fine....if not, fine.
- I've worked downtown for almost two years now and parking is the biggest inconvenience. I've lived in other, more metropolitan areas that don't seem to have this trouble and I notice by your survey suggestions that you don't seem to want to solve the problem, but find ways to charge more money for poor services. My clients need to park anywhere from two hours to all day, close to my business, not two to four blocks away. It's inconvenient for my clients and I to stop what we're doing just to go move our cars. It's even more ridiculous that employees have this same trouble. If we have to pay at all just to go to work, we should at least be able to get a yearly permit or have a better choice of lots. The rules enforced downtown are ridiculous. Most people I know who work downtown have stories of improper ticketing. One, a delivery driver, was ticketed for parking in front of Cozzola's to do her job. Another, one of our co-workers, was ticketed for a street he wasn't even parked on. If you're going to continue enforcement with parking attendants, they need to be better trained, though I don't think there's any sensible alternative to meters. Thank you for you time.
- Just charge for parking on the street, using meters that way if they want to stay for 4 hours that's fine, and it will generate revenue for the city. My employees can only park 2 blocks away because there is no over 2

hour parking close by, but they can not afford or do not know they can purchase them, or how? Need larger parking signs for garage signs need to be on college ave

- Keep free on-street parking. It makes Ft. Collins a visit friendly place. Unlike many other small cities which see visitor parking fees as a revenue source.
- keep parking spaces where they are as of now so we can park close to where we want to go; don't let some outside consultant charging you a lot of money make you take away the College Avenue middle parking spaces; they don't live here; they don't really know what it's like and how nice we really do have it here; it gives Fort Collins a unique home-town feeling and actually forces cars to slow down on College Ave. thru downtown and "enjoy the flowers" and the ambience. Our society, as a whole, needs to learn to "slow down" and be more considerate of one another. Those middle parking spaces on College Avenue downtown are handy and very useful. I use them constantly.
- Keep the garages cheap! I like parking in the garages because they are so reasonably priced, if I don't find street parking right away I just use the garage. And honestly, I would exchange street parking for bike lanes and walk-ways and vote for another parking garage in the area.
- Keep the on street parking free. There are pay options. Keep the diagonal and center parking.
- Keeping pan-handlers at bay, or the ones sleeping in the doorways in town, near college and oak.
- kudos to you for working on this project - parking is a big issue and probably plenty controversial!
- LaPorte street should not have parking. Go back to the old design with more lanes for traffic because crossing is more difficult now.
- leave it be. keep it free
- Leave it just the way it is.
- Like I said- I just really wish there was a way to pay for a 24/7 reserved space/lot. I live in downtown and when I return from business trips during the evening, I have to temporarily park my car far from my apartment, and then move my car later that night into a lot when people leave the restaurants and bars. Major pain.
- Like I said, there needs to be a place for RV's to park. This is supposed to be a tourist town but where do you expect them to park? A lot of people choose to drive so that means motor homes, travel trailers, vehicles with boat and off road trailers. They need a place to park.
- Like many downtown areas, there is a public perception that parking is at a commodity. But the reality seems to be that there is usually plenty of parking available except during a few large-scale events each year. Continue using good signage to let out-of-town visitors know their options. I also think some underutilized parking areas could be better promoted (underground parking at Safeway comes to mind).
- Longer time limits for street parking (3-4 hours) would be great, more specialized EMPLOYEE parking systems in place would be great as well (like a window sticker to denote a Downtown employee) for street parking up to 10 hours. Many of my employees (and our business!) are unable to afford a monthy pass for the parking garages and work 20+ hours/week with 5+ hour shifts at a time and parking for them is a gamble.
- Made the comment concerning the safety issue of diagonal parking on College. That is high priority to me!
- Major decisions regarding parking for both cars and bikes should be delayed until the impact of the Bus Rapid Transit is understood.
- Make down town more enjoyable by removing the 2 hour time limit on parking.
- Make downtown safer for pedestrians. Consider rerouting traffic and making a larger walking-only area (like 16th street in Denver).
- Make more garage space and less cars on the street, encourage pedestrian traffic.
- Many of the parking rules are unclear or unstated on parking signs, e.g. backing into a parking space, or re-parking on the same street after the 2 hour limit is up.
- Maybe have certain areas designated for lengthier parking times close to the stores and then have the 2 hour limitations for parking areas in the center on College Ave. Or simply reverse that.
- metered parking should be considered. Time & time again I've had friends & family have to step out of a business in order to move their car before they get a ticket. This is very inconvient and annoying!
- More bike parking is definitely necessary! The city should add more red New Belgium spots all over downtown. Why not have two of them next to each other? There should be more added in the parking garages and in front of The Rio, Trailhead, Surfside 7, the Food Co-op, and other popular destinations.
- More bike parking, please. As for car parking I think the garage works fine for now and the rates are reasonable.
- More bike racks and designated motorcycle/scooter parking
- more bikes are better!
- More free parking!!!
- More frequent free parking in garages. bigger discount for business ee's to use garages.
- More Handicap parking available.
- More lenient parking violation policies, for example: if you are over by 5-15 min violation grace period, x number of times per year for forgiven tickets and if paid with x number of days you get a discount.
- More parking for motorcycles.

- More parking will only bring more driving! We need to encourage non-motorized transportation by prioritizing it. Many European cities have INCREASED the desirability of downtown locations by making them car-free or just bike friendly. There is a parking dilemma downtown because there are too many drivers! I am against making driving any "easier." I'd like to see the City make walking and biking easier to and in downtown, especially on College and for folks coming from the North end.
- More public lots for employees of Downtown Businesses.
- more strongly encourage fewer cars. mass transit or bikes or motorcycles, etc, would make getting around Much easier and emit less polution. Would love if the pedestrian-only area was expanded. Really appreciate the dismount zones and signage. Wish more people were literate
- Most consistent problem is trying to back car out of on-street diagonal parking space when a bigger vehicle has parked next to me, so that I can't see when there is a break in traffic to safely reverse into the traffic lane. But I like the diagonal parking, so I don't know what the answer would be to this problem...
- Mostly, I find no problem when I go down.
- Motorcycles and scooters should be encourages since they take much less space. I suggest you allow motorcycles to park longer to encourage their use by employees.
- Motorcycles should be allowed to park downtown longer than other vehicles. Pay meters downtown would be a big deterrent. Not just because of the cost, but because it's a pain to either carry change (no one does anymore) or to deal with some automated box for your credit card. I can't imagine the retail businesses would be in favor of this at all. It would be nice to have more parking lots in the vicinity of downtown to provide more options, but it doesn't matter much to me since I ride my bike everyday anyway.
- My answers are based on a child care business 2 blocks off College Ave.
- My biggest grip is having to explain to my customers that "2-hour" parking means "2 hours but that you cannot come back to that ZONE for 6 hours" Many of my customers are from other communities where "2-Hour" parking means move your car to a new spot after 2 hours. The zone issue and 6 hour issue don't make sense to many people. If they park here, then drive to the city building or another business, then come back, maybe 4 hours later, most people have no idea they have to find a new zone. I think you should use the traditional definition of two hour parking or you need to post what the rules are. There is always parking on the street in front of my office - 1__ block S Meldrum.
- My customers only complain about the parking on week days, and rarely over the (non festival) weekends. I see the need for timed parking, though I also see how it effects all of us merchants. Sales tax numbers are effected cause of this two hour limit, and may be able to grow if a hour was added to the allotted time.
- My employees travel from various parts of Northern Colorado to work in my Fort Collins location. My business is technical enough that finding local employees (those that can commute without a car) is impossible. As the city continues to convert day long parking over to time limited parking, the ability to find parking for my employees becomes extremely difficult. If this path is continued by the City, my business will be forced to move to a more outlying area or neighboring city that will have sufficient parking for day long workers.
- My family and I travel through Fort Collins on a regular basis, traffic in the downtown area is always a nightmare no matter what time of day or night we seem to travel through there. We rarely shop at a stores or eat at restaurants in the downtown area because of the parking and traffic issues. If the parking can be made to be more convenient to get into and out of, we would be more likely to visit the stores and eateries in downtown.
- My family really appreciates the multiple-story parking garage across from the Courthouse. It is an inexpensive, safe, and convenient alternative if we don't find a place to park on the street.
- My husband is in a wheelchair - so handicapped parking is very very important. Would like to see more in lots - such as the Oak/Remington lot. Sometimes they are all taken and we cannot park in a regular space and get him into his wheelchair. Thanks.
- Need a parking structure east of Old Town. Linden Street/Mountain Street area. Free parking is essential as we all go to Old Town to spend our money and our time. Parking should be free, painless, and stress free. More New Belgium Bike Racks need to also be installed with better lightening as a deterrent from theives
- Need better signage. I got a ticket parking on Laurel in front of the Rainbow Cafe, between TWO OTHER CARS, only to find a ticket for parking in the bike lane, and no sign indicating that parking was forbidden, or identifying he 7 foot-wide section inside the white line as bike lane only.
- Need More parking !!!
- Need to be more on street parking friendly. I moved my car after my 2 hour parking was up and got a ticket for parking on the same street even tho I moved my car. Made me change my shopping habits.
- Need to get city and county employees out of the better spots in the parking garages; put them on the roofs. Quit subsidizing their parking fees. Give them a bus pass or provide a bus shuttle from outlying lots. Parking meters will kill downtown retail. Spaces need to be free with more understandable terms but with strict M - Sa enforcement. Get private downtown employees out of street parking.
- no
- No parking meters!!! They are ugly and do not promote turnover - anybody can feed a meter!

- No parking meters, please. Your determination to make a new plan seems like a solution in search of a problem.
- no problems. actually, FC has great downtown parking. I would HATE to see it go to metered parking
- No. But I do have issues about parking in neighborhoods around CSU campus, with regard to new student housing being constructed. Please make developers provide off street parking for all of their tenants.
- Not about Parking but..... I am a responsible smoker. I don't like the irresponsibility of bar owners who do NOT clean up cig butts on the sidewalks and curbs outside their establishments. I think the DDA or the DBA should send a letter to these owners and ask them to clean up before 7am the outside of their front doors. The litter is unacceptable. Thanks for the opportunity to vent !!!
- not completely parking related, but traffic is dangerous to pedestrians, many drivers do not heed the crosswalks, and speed. college and mountain should be stopped in both directions to allow diagonal crossing as they do in denver.
- Not happy that there seems to have been no plan to accommodate Otterbox employees at their new location on Meldrum They occupy most of the street parking up in the neighborhood which is an inconvenience for residents and guests.
- Not having weekend enforcement is just plain silly (to keep it fairly kind). What are the most busy days of the week for downtown?
- Not only is moving motorcycles every two hours excessive, even during Motorcycle events Motorcycle parking is not difficult. Pleas lift the 2-hour limit for Motorcycles.
- Not so much parking, but the inability to turn back around. Lots of No Left Turns and if you do get a left turn, end up mired in the one-way streets to the west. Seems like I go a ways out of my way to head back south.
- Of course I would pay parking meters if necessary but free downtown parking is one of the features of Ft Collins I brag about when I am traveling & I talk about our town. Paying for downtown parking would also influence me to go to the malls & shopping centers. That would not be good for downtown business.
- Often if I come downtown to shop or dine, if I cannot find a parking spot within about 15 min - I just give up and go somewhere I know will have a spot that I don't have to fight for. I want to shop/eat local but it's really difficult sometimes.
- old town fort collins businesses are doomed because of the parking issues. It's very sad and primative the way they enforce parking now.
- On a different subject..... use the street sweeper in the bike lanes please.
- On street bike parking is great. Makes sense.
- On street parking close to my destination can be a challenge, and I understand this, but if parking was free in the parking structure and advertised as such I think this would help alot. I assume that if I park in a downtown garage that there will be a fee, so I dont consider this to be an option.
- On street parking is very limited and I know there is nothing that can be done about that. The garages are good and are centrally located, I have never had a problem finding a spot in either garage except when there are events going on in Old Town. On weekends that there are events, I would like to see shuttles running so people do not have to constantly circle around looking for a parking spot - also maybe have parking restrictions not in affect during events (except for private residential areas).
- Once again, staff of downtown businesses need alternative parking to the 2-hr street parking. I am not opposed to metered parking as long as credit card payment is accepted at the meter and the meter is very near to the parking spot.
- One more bike = one less car. More bike parking will free up car parking spaces. How about a bike corral in one or more downtown parking lot? I would take the bus if it went more often than every 20 minutes.
- One of the best perks of frequently/visitng (for visitors) downtown Ft. Collins is the free parking. Please don't start charging for parking!
- One suggestion is to create a bike parking area in the Parking Garage (there's that area in the structure on Mason, that's just East of the toll booth) that could be converted to "Bike's Only" where bikes can park, be protected from the weather, and secured. Being that the location is also right off of Laporte Ave, an enterence/exit ramp can also be engineered so the bikes don't have to enter the structure using the same enterance as cars. This is obviously close to shops and restaurants and can accomodate a lot of bikes without cluttering the downtown walkways or taking up more parking slots like the New Belgium racks. Don't get me wrong, I do like those, I just don't want to see any more on the streets. Something similar can also be done with the other parking structure.
- On-street parkign should remain free with current enforcement policies in place. Encourage more employer particiaption in structured parking options.
- Open-Ended Response
- Opening up extra parking lots such as the old police building, or the steeles parking lot. It seems more $$ is spent on enforcement, ticketing etc than on making convenient, safe parking available. Parking on the street in the neighborhood north of the police station is just not safe to walk to and from work especially in the winter months when it is dark at the close of work. Not to mention bad weather then there is ice to deal with. It is very inconvenient to be employeed in old town solely for the lack of parking, unless you want to pay an

expensive amount per month to park in the parking garage which is now on a waitlist. We provide a service to the community yet it is at our own cost to park. Another suggestion for the mason parking garage is rather than charge $1 for one minute after the first free hour is to charge in increments, .25, for 15 minutes over .50 for half hour over .75 for 45 minutes. Thanks for taking the time to consider our input, it is important!

- Other cities have 3 hour parking limits in down town areas which allow more time to leisurely explore or enjoy a meal without continually checking a watch to avoid a citation. Such an increase would encourage more residents to support local down town merchants and the arts. One does not want to feel rushed or pressured with time constraints in making an important purchase--kitchen gadget, major appliance, work of art, etc. Two hour parking limits are a hindrance and limitation.
- Our downtown parking is the envy of people who come here to visit us from other cities.
- Outside the box thinking. 1A) Convert 1st floor of downtown to a parking structure, with downtown on the 2nd floor and above. College would go through with no access to parking. North-bound College enters East Parking at Laurel and exits parking at Walnut. Likewise for sound-bound and West College. 1B) Parking around perimeter of downtown and downtown becomes a street mall like Perl Street in Boulder, except College which has bike/pedestrian bridges. 2) Parking must be free for customers and employees. 3) Setup to prevent traffic jams during special events.
- Overall decent, but challenging on the weekends and I can see how it would deter a lot of people from coming into Old Town, especially with the bar traffic. The bars are great business, but can get a little intense in certain areas.
- Overall I think Fort Collins is extremely progressive with its Parking Services programs. My only complaint is with my employer (the City) because in this arena, it is not equal for all employees. Some facilities have lots of free parking. Others, like those of us who work downtown, must grab an unlimited space on the street (few available) or pay for a parking permit in the parking structure. I would prefer if all employees were charged a very minimal fee for parking and then give permits in the structures or City lots (i.e. City Hall and Parking structures, which is difficult, as I understand they are sold out) to those employees who need long term parking. The 2-hour two-step gets old when you can't find a free spot and can't afford or get a permit in the structures.
- Overall it isn't horrible. I just expect to not find parking on the street and am pleasantly surprised if I do. Please make sure you DO NOT take away the motorcycle parking downtown. That is FANTASTIC.
- Overall it's quite good. Old Town is just to popular to not expect some trouble finding a parking place. Thank goodness for that! We live just east of I-25 in Clydesdale Park and frequently bike in, almost as often as we drive. Love this place!
- Overall parking is pretty good during off times from the campus'; however, once the colleges are back in swing, parking downtown becomes much more difficult. It is during these times that parking needs to be addressed.
- Overall quite happy with current parking availability. I certainly don't mind walking several blocks & prefer lot parking to street parking. Really love the lot at Remington and Olive, that is where I almost always park. I hope you can keep it!
- Overall, I appreciate free parking being available downtown. I prefer not to pay for parking and generally seek out free parking further from my destination when there are meters. However, I understand the potential need for meters. If parking is charged for, I would strongly encourage investment in more bike parking facilities to ensure free options for transportation.
- Overall, I think it's good how it is, but would like to see more all-day spots adding in the surrounding area. Would be very discouraged as a business owner to see people charged to visit my business; guessing that would further encourage people to visit other places of town where parking is free (everyone I've spoken to since reading the article, about a handful, indicated that they would be turned-off to Old Town).
- Overall, parking really isn't that bad in my opinion but I live 5 blocks from Old Town proper. Making biking even safer (you're doing a grat job with this now) would potentially reduce driving even further (think better bike lanes up to 20 blocks from Old Town). Paying per space would be OK for me if it was the best parking downtown (ie., College, on the street, NOT in the middle).
- Overtime parking tickets are unreasonably high and a hardship for many. Courthouse parking garage was rendered less useful by closing off the east side entry on Mason. Very poor decision not explained to the public. If court security was the primary reason, that's a joke. Court employees use the private employee entry on the east side. They aren't inconvenienced. Judges park underground, they aren't inconvenienced. Only the poor schmucks who have to go in and pay fines are inconvenienced - the general public who pays for an elite group of justice system employees with little regard for handicapped access. Have you ever watched elderly and disabled try to get into the courthouse? And the cops take the best parking spots.... The $100 fine for overtime parking next to Joe's Coffee House - off the charts ridiculous. Thanks for asking.
- Parking a few blocks from downtown poor because people park there all day. Would like to see a "zone parking" system like other cities have where residents can park all day but visitors can only park for two hours.
- Parking and enforcement from a customer perspective is great! 2 hours is plenty of time to shop around, sit down and eat at a restaurant, or run in for an appointment. However, parking for employees downtown is a

pain. Our employees attempt to park past the parking garage or in areas that aren't 2 hours but it is dangerous for them to walk to their cars after dark with poor lighting and no safe walk help. The parking garage is expensive either to pay everyday or monthly passes for someone working locally at minimum wage or just above that. It would be nice if there was a way for each owner to purchase one or two spots either on the street or make a level of the parking garage available for employees. It seems it would also work to have the owners purchase a pass for the garage at a monthly discounted rate that they could give to their employees or if we could create a downtown employee card that would validate our parking in the garages?

- Parking downtown for business owners and employees should have some type of reasonable cost parking permit that allows them to park longer. The permits, and lots available now have such a long wait list, people find themselves parking on the street anyway.
- Parking downtown is better than most cities. Bike parking is usually adequate but with larger events or busy weekend nights the bike spots get overwhelmed. The large bike racks were a fantastic addition!
- Parking downtown is difficult when there's a big community festival, like New West Fest. But for the most part, even on weekend nights, it's "challenging-but-manageable" and I think that may actually be a GOOD thing. Downtown is eminently accessible via the bike path, and neighborhoods with wide bike lanes, and our winters are mild enough that it's a rare day when you truly can't bike downtown. I like that the scarcity of parking encourages people to reach downtown via other options than a car, and when the Mason Corridor bus line opens there will be yet another way to reach downtown without driving and parking a personal vehicle.
- Parking downtown is difficult. My mom is handicaped and it is really hard for her to move around. So parking in front of the store is really the only option for her. As a result of poor parking she is unable to be downtown as often as she'd like to be.
- Parking downtown probably isn't the solution. Something like a free park and ride away from downtown would be great, or simply running many more buses and promoting the heck out of them so that people actually use them would be wonderful. I feel like most times when I ride TransFort it's lightly-used at best and many of the passengers who are using it do so because they have no other options. Traffic in this city is incredibly annoying and frankly a waste of gas considering how long it takes to get anywhere. We need more public transit flexibility and we need to promote its usage. Thanks for taking the time to listen to my feedback on this, and I hope you guys are able to give it some consideration.
- Parking for County employees really sucks. I hate the parking garage and we are forced to park blocks away from our jobs at the Courthouse. And there have been new 2 hour limit signs put up on the street that I have parked on for 7 years, so that limits my parking options....again. I believe that the parking enforcement is nothing but a revenue generator for the city and it is an area that is abused by our city government.
- parking for shopping/entertainment is fine, sometimes needs to look for awhile but feasible alternatives available. Parking for work downtown is practically impossible. Not nearly enough "free" alternatives for a longer term parking scenario.
- parking garage is pricey need more bike racks on outer blocks, you can't ride on main sidewalks so you need them where we have to stop biking
- Parking garages are ugly and contribute little to the aesthetics of a city. If more are necessary they should be disguised, beautified, and made into multi-purpose facilities with shopping, office, or other uses that can be more visually appealing at eye level. A useful, convenient, and inexpensive trolley or bus system that shuttles people around the downtown area can actually draw more folks downtown and reduce the need for parking downtown. Alternative transportation should be encouraged and perhaps Mason street can be the arterial, rather than College Ave in downtown.
- Parking in Downtown Fort Collins is a challenge but that is to be expected for an area with so many wonderful and diversified shops. Additional off street parking would be wonderful and would relieve some of the congestion; however, ONLY if the lot (Note, I said lot and not garage.) does not take away from the Old Town atmosphere and if it is free. Parking meters take the fun out of shopping, as do parking garages. Parking on the street means you walk back to your car past all of the shops and you just might see something to buy you missed the first time. Thank you for the survey.
- Parking in downtown should be owner and employee friendly as well as customer friendly. We need more free "all day" parking so 10,000 people don't have to go move their cars every two hours. The current system, designed to annoy owners and employees into parking in the over-priced and badly located parking garages sucks. There is a possibility that people would park in your expensive and badly located parking garages if you offered owners and employees free or basically free parking in those structures. I'm not walking 2+ blocks to work for the added bonus of paying for it -- PLUS I have errends to do in the process of running my business and I don't want to add all that time and effort into those endevors.
- Parking in Old town is tough, but if the Oak Street Lot is closed as was planned a year or two ago, it will become a nightmare. There is not enough additional parking as it is. More garage space would be nice. Also, better lighting on the streets East of College would make parking on the street there safer.
- Parking in the Downtown Area of Fort Collins is EXTREMELY frustrating and difficult to find. I often have to circle the block numerous times to find a spot...I then try to seek out spots further out from downtown, which

can also be difficult to find. As a last resort I am willing to pay. The signage as well as layout of streets and parking are very difficult and make getting around a challenge.

- Parking is a concern for many businesses. It would be nice to have a parking lot or garage near the south side of College in the area of Magnolia and Mason. Any busy Friday and Saturday night, people circle and circle looking for convenient parking. If we begin to charge for parking space on the street, many people won't come downtown, not during the economy of the times. The Oak Street/Remington parking lot fills quickly. There is an open space on the corner of Magnolia and College that could easily be turned into a parking area.. As for Bikers... We need more bike space for parking and education where to find it if they are new to the area.
- Parking is absolutely horrible. I will avoid downtown at all costs because it is such an annoyance. Biking is ridiculous since I live quite a way out and besides, who can shop and bicycle items home? If you want to limit Old Town to just bicyclists, then by all means make more parking for them. I will be frequently there less and less in that case.
- Parking is difficult enough already. However, there needs to be designated spaces that are more than 2 hours to allow for people to actually spend time (and money) downtown. There have been several times when I've been downtown for meetings or work related purposes or appointments and would have stayed for lunch or shopping but didn't want to hassle with moving my car and trying to find another space. Also I don't believe people should be ticketed when they have moved their car from the space they were in to another open space within that block or length of road.
- Parking is fine. Please move onto another transporation issue or another downtown issue. Please.
- Parking is hard to find on nights and weekends and is often a deterrent to coming downtown. We live a mile away from College but will drive to the South side of town because we can't find parking. We love to walk but late night, weather, etc. determines travel by car is more convenient. Keeping parking free but time limited around 2 hrs is great!
- Parking is much better and easier than Denver, although it is very crowded--parking spots in Old Town are hard to find, even when parking far away from the destination. The parking garages are helpful and often used.
- Parking is the biggest deterrent to visiting downtown. When my family goes out to eat, we drive through downtown because of the great restaurants, but leave because we cannot find a parking spot within blocks. Over the last year, we have dined downtown only once.
- parking lot near justice center is not really affordable for state employees, nor convenient to park up top. It is dangerouse at times to have to walk so far after hours, when leaving in the dark from work in the winter. In these difficult economic times for everyone-paying for parking to just go to work is not in budget.
- Parking meters are a bad idea for downtown Fort Collins! They would not only not solve the parking challenges, they would create a deterrent for people to park downtown. Parking does get challenging downtown, especially on the weekends, but I can always find a parking spot. And if I don't, I park in the parking garage, which is dirt cheap. The price of parking in the parking garage can be doubled and still be a bargain. No one wants to see downtown Fort Collins become downtown Boulder.
- Parking meters or charging somehow would deter spending my shopping dollars downtown, remember parking is free at Centerra, Flatirons.
- Parking meters would deter me from spending money or visiting Old Town. Keep parking free on streets, increase the length of time that can be spent in each parking space. Remove restrictions on overnight parking.
- Parking, bicycling, patios and pedestrians walking are all interrelated issues. In our area 300 south college block-- you just approved a new restaurant which will probably find its parking in our lot much to our chagrin. Much of the ON street parking in our area has been 8 hours but with the new restaurant, that may need to be re-visited. Bicycle parking, patios, use of the sidewalks for merchant goods have constrained the ability of pedestrians to get around on the sidewalks on College. This must be considered while finding increased parking for bicycles
- Pay kiosks or coin operated timers are SO annoying. I really feel like if the City wants to pursue this as a solution they would need to sell parking permits (weekly/monthly/yearly) to residents who want street parking so it doesn't just create more of a hassle. Bulky pay machines along the streets would be very tacky! I definitely support more biking/walking/trolley cart types of solutions.
- People may complain about parking, but I don't feel it is an issue. I rarely have a problem finding a spot and it is no issue to walk a few blocks to my destination either.
- People should stop whining, parking is cheap for cars. Old town Fort Collins is a beautiful place to live!
- People who work downtown should be required to park in the parking garages which would create a few more spaces for people who want to shop or dine downtown. One thing I enjoy is the vibrancy of the downtown in the evenings. Ft. Collins is a bustling city but a very friendly city. Lets keep it that way with no parking fees. You have a chance to encourage walking or biking with your Mason St. corridor. I have seen wonderful rickshaw type bicycles on side streets. You have a five mile corridor past the university which would probably employ plenty of pedal power. Small shuttles for folks who have mobility problems or in bad weather. Is something like the 'Zip' at Interlocken at the Broomfield shopping mall a possibility? Help promote a healthier

community. A 5 mile stretch does not need a lot of huge lumbering buses. A good area for the Bike library giving people a chance to provide their own pedal power. Along that area would be a great place to plan parking with bike shuttles to Old Town. The fun bikes that allow 8-10 people to pedal to their destination would even be more fun. Maybe sounds touristy but I think the locals would get into the swing of things too! And by the way, we checked out one of the new alleys behind Caninos--VERY NICE! Has a look like the Boulder alleyways downtown--only BETTER! Very upbeat--esp. like the lighting. Now to see it lit at night. Are they solar? Anyway, I hope you will consider ALL comments and not hurry into a decision without a great bit of input from people in all walks of life rather than matching just ones that agree with your point of view(s).

- Perhaps indicate by signage approximately when the 2-hour time limits are monitored (i.e 9:30, 11:30, 1:30, etc.) so people don't have to guess.
- Perhaps making sections of on street parking (i.e. curbed but not the middle spaces) metered would ease the burden of so many cars with limited spaces available.
- Please consider replacing the artsy racks that don't accommodate a lot of bikes with higher capacity racks. Go for function, not form on this one. I'd support converting a few more car spaces with bike parking. Please DO NOT take away the places on College to do a u-turn (at the end of each median parking strip) by converting them to bike spaces. It really helps to be able to turn around at the end of each block, especially because parking isn't easy. Sometimes you see a space and can turn around to get it.
- Please do not adopt "Pay Stations" in downtown Fort Collins. Retain the convenience and desirability to visit the businesses. Parking fees would discourage frequent visits (some days we make several visits for shopping and dining, or just to walk around). We moved here a few years ago and were immediately amazed and pleased to discover Fort Collins was a city that encouraged visitors to experience Old Town without the added burden of parking fees. I trust, that in the final policies created for parking improvements downtown, free parking will remain one of Fort Collins' greatest appeals to both residents and tourists in promoting growth and success for its businesses.
- Please do not install parking meters for on street parking. I only see it as a deterrent to coming downtown.
- Please DO NOT meter street parking. Doing so will alter economy of downtown. Keep it free, parking garages added downtown have been great !
- Please don't take up limited car parking spaces with bike racks. It is very frustrating and an inconvenience to find other limited spots.
- Please get rid of of the overnight tow zones, it really does promote drunk driving. You are creating a safety risk for everyone by having this policy! If acess for cleaning is key, make it certain weekdays no overnight parking to facilitate this.
- Please keep the River District high on the list of areas for which a parking strategy (public and private) needs to be created.
- Please make parking a positive and not a negative- I have heard from customers for over 24 years how they hate coming downtown because they get a ticket- change it to 3 hour parking or meters, please!! We need people to feel good about coming downtown- we are the heart of FC!!
- Please Please Please consider painting parking stripes on the entire 100 block of Mathews. Because it's free diagonal parking and so close to Old Town,.. it is a very high-demand parking area. (even worse now that Mtn Tire Store is closed, so their large open lot is unavailable). The lack of stripes means that people park like IDIOTS. (bad spacing, bad angles, etc). Striping would help parking be more uniform and consistent,.. and allow a larger number of cars to fit. Please!? ;)
- Please publicize --more than once -- all the costs of the survey and the Expert Parking Panel.
- Please remove meters. I would like to shop downtown but can't find free parking. If there were no meters, I would spend a lot of time downtown shopping, eating, etc. Now I just go to the mall where I can park free for an unlimited time.
- Please start enforcing weekends both Saturday and Sunday.
- PLEASE…Leave it as it is. I lived in Colorado Springs for 10 years and found their parking plan to be a huge deterrent to going downtown. Quite often I would need to run into a store for less than 20 minutes (to get a coffee, pick up something quickly at a store like Ace) but C.S. would charge an exorbitant fee at the parking meter. I stopped going downtown for this reason and I'm afraid our downtown in FC would similarly lose my business. Please don't put in meters, our free parking is a huge part of the success downtown. Perhaps more 1 hour parking spots to keep the turnover and enforcement (tickets) can be a good source of revenue. I use the parking garage when I plan to be downtown for longer than 1-2 hours, so perhaps another garage may be the answer.
- Pretty easy to park actually. We like the parking garages being $1. That's a big plus. If it was more, we would never use them.
- Provide back-in to front-end diagonal parking
- Remington lot should have dedicated spots for condo owners. Week ends we have no parking places if we leave in the morning
- Remove one lane of traffic in each direction on College. Install bike racks everywhere.

- Remove parking from island area of College and provide better off street parking, such as a lot.
- should be more friendly for business owners and employees, if you dont have businesses, you wont need parkign for customers!
- Side streets need to have more angled parking options.
- Simply not enough parking downtown. One-way streets add to congestion and hassle trying to get around downtown, find a spot, park. Most times we avoid downtown because of the parking inconvenience. We do NOT like to have to park and walk to our destination(s), especially if dressed up, wearing high-heels, carrying packages, etc. So we go elsewhere to dine and shop.
- Since I predominately use Transfort and my bike, car parking is not a big issue with me. I appreciate the extensive changes being made for biking downtown by the city. We 'claim' to be a 'bike friendly' and a 'green' community - perhaps it would be beneficial to educate the mass of car drivers on being more 'bike friendly' - and - educate the 'biking public' to be more aware of traffic rules....when's the last time you were on a bike? - when's the last time you thought of traffic rules regarding a bike? - when's the last time you cut off a bike in your desire to arrive at your destination (and save 10 seconds in the process). And the same questions apply to the bike enthusiast. Perhaps a changing banner across College promoting cooperation - we need to make people aware. I know: every time I see - 'Be kind to motorcyclists', I think of one of them slicing thru traffic between cars...so...there must be 1 college student around that can come up with a 'worth while' idea that gets the spirit without sounding 'totally preachy'. Good luck. I look forward to biking in Fort Collins. Yes, I also realize the banner across College is directed at motorists since bikes aren't allowed. :)
- Since we do not have to pay for on-street parking in Downtown Fort Collins, it means that all the citizens of Fort Collins have to bear the cost of providing that parking. I think it would make much more sense if the users of the parking had to pay for it themselves.
- some kind of shuttle service by carts or small vehicles to get people who park in the garage and have 3 or 4 stops to make from place to place,. It may be that because I am handicapped I find it difficult to find paking in front of each place I need to go so there fore I avoid town.
- Some of the bike racks are very low to the ground, making locking the bike around the frame very difficult to do. Also, tons of people have bikes, so they get intertwined and because they are locked up it's very hard to get pedals out of wheel spokes! More bike racks would help this
- Some of the present "2 hour" area should be made longer term parking - many of them never have any cars parked on them because they are too far from the downtown area and locals do not use but employees and clients would use them easily if they were available. Again, the best example - and most glaring - is the street by the Armadillo. It is, consistently, at 5% of street capacity(!!) and has over 2 dozen spots available on a daily basis M-F. Has anyone tracked or noticed this? It's a poor usage of available capacity....
- Sometimes more focus is given to more attractive bike parking. However, generally speaking, it seems the more attractive the bike parking, the less functional it is. Please focus on function over form, otherwise the precious space is wasted. I wonder if bike lockers, while not space efficient, might be popular (http://www.flickr.com/photos/79498713@N00/2251454934/)
- Stop finding ways to eliminate the on-street parking, such as installing bike racks in parking spaces and prohibiting parking on Mason. Also, the traffic pattern for the parking garage entrance on Laporte is dangerous and confusing.
- Street parking close in should be metered and more expensive than parking garages
- Surface lots full of city/county vehicles are irritating. Refine enforcement so that, if I move my car within the allotted time to another space near my original space, I won't get a ticket.
- Tell New Belgium to build its bike racks on the sidewalk or put them in the parking garage.
- Thank you for recognizing the need for improvement.
- Thank you for the free parking! Our city is growing and it's becoming harder and harder to find parking downtown because of so many residents.
- Thanks for taking the time to do this. What about a "bike garage" in the old Goodwill building? Could do it "coat check" style where it is manned and then folks can check their bikes in and out.
- Thanks for the chance to voice
- Thanks for the opportunity to comment!
- Thanks so much for looking at parking as a way to improve downtown!
- The parking limit signs on 200 block of oak need to higher and more visible!!! I did not see the several an officer said are there
- The 2 hour deadline is enforced too much to the point I don't really shop as much as I would like because I am concerned I might get a "ticket"
- the 2 hour time limit is inconvenient. 3 or 4 hours would be sooooo much better!
- The 400 vulnerable downtown residents are truly strained. See earlier coment about a visor tag or bumper sticker giving them leeway; perhaps all day every day or doubling their time from typical code enforcement. Something PLEASE
- the biggest issue that we run into =, having a family of 5, is that we normally go to a store, and then have lunch. we know that there is a time limit of 2 hours for the spot, but if we decide to stay longer and move

the car closer to the other location, we have found out that we are blocked out from parking for 4 hours, once we park there. Even if we go down the street and get another location. First of all this is not clear. Also, if we left and came back later, we could get ticketed. even if it is hours later. This is not posted, you only have this one four hours on this city block. Also, where you can move to is unclear. we often will be down at say the cupboard, then go up to silver grill and move from one end of college to the other. different spot and we have given up our previous one. most cities want you to at least move your car. It would be better if we could just know what the rule is. I know that there are times we leave the area inn stead of continue shopping because of the inconvenience of the time limit. and knowing that we can not return or park near our store turns us away. if you leave your spot, you should not have to leave the area for 4 hours to avoid a ticket, or be forced to now pay for parking because you are frequenting MORE stores. These restrictions are gone at night, but we have a young family and we aren't going to the bars at night. I understand that you want the spots turned over, and have no problem moving the car, but to be forced to leave the area for an extended period is a bit offensive. If parking became a pay only option, we would probably not go downtown much. we are already going to the shops there. We live in south FC, and the drive is a bit to get there, If we knew we had to pay to park every time, we would find other locations for much of the general shopping LIKE CENTERRA. The experience downtown is one of the reasons we moved here. If it becomes a burden to go, then we will find other areas to frequent.

- The biggest problem I have with downtown parking is when I have a health care appointment on Peterson, just north of the Library. It is becoming increasingly difficult for me to find a parking space within 1-2 blocks of where I need to be. For Peterson, and other neighborhood streets in downtown/Old Town, I'd like to see parking limited for 2 hours, except for residents of the neighborhoods. They would be given identifying windshield stickers. Everyone else, however, would be limited to 2 hours and thus, there would be greater availability for parking. Enforcement of the 2 hours in the downtown shopping area may also help turnover there.
- The biggest problem is that there is not enough public parking. There are several private lots that have blanket signs reserving stalls with no indication of what hours the associated businesses use them. There are few, if any, load zones, or short term parking. We often get takeout from several of the resturants and there is rarely any place to legally park. It would be nice if some of the private lots were open to the public after business hours and if there were more short term place (but not too many). the two garage's are not convenient for short term and the parking rules do not seem clear. We frequently go to boulder to Pearl St Mall and there are several City garages and one private one that are very easy and convenient to use and don't cost too much. I wouldn't increase your prices, but you might want to look at their access control and payment options for ideas on how to improve the existing garages. There are a lot of options that could make the downtown experience much better. Load Zones that are patroled during business and peak hours would be the biggest improvment that I can see.
- the block face concept is absurd...i shop at down town stores five or six times a day
- The californication of fort collins means that 40 years of ruining the parking will be difficult to undo
- The center/median parking is hazardous because many a time I have almost had some one drive into me from the other side because both of us are goign for the same spot. Given how everyone is rushing into the just vacated spot I am surprised there are not too many head on collisions. One could stream line them such that cars can only enter them from one direction and leave from the other direction.
- The city has ruined our economic viability on Jefferson st. by removing our on street parking. Now it is suggesting to take our private parking. this is wrong !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- The Civic Center garage is great!
- The FC planning guidlines do not require off street parking in the downtown. The plan calls for parking structures & has caused severe harm to downtown development by not complying with its own code & goal.
- The garage parking is dirt cheap. Try parking at these rates in Denver or Boulder; it can't be done. There is plenty of parking available now. I don't need why there is a rush to provide more free parking. The garages are cheap and I've never had a problem finding a spot in them. With the coming of the Mason St. Corridor, why more free parking?
- The garages are convenient and reasonably priced. I do not mind walking to my destination, but for those with mobility issues, a shuttle from the parking garages might increase their tendency to come downtown.
- The improvements in bike parking have improved my opportunities to go downtown, even though I live close to Harmony/Shields. I'd pretty much given up on parking a car, except in the garages. I *do* prefer free parking on the streets, even though I often don't get to use it (or park several blocks away). I also appreciate the free short-term parking in the garages. Those things make a huge difference. But the bike is best.
- The issue of too many red curbs is particularly a problem on the fringes of downtown, e.g. on S. Mason St. by Avo's, near the Lincoln Center and the downtown Post Office and particulalry on the streets north of CSU between Laurel and Mulberry. The red curbs are totally excessive. Folks can park cars along them without sacrificing safety. Throw away the red paint!
- The Jefferson street park is too small to handle the current extreme level of usage. Making it into a well lit parking lot would help turn it from a major downtown negative to a positive.

- The lack of convient safe parking is a negative to shopping in downtown Fort Collins. Allowing angle parking on College Avenue is not safe by my standards.
- The large red bike racks are rediculous - they are nice pieces of art work, but annoying to use and way too big. Smaller racks placed more frequently throughout town would be much better. I will tend to lock my bike to a sign that is in front of the location I am going, than one of the large bike racks further away.
- The layout for parking is acceptable, but could use a little more organization.
- The loss of vehicle parking spaces for bike parking has had an impact even thought it is a small amount of space that was taken - please do not take more street parking for this! I would love to bike downtown but living 5 miles away makes that unreasonable. I also really hate the fact that if I park downtown for a meeting in the morning, then come back in the afternoon I run the chance of getting a ticket for being there longer than 2 hours becasue the system thinks I have been there the entire time! The city has spent much time and money to make the alleys so nice - let's line them with bike racks.
- The lot where Steele's used to be should be opened up for public parking. The city should acquire it by imminent domain and open it for public parking.
- The Mason Street Corridor is of absolutely no interest to me. I live in Willow Springs south of Harmony Road. For me to use the MSC, I would have to drive or ride a bike 3 miles to go North into Old Town. Finish the bike paths near our end of town before wasting our hard earned tax dollars on this project. Our kids can't access most of the trails in town or their schools because they don't connect. The powerline trail needs to connect to Bacon/Zack/Kinard and Fossil Creek Park and then on to Cathy Fromme.
- The median parking along College backs-up traffic and causes near misses, constantly. Drivers blindly backing out of parking spaces? Seriously? This is a terrible solution. Please do not repeat this bad idea, elswhere.
- The most useful thing to have would be a map showing parking locations in the form of an online map (PDF). It should show free and pay areas (including each side of streets available for parking), color-coded to show the different time-limits (1, 4, 8 hour graduations). Also indicate any private establishiment-only parking areas such as Safeway, First National Bank, CSU, etc.
- The New Belgium bike racks in certain parking spots are a great innovation, packing 15-20 bikes into the space that used to be taken by just one car--the only problem (if it is a problem) is that they're often full. I'd love to see more creative collaborations like this in Old Town.
- The number of pedestrians and drivers who feel entitled to walk/drive/change lanes in front of moving traffic against lights is a huge reason I don't go downtown. I will drive to Windsor or Loveland to do the majority of the shopping for items found in downtown Fort Collins.
- The only time I have found parking to be difficult in downtown Fort Collins is during New West Fest and other large downtown events---but there's no remedy for that! Otherwise, I can usually find a spot within a couple of blocks of Mountain x College and if I don't in one pass (no circling around!) I just head for one of the garages. Maybe some more handicapped spaces are needed? (I haven't noticed if they are always in use.) For those of us who can walk a couple of blocks--and even enjoy walking downtown--the parking situation seems fine as.
- The on-street parking along College and in the middle seems to be a huge safety hazard--seems like there are either people going really slow looking for a parking spot (but not paying attention to other traffic) or people going way too fast. Also it seems like it's always really dangerous when you have to back out of one of the diagonal parking spots along college especially if a large truck or other vehicle has parked next to you and has significantly blocked your line of sight to traffic on College. I wish you would something to make that safer, but I am not really sure how you would or could and still maximize the parking spots. With the bike parking, it seems like the bike racks tend to get overloaded quickly and it's hard to find one close to your destination at times--I would be willing to pay a fee to be able to park my bike closer to my destination and have it protected from the weather--while I am willing to walk a few blocks when I drive downtown for parking, normally I am not quite as thrilled about that when I take my bike.
- The parking "rules" downtown are ridiculous! I can't believe you make people MOVE their cars every 2 hours once they are downtown, enjoying downtown, spending their money downtown. Often I've wanted to come & spend the day downtown but the parking rules have made me not do it. I ONLY come downtown to eat or for a quick tour of the museum. What a sad situation to have a lovely downtown but to hinder people from spending much time down there. Then, you can't just move your car around the corner! What nonsense this is. I've lived in small, college towns before, they've never done this type of thing before. You are making me go to Loveland or Boulder or just stay away from downtown due to the parking tickets.
- The parking downtown is not good. I prefer shopping elsewhere. I never even consider the stores there.
- The parking enforcement in Fort Collins is deplorable. Multiple times in the last two years I know of instances where people have been given tickets for the wrong vehicle, wrong street, or other matters that show a lack of effort on the person responsible for checking parking spaces. Fort Collins efforts to create higher turnover appear more like a misuse of funds, namely the truck that drives around with two city employees. Instead of more enforcement, how about bringing back parking meters as well as some type of affordable yearly parking permit for Old Town employees that allows them to park more freely in the Old Town area.
- The parking garages are great. Go vertical. Like the free parking garage times, too.

- The parking garages are nice, however they are not very convenient for commuting and there could be at least one more, space is at a premium downtown especially during the holidays.
- The parking garages are the best deal in town.
- The parking in the down town area is horrible
- The parking situation has been made worse by converting alleys into malls, thus forcing deliveries into the streets.
- The parking structures are great. Another one closer to the Lincoln Center or Discovery Science Center would be useful and could eliminate some of the on street parking which can be dangerous to bicyclists and pedestrians. You certainly have your challenges because I would bet the majority of downtown patrons want to park on top of their destinations and not walk from a garage or lot. No wonder obesity is rampant. Good luck.
- The problem seems to be lots of people wanting to be in a relatively small area at the same time. The only time we drive downtown is when we bring an elderly person or the weather is bad for biking or we are purchasing large items that cannot be biked home. We have lived in The Fort since Jan. 1984 and remember how dead it was for many years. It is wonderful to have a vibrant downtown ! Even though it is sometimes inconvenient to find parking for a car or bikes(amazing to see all the bikes now), we want to be downtown !
- The slanted parking in the middle of the College Ave. is the only place I can ever find a spot, however, it's ridiculously difficult to back out of the spot safely, mostly because drivers are not courteous. It would also be nice to have more crosswalks. I have visited cities where they have very clearly marked (painted and signed) crosswalks in between distance lights and a clear pedestrian right of way rule. This may slow up traffic, and our city's atrocious drivers would likely have trouble obeying new traffic laws, but the ease for families with children and handicapped individuals would be appreciable.
- The system works well now, I am suprised to find you trying to fix another problem that isn't broken. I moved here from a community that went to parking meters and it killed the downtown businesses.
- The town is growing so the parking is a little tighter, but at this time it is usually not too difficult to find a spot. As we continue to grow, we will need either higher costs to park or more off street/ garage spots.
- The whole concept of the way Downtown parking is handled by city government is wrong. Parking needs to be free, easy to find, and without risk of punitive measures. There are way too many "no parking" areas that are entirely unnecessary. You need to squeeze as much as you can out of the available space. In addition to my previous remarks, here is another: You now have preferential treatment for motorcycles. They are allowed to park in regular parking spaces and usually take a whole space, but you also have dedicated motorcycle spaces where cars are prohibited. There should not be dedicated motorcycle spaces. Motorcycles should use car spaces and be encouraged to share them --- 2 or more cycles per space.
- There are a couple of open areas in the downtown area that could be made into parking lots. Another park or two is not needed since there are two parks located a block apart. Downtown traffic is extremely heavy, as is the parking situation.
- There are businesses in town that are closed after 5 or 6 pm weekdays or closed weekends that have signage "24 hours towing" These businesses need to be made aware of the importance of the support needed to other down town businesses and should limit their signage to stating that parking in their lots is ok during "none" business hours and state their hours. This change would open up several areas for parking.
- There are no serious issues with parking in downtown. People tend to speed a little too much on North College and driving through the parking garage but there seems to plenty of available spaces, even during the busy times.
- There are not enough handicap parking spaces on College Ave to get close to business and shopping.
- There are so many wonderful, cool, eclectic shops to see in old town and restaurants to try, it's a shame that the parking issues keep most of your patrons away!
- There have been several times that cars on parked in the same spots for hours and never ticketed. Bicycles are not to be locked to trees, patios, etc. and there is no punishment for them? Alley's have delivery vehicles constantly illegally doubled up and no tickets are issued. Alley's have cars parked in them and no tickets are issued. Who chooses the 15 minute parking spots? And why are they two, side by side on West Mountain? Who approved this?
- there have been times we would like to go downtown but knowing there is an event or something which would make parking difficult, even for a bike, we do not go.
- There is a heavy emphasis on on street parking enforcement and restrictions in this survey but downtown Fort Collins must consider more parking availabilty for employment since the garages are considered full. Creating higher turnover on the street, while good for retailers, does nothing to address this problem.
- There is a perception that car parking is difficult to find, but I have never had to park more than a black from where I was going. Perhaps a public relations campaign to convince people that it's okay for their lazy butts to walk a block.
- There is always an issue with the parking garages - they are either being painted or closed for some undisclosed reason. Most people have no problem with parking in the garage and walking. Simply make the parking garages more accessible and improve the walking conditions downtown. There is not a week that goes

by without a close call with a bicycle - one almost hit me in the crosswalk Thursday evening - running a red light. The sidewalks on College are narrow to the point of being non- existent. I try to take my 79 year old mother to the farmers market on Saturday mornings - but typically a couple of weeks ago - I couldn't get close enough for her to walk because the streets around are closed for some bike race - that didn't seem to exist. The parking is not the issue - its the hazardous sidewalks that are the real problem - it's getting harder and harder to get around town. The city government's attitude is - if you aren't a bicyclist - you don't count.

- There is not enough parking at all near Laurel and College, especially for employees that need to park for more than 2 hours. Now they are changing the ally near that corner and it's taking away parking spaces!
- There is plenty of restricted parking spaces available downtown that do not need to be restricted after 6:00 P.M. or on weekends & Holidays. Why are they restricted 24-7 no one is parking in these spaces!
- There is under-utilized parking lots/space available in the downtown area.
- there is usually a spot to park a bike within a block, but the racks are often stacked 2-3 bikes deep, which is inconvenient and can cause damage. at peak times you can have to walk quite a ways to find a secure, well lit and highly visible spot to lock up.
- there isn't enough. When I need a quick "15" minute parking spots in Old Town during the summer. Some of the shops along riverside don't have parking garages very close to them. When I went to Photography by Desiree the other day to drop off a check, I had to park in the garage and fight traffic to walk those few blocks. It's time consuming and a deterant to shopping in Old Town.
- There needs to be a designated lot or area designed for Recreational Vehicles and vehicles that are pulling travel trailers etc. We encourage out of state tourism and there is no where for them to park in the old town area.
- There should be a bus that runs on weekend nights. There are not enough taxis and too many people drive downtown then drink and drive home. There needs to be better public transportation in this town.
- This comment is for the entire Fort Collins Area regarding parking. All parking lots in this city, and county areas as well, are designed in a manner to make it inconvenient to enter and exit for consumers. One driveway to enter and exit in large lots is ludicrous and shows ignorance in design and a lack of consideration for the consumer. I feel it also contributes to so many businesses failing in this town. If it's inconvenient to patronize the business, no matter what kind, people will go elsewhere. In the retail business the motto is location, location, location! However, even with the most desirable location, if it's a lesson is frustration to just get into the parking lot, people will not go there. Rather than subject myself to this frustration, I will stay in the south parts of Fort Collins. Even dealing with the traffic problems caused by an antiquated traffic system is better than going to "Downtown" for anything. Perhaps the city should do something about that problem as well. The "Harmony Corridor" that is being renovated to attract newcomers is a dismal failure because of traffic snarls and accidents.
- This is kind of related to parking. More cab service available for people to get to and from downtown. Especially for the weekends when people are drinking.
- This might be a bit off topic and I don't know how this could be achieved but i think that one solution is to improve the taxi service or options in Fort Collins. There are very few taxi services in Fort Collins and the ones (or dare I say one) service available is sorely lacking. It seems to me that there is very limited availability during peak nightlife hours. When the nightlife ends, I have waited 1.5 to 2 hours to get a ride home. I can tell you that the majority of my friends have had the same experience. We of course aren't going to drink and drive but I would think that if rides home during peak hours (midnight to 3 a.m.) would greatly improve people's outlook on going out downtown. This could ultimately improve revenue for downtown and who knows, maybe free up parking and lessen the odds of drunk drivers? Just my two cents. Best of luck!
- Though folks may be annoyed by the 2 hr rule, it's worth it because the majority of the parking is FREE.
- to enforce time limits downtown in certain areas after 5pm - or be able to buy permits. Anything to limit the students downtown after dark. This is a big reason I won't go out downtown after a certain time.
- Turnover is vital. Long term parking (longer than four hours) should be diverted to parking garages.
- Two comments we get at the Visitor Center often are: 1) There is no signage about the 2 hour parking rule and not being able to move your car within the same block or you will get a ticket. 2) Visitors have a hard time finding any businesses that will verify parking or give them a ticket for 1 hour free in the garage (can this/is this something that can be posted online somewhere?)
- Two hour parking is very inconvenient for City 281 N College Ave employees. This has been made worse by removing some of the all day parking on Maple and providing extra 2 hour street parking for Penny Flats. The Jefferson St Parking Lot helps, but it is dangerous crossing College Ave because of vehicles not obeying traffic signals & the short time 17 seconds allowed for crossing the 6 lanes of College Ave traffic.
- Use the money for the Disneyland-like Trolley planned for Downtown and Lindon street for more bus service on the bus routes serving Downtown. If the bus is more convenient than driving, people will take the bus more and not be stuck circling for parking.
- Vehicles that stop in the road waiting for a parking space is dangerous to others. Drivers that choose to stop in the road rather than park a little farther from their destination should be penalized.

- We absolutely need to help find parking for employees in old town. It is absolutely crazy! Parking in the garage sucks because you have to pay to park. Therefore every hour you work your basically loosing money too. I would get a parking pass for the garage, however the wait list on that is so long its not even worth the trouble because I probably wont even be working in old town by the time my name is up on the list for a spot. I hate old town parking and working here is awful because our customers have trouble finding parking as well as employees.
- We already support DT with a portion of sales tax. I demand that street parking remain free because it keeps DT accessible and vibrant for short visits. The parking garages are easy to access although some of my female friends have told me that they are afraid to use the garages when they are alone and in the evenings.
- We are on the north end, and can often find employee parking in the morning. If we leave for a meeting (which is frequent) we often have trouble finding spots again, and resort to on-street parking. This takes spaces best suited for retail shoppers and disrupts our work flow, needing to repark after two hours. Also, the parking space bike racks are a ridiculous use of resources. Often, the racks are partially used, and the bikes are not contained within the space, and an adjacent car will have to "double park" a little to avoid it. Who gets the ticket? the car. Bike racks along the edge of the sidewalks were working fine, but removed in favor of these minority-interest-group-satisfying racks. Anecdotally, I have not seen an increase in bike ridership parked at these new racks over the old ones. Seemed to fix a problem that was not there.
- We have been invoilved in the downtown area for years and it seems most people feel they must find a parking spot on the street and don't consider how convenient the parking facilities are and don't realize how economical it is. especially compared to the Denver area. We are so Blessed to have the parking garages for our use!!!!
- We have never had a problem parking in the parking garages. I have heard people drive around, complaining that the garage costs money. I have never paid over $2-4. Compare that to other cities where parking starts at $10 to enter the garage. However, I do not want to see another parking garage downtown. I a new one is built, one should be designated for downtown employees to make the other two easier to maneuver and utilize pleasantly.
- We have not have had much difficulty finding a place to park Downtown.
- We have the pay for parking model backwards. We should pay for the convenience of parking near our destination through parking meters or other. Parking should be free in the garages to encourage people to use them. We should also have bike share available in the parking garages for use by people who park there - Boulder has the new B-Cycle program. Imagine a B-cycle station in each of the parking garages. That would be great.
- We love old town and parking is pretty good. Can't beat FREE. Would like to see greater enforcement of the club crowd overnight cars.....towed or booted please.
- We moved here in 2006 and were very impressed that not only was Old Town very well maintained and attractive but that you encouraged people to come down town by making parking free. Please do not put in meters or other paid parking or Old Town will be just like so many other twwns like Madison, WI or Colo Springs who talk about wanting people to shop/eat downtown but them make it as expensive as possible to park. Then the city fathers cannot understand why we all end up at tye malls or other suburban shops/resturants. MB
- We only go downtown during the daylight hours for shopping, dining, and for required government business (licenses, voting, etc.). Parking is never a problem during this time. We will not go downtown at night anymore because of the changing dynamics caused by the night crowd (unruly at times), so we offer no survey data for night parking experiences.
- We really ought to consider implementing performance parking. This would reduce pollution (particularly ozone which is currently a concern in Fort Collins), reduce motor vehicle traffic (which would make old town more friendly to bicyclists and pedestrians), increase the availability of parking, and provide more revenue for the city. See: http://en.wikipedia.org/wiki/Parking#Performance_parking http://pedshed.net/?p=105 http://pedshed.net/?p=170
- We retired and moved to Fort Collins from San Diego, California one year ago. One of the many reasons we selected Fort Collins (and the north end of town) as our new home was the character of Old Town and the EASE of parking; the multitude of FREE parking spaces; and the PROXIMITY of FREE public and ECONOMICALLY PRICED garage parking. We drive into Old Town several times a week (we live just 5 miles north) and have never had a problem finding parking. It might not be right in front of the establishment we're visiting, but we've certainly never had to walk more than a block to our destination. Except for Friday nights and Bohemian Nights there's plent of free or very reasonably priced parking near any destination from Mulberry to Wilcox to meet any need in Old Town.
- We should allow folks to park over night without penalty. When a responsible person realizes they should not be driving (it does happen unplanned sometimes especially in a college town) and decides to take a taxi, they are penalized. We should not discourage responsible actions!
- We would love to move our business downtown, however, when we survey clients, the comment is always that parking is terrible downtown. Consequently, we have been in South Fort Collins for the last twenty five years.

If there was another office building (tower) with parking similar to First National or the Key Bank Building, we would move.

- What is the use of doing a survey on line. if the Mayor Pro-tem doesn't like it, he will getangry and start ravinf about how it is wrong and non-scientfic. (like calls to his phone are scientific?) and demand it be dismissed and no one on the coucil should pay attntion.
- When an event such as New West Fest is being held, treat it like the fireworks at the park, where there are shuttle buses that can take you to downtown from a localized parking area. The last two years, we HAVE been able to park in the E. Mountain parking garage during the Sunday closing NWF event and this was VERY helpful. Plus it was FREE.
- When dealing with the budget constraints mandated by colorado's constitution it is absurd to me that you wouldn't be using prime parking (ie. On street parking) as a source of revenue
- When I clicked on fcgov.com/parkingplan, it said page not found so I went into the survey basically blind to current plans.
- When I'm not working in Old town and trying to find a spot I usually drive around for a while looking for a spot on the street, knowing if I don't find one I can always use the garage. I would rather not pay for the garage if I can find parking on the street, but it's not a big deal.
- While it can be more challenging on weekends/nights/during events, car parking in downtown isn't all that bad, compared to other downtown areas I have visited. It would be nice to have a few more spaces that aren't limited to 2 hours, as it seems like we often stay in downtown longer than that, especially if it is a busy evening and we are trying to get dinner. I also feel that lighting and bicycle parking could be increased/improved.
- While it sometimes takes a little hunting and I might have to walk a block or two, I have never really had a problem finding parking downtown; typically on-street and on College, sometimes on cross streets like Mountain. Rarely have I had to use a public lot, and even rarer still the garages (which I avoid even if the first hour is free - perhaps it should more reflect on-street where two hours is free, or even three as an incentive to use them over on-street). One key thing this survey doesn't really address is WHEN I go downtown. Daytime visits are unusual for me - only 10% of total perhaps. I perceive two different worlds of parking between daytime and evenings/nights.
- While street parking right in front of the business I plan to frequent is usually only available 'by chance,' I don't mind parking a block or more away and walking or parking in one of the two parking garages. The garages are close, inexpensive and provide covered parking for my vehicle. I am actually very happy with the current parking options based on my more limited usage. I do see, however, the need for more availability on weekends when there is a major event taking place downtown that draws hundreds to thousands of people. On street parking will not ease this particular issue and therefore the need may arise for another close-in parking garage. Keeping parking costs to individual patrons down is a must. I think that is one of the things that makes people want to come downtown and willing to put up with a bit of a walk from their vehicle to the event. High parking fees will discourage attendance and thus businesses and the whole city will feel the effects. Right now Old Town is such a major draw BECAUSE it offers so much variety with dining, shopping and events in an esthetically appealing place with reasonably priced parking! We love coming downtown and take every opportunity to show it off to our frequent out-of-town guests.
- why charge for parking when you want us to visit downtown and spend money.Or ,have senior passes for the retired citizens who enjoy downtown(not the bars) and have financial or physical limitations.
- Why is there no parking 8pm-6am on Olive and College next to Wells Fargo?
- Wish we had more.
- Working downtown I have found that walking everywhere is faster and more convenient that trying to come down and park near a business you plan to visit. If people knew how easy it is to park and walk (lots are fine, except for fees), it would not be such an issue for people. The problem is people who think they need to park directly in front of the store/restaurant.
- Working primarily from 8-6, my customers (therapy clients in a psychological practice) only need to park for one hour. They rarely complain about parking. My biggest concern is having more dedicated, long term employee parking so that I can park closer than 3-4 blocks away each day.
- Works well. Don't worry about it. Work on reducing the trains and the horns, a more important problem!
- Would love to see anything that encourages less driving in Old Town
- Would rather have the close-in spots for merchant areas metered, and have the parking garage free. Would be much more likely to use the parking garage if it were free (or if employer cost were TOTALLY subsidized). Omaha, in its Old Market area, charges EIGHT dollars (or more) for public lots during the evening hours, and people pay it! Need to deal more with supply/demand issues (instead of "the parking garage cost us a bunch of money to build, so now we have to charge people" mentality). Also appreciate overall reduction in demand through promoting alternative transportation modes. A shuttle on evening weekends might be great (may not be cost-effective at this time).
- Yes. I moved here from Boulder in 1995, but always enjoyed going back there to shop. When they started charging $1.25 to park downtown no matter how long you were staying, I stopped visiting downtown Boulder

all together. Please be advised. If you take Boulder's advice I will never visit our downtown again either! Don't fix it, it isn't broken!

- You guys are doing a fantastic job with what you have.
- You need to mix up your walking route times, anyone who works in the area knows you schedule and can play the parking game thus using up important parking spaces for our clients.
- You should put sculptures, like shaped like a cheeze, or I-beam with holes fastened to the ground for motorcycle/bike parking to avoid people turning around in the street right before the lights. Mason rail is great.. but what about along mountain? 6 blocks is far for some old people to walk. Why isn't there a bicycle rikshaw to carry people back and forth? Or a bicycle bus? There should really be some design of experiments for tracking how the public adapts to the changes the city implements. Are the consultants doing this kind of stuff? Do the city employees know how to use these tools?
- Your first question--the number of times one goes downtown is missing a mid-range catergory--"fairly often" -- more than the number you have for "infrequently", but less than "frequently". That's how often we go downtown.
- Your survey does not address the difficulties of shop owners. We have to unload a lot, but have to park up to 4 blocks away. Highly difficult and not being considered a problem. Shop owners should be getting some breaks on existing long-term options.

Appendix E: Public Outreach Meetings

FIGURE E-1: LIST OF PUBLIC MEETINGS

Date	Audience
3/1/2011	City staff from City Manager's Office, Economic Health, Planning, Development, and Transportation
4/15/2011	City Manager and Other City Management Staff
5/18/2011	Parking Plan Technical Advisory Committee
6/9/2011	Downtown Development Authority
6/10/2011	Planning and Zoning Board
6/13/2011	Bicycle Advisory Committee
6/15/2011	Downtown Business Association Director
6/15/2011	Transportation Board
6/20/2011	Air Quality Advisory Board
6/23/2011	Downtown Business Association General Membership
7/6/2011	Colorado State University Parking Staff
7/6/2011	Planning, Development and Transportation Staff
7/13/2011	Downtown Business Association Board Meeting
7/28/2011	Downtown Business Association General Membership
8/2/2011	UniverCity Connections Transit & Mobility Group
8/11/2011	Downtown Business Association Board Meeting
8/18/2011	Downtown Business Association General Membership
8/31/2011	Parking Plan Technical Advisory Committee
9/8/2011	Downtown Development Authority
9/15/2011	Downtown Business Association General Membership
9/15/2011	Larimer County Mobility Council
9/22/2011	KRFC Radio Show
9/26/2011 - 9/28/2011	Expert Advisory Panel Meetings
9/30/2011	One-on-One with Downtown Developer
10/7/2011	Chamber of Commerce Legislative Affairs Committee
10/10/2011	Bicycle Advisory Committee
10/13/2011	Downtown Development Authority
10/14/2011	Planning and Zoning Board
10/17/2011	Air Quality Advisory Board
10/19/2011	Transportation Board
11/18/2011	Small Group Business Owner Meeting
1/13/2012	Downtown Business Association Director
1/19/2012	Downtown Business Association General Membership
1/31/2012	City Employee Parking Committee
1/31/2012	DDA/DBA Parking Study Subcommittee (City staff not present)
2/7/2012	UniverCity Connections Transit & Mobility Group
2/7/2012	City Planning Coordination
2/8/2012	Downtown Business Association Board
2/9/2012	Downtown Development Authority
2/10/2012	Chamber of Commerce Legislative Affairs Committee
2/10/2012	Planning and Zoning Board Worksession
2/13/2012	Bicycle Advisory Committee

2/15/2012	Economic Advisory Commission
2/15/2012	Transportation Board
2/16/2012	Public Open House
2/16/2012	Downtown Business Association General Membership
2/21/2012	One-on-One with Property Owner
2/27/2012	Air Quality Advisory Board
2/28/2012	City Council Worksession
3/15/2012	Downtown Business Association General Membership
4/10/2012	City Manager and Other City Management Staff
4/11/2012	DDA/DBA Directors Meeting
4/19/2012	Downtown Business Association General Membership
5/15/2012	City Manager and Other City Management Staff
5/16/2012	Development Proposal for Downtown
5/17/2012	Downtown Business Association General Membership
6/6/2012	One-on-One with Downtown Developer
6/15/2012	One-on-One with Downtown Developer
6/15/2012	Planning and Zoning Board Worksession
6/21/2012	Downtown Business Association General Membership
6/21/2012	Planning and Zoning Board Hearing
6/26/2012	Planning Coordination
6/28/2012	Transportation Coordination
7/10/2012	City Manager and Other City Management Staff
7/18/2012	Student Housing Action Plan Transportation & Parking Group
7/19/2012	Downtown Business Association General Membership
7/23/2012	Individual Councilmembers Briefing
7/24/2012	Individual Councilmembers Briefing
7/25/2012	DDA/DBA Parking Study Subcommittee
8/2/2012	Downtown Business Association Executive Committee
8/7/2012	Individual Councilmembers Briefing
8/9/2012	Downtown Development Authority
8/10/2012	Planning and Zoning Board Worksession
8/15/2012	Transportation Board
8/16/2012	Downtown Business Association General Membership
8/16/2012	Planning and Zoning Board Hearing
8/20/2012	Air Quality Advisory Board
8/23/2012	Public Open House
9/12/2012	Downtown Business Association Board
9/14/2012	Chamber of Commerce Legislative Affairs Committee
10/2/2012	City Council Hearing

Appendix F: Parking Financing Resources

Potential Parking Finance Tools

Tool:	**BUSINESS IMPROVEMENT DISTRICT (BID)** (CRS § 31-25-1201 +)
Description	Cities may create business improvement districts to build, maintain, own and operate improvements and issue debt. BIDs may also plan and manage economic development activities such as promotion, marketing, and events. Sources of revenue may be property taxes, fees, charges and assessments.
Applicability	A BID is most applicable when the commercial properties generate the need for building or maintaining an improvement. In Fort Collins, this tool could be used to maintain enhanced improvements along selected corridors, such as Mason Street. Another application might be for enhancements associated with the micro-brewery initiative.
Benefits and Limitations	+ This is a good tool in commercial areas because residential properties are exempt from fees. + It is a good tool for on-going maintenance and operations of a facility.
Legal and Administrative Considerations	BIDs are organized by petition of property owners owning 50% of the assessed value and 50% of the acreage. Only commercial properties are charged the relevant fee, tax or assessment; residential properties may voluntarily elect to participate. Tenants are given a vote in decisions.
Applied Elsewhere	There are about 40 BIDs in Colorado. Two of the larger BIDs that provide transportation services are in Denver. The Downtown Denver's BID provides enhanced maintenance of its 16th Street Pedestrian and Transit corridor. In additional to management and promotional services, the Cherry Creek North BID provides streetscape, sidewalk and signage amenities plus bicycle improvements.

Tool:	**SPECIAL IMPROVEMENT DISTRICTS (SID)** (CRS § 31-25-501+)
Description	Cities may create special improvement districts (SIDs). These districts are financing tools only; they are not new governments and have no power to make contracts or levy taxes. Most often, SIDs use a per property assessment based on benefit to finance improvements.
Applicability	These districts are most applicable for localized improvements where a substantial portion of the benefit is attributable to properties physically near the improvement. Districts have also been used for projects with larger benefit areas if local government shares in costs. These districts might be applicable for improvements along enhanced travel corridors like Mason, North College, Harmony and others.
Benefits and Limitations	+/- Since SIDs are not separate governments, they may not enter into IGAs. + A SID has a fixed life which corresponds to financing specific improvements.

Tool:	**SPECIAL IMPROVEMENT DISTRICTS (SID)** (CRS § 31-25-501+)
Legal and Administrative Considerations	SIDs may be established by petition from property owners or by ordinance or resolution of the city. If established by resolution, more than 50% of the property owners affected may halt the formation. A benefit study may be necessary to develop a cost sharing formula, based on benefit. City councils govern SIDs.
Applied Elsewhere	There is one active SID in Fort Collins. In 2003, the City formed a special improvement district to finance intersection improvements at Timberline and Prospect. Historically, SIDs were used on a more regular basis but problems collecting assessments in the 1980s slowed their usage. Since the mid-1950s, Aurora has consistently used SIDs to finance road improvements. Often, the City funds a portion of costs associated with through traffic. The Portland Office of Transportation has used their version of SIDs (local improvement districts) to fund numerous pedestrian-related streetscape improvements. Most often these LIDs are formed in business districts.

Tool:	**GENERAL IMPROVEMENT DISTRICT** (GID) (CRS § 31-25-601+)
Description	The City has a general improvement districts (GID #1) which may impose a property tax . It may also issue debt to pay for district costs. GIDs may provide any service that the governing body may provide and may also operate and maintain improvements.
Applicability	GIDs may be useful in financing smaller transportation projects that benefit a defined area. GIDs may acquire, construct and install streets, parking facilities and drainage improvements. A GID has been considered to finance a portion of the Mason Corridor Improvements.
Benefits and Limitations	+ No benefit study is needed if only property taxes are to be used for repayment of district obligations. + These districts are not new governmental entities, since the city governs the GID with the City Council as the ex-officio board. + GID may enter into an IGA with a city or county. + In addition to property taxes, GIDs may impose fees, rates, tolls and charges and issue debt.
Legal and Administrative Considerations	GIDs can be created by the City in response to a petition signed by a majority of electors owning property in the district. The local government adopts an ordinance or resolution creating the district. A GID requires some upfront legal and administrative costs. Since a GID is a governmental entity, it may enter into contracts such as an IGA. City councils govern GIDs.

Tool:	**GENERAL IMPROVEMENT DISTRICT** (GID) (CRS § 31-25-601+)
Applied Elsewhere	In Fort Collins, there are two active GIDs in the City. One was formed in 1976 to fund parking, streetscape and sidewalk improvements in the downtown area. The other is Skyview South which was assumed by the City in the southwest annexation area. The City of Boulder has used GIDs to finance and manage parking improvements in the downtown and University Hills areas for many years. Aurora considered a GID overlay in newly developing areas to finance regional scale improvements.

Tool:	**URBAN RENEWAL AUTHORITY (TAX INCREMENT FINANCING)** (CRS § 31-25-10+)
Description	Though the creation of an urban renewal authority and after the finding of blight, the City can establish a project area and pledge "incremental" sales and property tax revenues for a 25-year pledged revenue period. Incremental revenues may include local sales and use tax, and property tax collected by any source.
Applicability	The City has established an urban renewal authority; City Council functions as its board.
Benefits and Limitations	+ URAs do not impose additional taxes. Tax increment financing is a reallocation of tax revenues for improvements within a defined project area. + Establishing a new URA project area does not require a popular vote; it does require City Council to declare a finding of "blight." – Other governments that collect property taxes within TIF project areas are impacted during the pledged revenue period. Project-specific negotiations can mitigate potential impacts where needed.
Legal and Administrative Considerations	The City has created an urban renewal authority, designating City Council as its governing board. Additional project areas can be established by developing project-area blight analyses and a plan to remove blight, and holding a public hearing. No election is required.
Applied Elsewhere	The Fort Collins Downtown Development Authority also has tax increment financing authorities and has used its authorities and revenues to finance parking, sidewalk and streetscape improvements. A number of other municipalities such as Westminster, Broomfield, Boulder, Loveland and Wheat Ridge use URAs to finance transportation improvements.

Tool:	**ADJUSTMENTS TO STREET OVERSIZING FEE**
Description	Currently, the City imposes a street oversizing fee on new development to pay the new development's share of capacity improvements that it creates. Infill development does not generate the same amount of demand for street capacity improvements that greenfield development generates. Potential adjustments in the fee schedule to align street oversizing requirements for infill projects may be appropriate.
Applicability	This would apply to all new development in infill locations.
Benefits and Limitations	+ Adjusting the street oversizing fee for infill development will foster other city sustainability objectives.
Legal and Administrative Considerations	A benefits analysis would be necessary to insure that the adjusted fee schedule for development on infill sites is consistent with benefits received.
Applied Elsewhere	The City of Atlanta reduces its impact fees for properties within one-quarter mile of a mass transit station, based on assumed higher transit usage.

Tool:	**ADJUSTMENTS TO STREET OVERSIZING FEE**
	Jefferson County imposed higher fees on single-family units with 3+ car garages. Loveland reduces impact fees by 25% for mixed use projects that meet certain criteria.

Matrix of Funding Options

TABLE F-1: MATRIX OF FUNDING OPTIONS

District or Funding Source	Characteristics					
	Assessment of feasibility	Estimated 1st year revenue generation	Governance	Formation requirement	Multiple projects vs. single project	Increase in tax burden
General Improvement District #1 (increase)	low: (1) low revenue generation potential; (2) requires an election	$300K	Separate entity. City Council ex officio board members.	petition, election	multiple	yes
DDA Tax Increment Financing	low: (1) existing DDA commitments and priorities	$570K	Separate entity. Council appointed board	election	multiple	no
Special District	low: (1) concerns over governance; (2) low revenue generation potential	$530K	Independent of City. Board of Directors elected directly	petition, election	multiple	yes
Special Improvement District	low: (1) not address ongoing PPP; (2) signficant tax burden on DT needed to generate sufficient revenue	$2M	Administrative subdivision of City, or a part of Special District	petition, resolution/ordinance	single	yes
Business Improvement District	medium: (1) flexible governance; (2) signficant tax burden on DT needed to generate sufficient revenue	$2M	City Council *ex officio,* Council appointed board or elected board	petition, resolution/ordinance	multiple	yes
Parking Impact Fee	medium: (1) low revenue generation; (2) partially accounts for development impact	minimal; depends on development timing	City Council	resolution/ordinance	multiple	yes
Street Oversizing Fee (re-purpose)	low: (1) would need change to municipal code to include parking; (2) low revenue generation; (3) reduces amount available for street improvements	minimal; depends on development timing	City Council	ordinance	multiple	no
On-Street Parking User Fee	low: (1) public not ready	Hardware dependent; with meters: -200K 1st yr +$1M thereafter	City Council	resolution/ordinance	multiple	yes
Building on Basics 2016	medium: (1) requires an election; (2) competes with other community priorities	$1.6M	City Council	election	multiple	yes
KFCG	medium: (1) competes with other transportation priorities	$2.7M	City Council	election	multiple	no
General Fund	low: (1) impact to City services	$2M	City Council	resolution/ordinance	multiple	no
Building Authority/Lease-Purchase Agreement/Cert. of Participation	low: (1) not address ongoing PPP	depends	Nonprofit Corporation board ratified by Council	resolution/ordinance	single	depends on revenue source

District or Funding Source	Characteristics (continued)				
	Revenue type	Who pays	How much more they pay	Estimated 10 year revenue generation	Assumptions
General Improvement District #1 (increase)	property tax	Downtown property owners	(1) typical = $1,300/yr; (2) highest value = $7,000/yr	$1.7M	(1) double mil levy from 4.94 to 9.88 mils with increase dedicated to parking; (2) compounded annual increase in assessed property value of 3.4%
DDA Tax Increment Financing	property tax increment	Downtown property owners/city-wide	none	$7.5M	(1) 10% of DDA funds are set-aside for ongoing parking capital; (2) compounded annual increase in assessed property value of 3.4%
Special District	property tax	Downtown property owners	(1) typical = $1,300/yr; (2) highest value = $7,000/yr	$3.5M	(1) 5 mils of property tax (2) covers entire DT area; (2) compounded annual increase in assessed property value of 3.4%
Special Improvement District	special assessment based on frontage, area, zone, etc.	Downtown property owners	typical = $2,300/yr; the larger the parcel, the higher the rate. Very high assessments for larger parcels (e.g., $50K+/yr).	$33M	(1) Assessment based on land and building area; (2) Avg. $.20/square foot
Business Improvement District	property tax or special assessment	Downtown property owners	typical = $2,300/yr; the larger the parcel, the higher the rate. Very high assessments for larger parcels (e.g., $50K+/yr).	$33M	(1) Assessment based on land and building area; (2) Avg. $.20/square foot
Parking Impact Fee	impact fee	development	Unknown; depends on level of development and amount of parking provided	Unknown	Future fee table to be based on type of development and parking need
Street Oversizing Fee (re-purpose)	impact fee	development	depends on type of use/amount - 200 units = $350K; 50K office = $212K; 10K retail = $63K	$5M	Based on re-purposing 100% of Street Oversizing Fees for Downtown parking.
On-Street Parking User Fee	user fee	city-wide	$1/hour	$10M	Downtown core on-street pay parking at $1/hour, 20 minutes of free time
Building on Basics 2016	sales tax	city-wide	25 cents on $100 purchase (12.5 cents for parking)	$33M	(1) 50% of 1/4 cent dedicated to parking; (2) compounded annual increase in taxable sales of 2%
KFCG	sales tax	city-wide	none	$33M (8 years)	(1) 16% of KFCG ("Other Transp. Needs") dedicated to parking; (2) compounded annual increase in taxable sales of 2%
General Fund	general fund	city-wide	none	$33M	(1) 2.6% of General Fund dedicated to parking; (2) compounded annual increase in taxable sales of 2%
Building Authority/Lease-Purchase Agreement/Cert. of Participation	not a source of revenue	depends on revenue source	depends on revenue source	$33M	100% funding for construction of 1 - 1,000 space parking garage

Appendix G: Parking Best Management Practices

Source of Information: Kimley-Horn and Associates, Inc.

Twenty Characteristics of Effective Parking Programs

The parking chapter of the book "Making Business Districts Work" reviews what the author considers to be the "20 Characteristics of Best-in-Class Parking Programs". Taken as a whole, these characteristics form the foundation for a comprehensive parking management program.

▪ Clear Vision and Mission	▪ Parking Philosophy & Guiding Principles
▪ Strong Planning	▪ Community Involvement
▪ Organization	▪ Staff Development
▪ Safety, Security and Risk Mgmt.	▪ Communications
▪ Consolidated Parking Programs	▪ Financial Planning
▪ Operational Efficiency	▪ Effective Parking Management
▪ Use of Technology	▪ Facilities Maintenance & Asset Protection
▪ Customer Service Programs	▪ Parking System Marketing
▪ Effective Enforcement	▪ Special Events Parking
▪ Awareness of Competitive Environment	▪ Parking & Transportation Demand Management

Parking Best Management Practices

ORGANIZATION

- Dual Mission Philosophy Organizations – These organizations have a primary goal to create a revitalized downtown and manage parking as a supporting tool. The result is that different decisions are made relative to parking than those made in traditional city parking departments.
- Transportation Management Associations (TMAs) are private, non-profit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, mall, medical center or industrial park.

STRONG PLANNING

"Best in Class" programs typically have developed parking specific strategic or community access strategic plans that are aligned with larger community transportation planning initiatives.

COMMUNICATIONS AND MARKETING

An important role your organization can play is to become THE parking information clearinghouse for your community.

- Develop your own communities of users
- Advertise directly
- Celebrate accomplishments
- Highlight staff

- Offer Facebook only coupons
- Get program feedback
- Solicit testimonials
- Provide event notifications
- Broadcast parking conditions and construction updates
- Developing a parking system "Brand" is one trademark of "Best in Class" parking programs.
- Interactive maps identify the location of various parking facilities, but also drill down to very detailed information about facility management, services offered, hours of operation, rates, etc.
- Parking receipt and merchant coupon
- Distinctive and consistent parking signage
- Marketing dollars can go further when parking programs collaborate and co-market with other downtown organizations.

CUSTOMER SERVICE

- "Best in Class" parking programs have well defined customer service programs that typically include vehicle lock out assistance, dead battery assistance and vehicle location assistance at a minimum.
- Mobile Apps for parking - customer notifications in real-time through a variety of channels.
- Enhanced Payment Options: cash/coin, credit/debit card, cash-key, pay-by-cell phone, pay-pal (on-line), toll tags, "Sky Meter".
- The first 30' of garage entry points should create a positive experience
- Parking offices as a retail storefront
- Parking enforcement officers as Downtown ambassadors
- Parking safety escorts for employees and downtown patrons is a much valued service in many communities.

PARKING MANAGEMENT

Many areas don't really have a parking supply problem, they have a parking management problem. In these areas, parking spaces are unavailable to the motorists who need them. Parking management consists of various strategies that result in more efficient use of existing parking resources.

Why Manage Parking?

- Improves motorist convenience
- Cost savings
- Supports smart growth
- Urban redevelopment
- Greenspace preservation
- More walkable communities
- Increased housing affordability
- Reduced pavement (reduces stormwater management costs, heat island effects)
- Encourages use of alternative modes, reduces traffic problems
- Creates more attractive streets
- Is more equitable

Support high value trips

Manage and regulate the most convenient spaces to favor higher-value trips. Consider the following elements:

- Use (deliveries, taxis)
- User (customers, residents, disabled users).
- Duration (e.g. 60-minute maximum).
- Time (e.g., no parking 9am-5pm).

Use off-Street parking effectively

- Encourage longer-term parkers (e.g., employees) to use less-convenient, off-site parking, so more convenient spaces are available for priority users (e.g. customers).
- Negotiate sharing agreements for offsite, overflow parking.
- Provide directions to offsite parking facilities.
- Provide convenient information on parking availability and price, using maps, signs, brochures and electronic communication.
- Lincoln's "Shopper Zones" reserve the most convenient off-street parking spaces for retail customers.

Promote shared parking

Parking spaces are shared by multiple users, increasing efficiency.

- Shared rather than assigned spaces within a lot.
- Shared among destinations (e.g. office and restaurant).
- Rely more on public, on-street rather than private off-street parking

Valet parking programs

Customers park their car at a location, and pick it up at any number of other locations. This best practice encourages downtown patrons to walk, shop and explore.

IMPROVED WALKING CONDITIONS

- Expands the range of parking spaces that serves a destination, increasing its functional supply.
- Allows more "park once" trips, so customers leave their vehicle in a central location and walk to various destinations, reducing the total number of parking spaces needed.
- Allows walking and transit trips to substitute for driving, reducing parking demand.

PARKING PRICING

- Parking is never really free - consumers either pay directly or indirectly. Paying directly tends to be more fair and efficient. It typically reduces parking demand about 20% and significantly increases transit ridership.
- On-street parking is a valuable, limited resource due to its convenience and proximity to businesses, therefore the primary management objective to promote space turnover for the benefit of the local merchants and the public.
- If you are going to have paid parking, charge for the on-street spaces first to promote turnover.
- If you have both on-street and off-street paid parking, the on-street rates should be higher than the off-street.
- Set on-street parking rates to achieve a 15% vacancy per block face.
- Adopt the philosophy that parking should be friendly, not free.

- On-street parking –demand-based pricing: A best practice becoming more common is pricing parking according to demand. In other words, parking with the higher usage is priced at a higher rate than lower usage areas. These types of pricing structures are used to create better parking availability and reduce congestion during peak demand periods.
- Provide real time on-street management information
- Monitor and document on-street parking utilization

PARKING DEMAND MANAGEMENT (ALSO KNOWN AS INTEGRATED ACCESS MANAGEMENT)

Parking is integrated into the larger transportation system, and management goes beyond parking to include overall access to the district. Progressive parking management programs have an expanded and comprehensive scope of services that are supportive of many different transportation areas such as community bike share programs, car share programs, transit support programs, TDM programs, sustainability initiatives, etc.

This set of best management practices includes techniques and tools to reduce the need for parking:

- Unbundle parking: Rent and sell parking spaces separately from building units.
- Car-sharing.
- Transit support: Incentives for transit, such as Boulder's "Eco-Pass" providing free bus passes for downtown employees and transit improvements with frequent, convenient, and easy to use service.
- Bicycle and pedestrian facility improvements, such as bicycle lockers in and around parking facilities, protected walk/bike corridors, showers and clothes lockers, community bicycle rental programs, pedestrian-friendly streetscape improvements, active uses along the street, etc.
- Traveler friendly site design that features bicycle and walking amenities, bus stop accessibility, passenger loading zones, and other design strategies that improve the pedestrian and bicycling environment.
- Employer subsidies for transit, bicycling and walking ("pay not to park").
- Travel demand management programs: In addition to the techniques identified above, programs can include guaranteed ride home services for employees, preferential parking for car- and vanpools, information on transportation options, flexible work hours, telecommuting, and fleet vehicles that can be used by employees.

ADDRESS NEGATIVE IMPACTS

- Develop overflow parking plan to address occasional peaks.
- Address specific spillover problems.
- Improve enforcement.
- Design parking facilities to fit well into their environment.

Appendix H: Parking as an Economic Development Incentive Tool

Written by: Kimley-Horn and Associates, Inc.

General Guidelines

The following general guidelines have been developed as a checklist for consistently evaluating potential development projects and the use of parking as a development incentive within the context of advancing defined strategic goals.

1. Parking can be a very powerful development incentive but must be applied in a fair and consistent manner that advances the larger community strategic goals. The following issues are examples of the type of criteria that we recommend as part of the assessment for either committing a significant number of existing parking resources or the development of future parking assets as an element of a public/private partnership project:
    a. Does the proposed development contribute to economic health of the downtown/community?
    b. Does the proposed development project include prioritized or highly valued development goals or program elements supported by the City?
    c. Are the proposed land-uses, or combination of land-uses, appropriate for the specific area?
    d. Is the proposed development project in alignment with Downtown master/strategic plans?
    e. Does the proposed development project incorporate special elements valued by the City, the downtown association or other appropriate groups/plans? If yes, specify.

2. Has the City planning department reviewed and endorsed the proposed development plan?
    a. Does the proposed development project create any unusual or unacceptable parking or traffic impacts?
    b. Does the proposed development project create any other conditions, or impacts that cause concerns?
    c. Does the proposed development project require any variances to applicable zoning codes or special district requirements?

3. Is the developer willing to develop new parking assets in accordance with the City's parking structure design guidelines in order to ensure compliance with downtown development standards and parking structure design best practices?

4. Has the initial economic development impact of the project been estimated?
    a. New jobs for downtown?
    b. Jobs retained in downtown?
    c. Increase in property taxes/TIF contributions?
    d. Estimated increase in sales tax revenue (if applicable)?
    e. Stimulation of additional development?
    f. Stimulation of support jobs?

g. Support of existing retail, restaurant and other existing service providers?

5. Is participation in this development project appropriate and consistent with the economic health goals of the City/downtown?

Parking System Support/Program Management Guidelines

1. Will this project generate additional parking revenue to support or contribute to the City's parking program?

   If yes, specify:
   i. Estimated monthly spaces contracted: _____
   ii. Estimated additional annual monthly revenue: _____
   iii. Estimated transient revenue per month: _____
   iv. Special event revenues: _____
   v. Other annual revenue: _____

2. Does this proposed development project create any new or unusual operating expenses that might negatively impact the City parking program?

3. Are there opportunities for the municipal parking program to operate new parking capacity for a management fee?

   a. Is this desirable relative to this specific project?

4. Is the net financial impact of this project projected to be positive?

5. Are the activities proposed, relative to participation in this development opportunity, in compliance with City parking program bond covenant requirements/restrictions?

6. Are there opportunities for partnership/collaboration with the developer or property management firms relative to other downtown parking program goals?

   a. Possible public use of spaces after typical weekday work hours, weekends, holidays, etc.?

   b. Possible public use of spaces after typical weekday work hours for special events?

7. Does this development project create any special conditions that undermine the financial or market position of the City parking program?

Appendix I: Economic Impacts of Paid On-Street Parking Pricing

Written by: Kimley-Horn and Associates, Inc.

Introduction

This document frames issues of the economic impacts, benefits, and costs of paid on-street parking in downtowns and urban business districts. This technical report provides insight into rate setting. It reviews both the City's rate-setting and revenue-forecasting models, and provides related recommendations.

This document concludes with input from two of the industry's foremost thought leaders.

- Dr. Donald Shoup, widely regarded as the creator of the concept of dynamic or performance-based parking pricing policy, provides insight into the economics of parking, and how pricing policy can influence demand and good urban transportation management principles.
- Mr. Dave Feehan provides the perspective of the downtown management professional, parking operator, and patron to address the question of how parking pricing and performance-based policies impact parking demands and behaviors.

The Price of Parking and Its Impact on Business

One of the driving questions related to the impacts of paid on-street parking is: "How will this impact the communities businesses?" Many times, the decision is made (or not made) to implement paid on-street parking or altering parking pricing or management policies with the direct consequences to the communities businesses and economic health in mind. In nearly every community throughout the country, parking managers, city staff, city councils, and downtown leaders must weigh the aspects of additional revenue and better management of parking against the perception or fear that a change in parking pricing can have a tremendous effect on a community or neighborhoods business climate.
Many industry leaders in parking and transportation recognize that there may be a link (whether direct or indirect) between paid on-street parking/parking pricing adjustments and downtown viability. There is a surprising lack of research on this common topic. Several studies have provided some insight, but there is no definitive result that states that if parking rates are increased by "x" amount, that sales tax will be impacted by "y" amount.

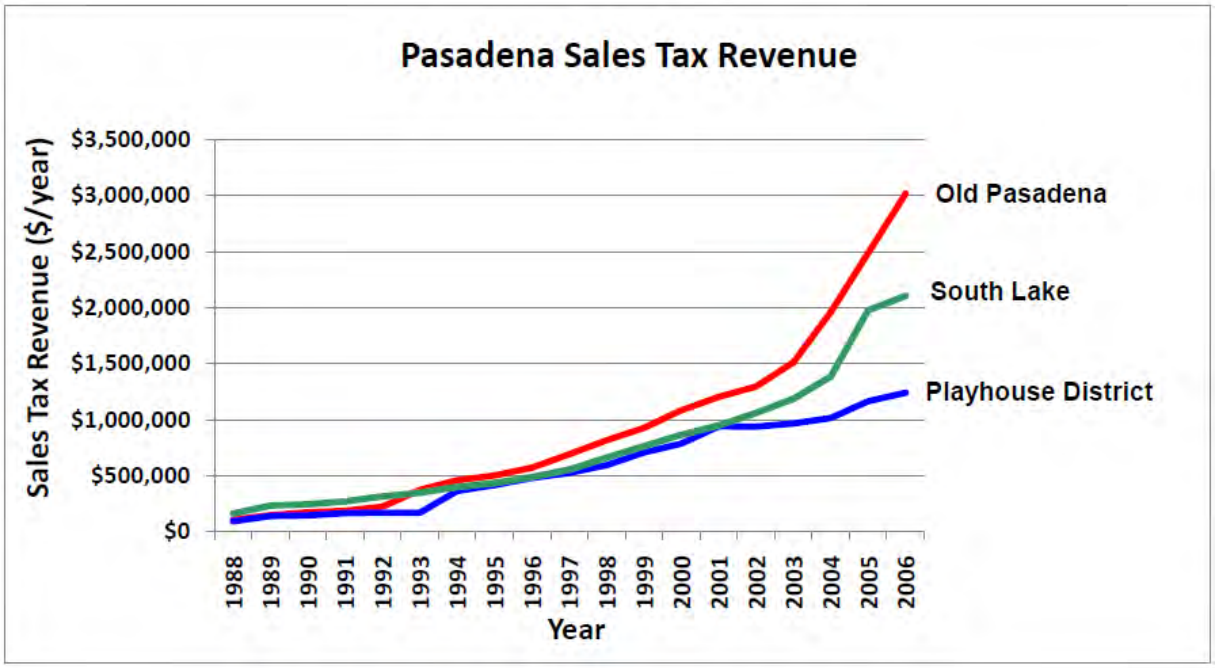
Literature Review

SMALL CHANGE TURNING INTO BIG CHANGES

In an article published in 2003, *Douglas* Kolozvari and Donald Shoup write about the benefits of parking benefit districts and returning revenue from parking meter collections to the neighborhood within which they are located. The article provides some interesting insights on how the implementation of parking meters in Old Pasadena were a catalyst for business

development by creating needed turnover which allowed more customers to access area businesses. The article indicates that the installation of parking meters in 1993 provided a spur in sales tax revenue, which pushed the retail area in the Old Pasadena's downtown to

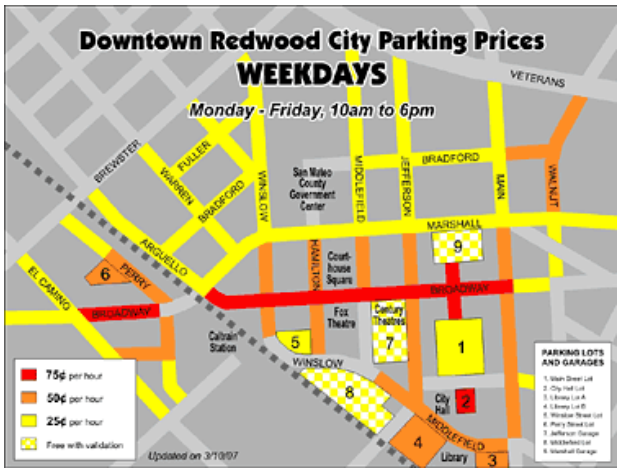
FIGURE I-1: PASADENA SALES TAX REVENUE CHANGE



greater heights, quickly outpacing the rest of the City. Figure 35 (which is part of Dr. Shoup's research cited later in this chapter) provides a graphic depiction of the change.

The article also provides a comparison of Old Pasadena's success with the decline in the Los Angeles business district, Westwood Village. The article states that the two areas are directly comparable in size, context, and general demographics. The primary difference is in parking policies. Old Pasadena set rates high enough to manage parking demand, while also providing some level of revenue return to the community. Westwood Village, on the other hand, kept rates low, even reducing rates from $1.00 to $0.50 in 1994, which was in direct response to merchant outcry. The result was overcrowding at the curb, which led to the perception that there was no parking in that district. The article states that the business district began to have trouble generating revenue, which led to the decline of its infrastructure (sidewalks and roads, primarily) and eventually a decline in demand for business services.

FIGURE I-2: REDWOOD CITY PARKING PRICING



REDWOOD CITY'S FREE MARKET PARKING METERS

In blog article for the site PedShed.net, Laurence Aurbach describes the implementation of Redwood City's performance-based pricing system. The article describes the implementation, but also

provides some interesting feedback from then downtown development coordinator Dan Zack. Figure I-1 is a map representing the initial pricing implementation.

Following are a few quotes from Mr. Zack from that article that describe the local context of the implementation:

Regarding the reason for implementation:
"We never had an overall parking shortage, but our prime areas were always chronically congested, with the frustration, cruising, and complaints of "this place has no parking" that parking congestion entails. However, within a few blocks there were always plenty of spaces. We had an odd system in which Broadway (the main drag) was free, while side streets and garages were metered. So people were actually given no incentive to walk a little bit — they were actually penalized for it."

Regarding the initial reaction to the implementation:
"So far, Broadway has decongested quite a bit. You can now find a spot at most times in prime areas. Many people, especially long term parkers and bargain hunters, have shifted to cheaper parking on the edges of Downtown and off the street. Seventy-five cents isn't a lot of money, but you would be amazed at how frugal people are when it comes to parking, even if they are driving $50,000 BMWs filled with $3/gallon gas. After the system has been in place for a few more months and behaviors have really adapted I plan on writing a paper that will summarize our findings."

Regarding the initial merchant acceptance:
"At first the merchants went crazy about the cost increase. When we told them about how there will be no time limits, that we'll be power-washing the sidewalks, they were in. When we had a City Council meeting, merchants came to support it."

How did Redwood City fare after the initial price increase and implementation of performance-based parking pricing?
While the initial response to the implementation of performance-based pricing for the City was good, in recent years the parking management has come under fire from business owners. The City reduced parking rates in some areas and rolled back enforcement hours in response to criticism from downtown businesses and users. Within the past few months, the City has tried again to raise rates, which met continued outcry from business owners. While there was no provision of statistical sales tax data, the response from businesses could be taken as an indication that the program has not stimulated additional downtown revenue.

LITERATURE INSIGHTS

The two articles cited above provide different conclusions into the overall review of parking policies and their effects on the local business climate. The first, regarding Old Pasadena, shows that the City definitely benefited from the introduction of parking policies aimed at better management of the on-street parking system. But the article fails to note that the area itself was going through a major transition from a self-defined slum to a vibrant, artistic community. Perhaps the increased sales tax had more to do with the destination, rather than the means of managing transportation demand.

The second article highlighted some initial perceived success in Redwood City. However, the follow-up indicates that the long term success has been limited by business owner outcry. Perhaps the parking management decisions haven't been the downfall of the downtown, but rather the recent economic turmoil has caused a reduction in business, and the parking policies are the easiest culprit to finger.

There are other articles and studies that provide similar results. Some indicate that parking policies are the direct cause of major changes in downtown or community success. Still, other research indicates that parking pricing and management decisions are the direct cause of economic downfall and poor business success. Perhaps the true answer is "It Depends…":

- The success of businesses depends on the actual draw of that business. If a business does not have demand, no level of parking will provide that demand.
- The success of parking management decisions depends on the area. If parking management decisions are made for an area with high demand, the pricing or policies in place will most likely be accepted as the cost to do business in that area. For areas with low demand, parking management decisions will not provide the catalyst to bring people in.
- The actual elasticity of parking decisions or the overall effects a parking management decision will have on an area's economic success depend largely on the area. The previous section on elasticity showed that parking policies do not have the same effect in Fremont that they do in Capitol Hill.

While it would be convenient for this report to provide some simple mathematical equation that says that Parking Decision "X" while provide Economic Catalyst "Y", there is no known direct correlation. There is most definitely a relationship between parking management and pricing and business vitality, but it is much more dynamic than the hoped for straight line correlation.

The City will have to monitor impacts of ongoing parking management decisions on a neighborhood-by- neighborhood basis. If parking pricing is created for certain areas, it is imperative that the business community understand why prices are changing. Ongoing monitoring should be done to ensure that the pricing changes have the desired effects. Additionally, pricing changes should be incremental enough that the change does not cause a dramatic change in area use.

Economic Impacts of Paid On-Street Parking and Related Pricing Strategies

The following sections were commissioned to add to the technical literature regarding the relationships between paid on-street parking/parking pricing strategies and community economic health and vitality.

CONTRIBUTING AUTHORS

Donald Shoup, FAICP, Ph.D. in Economics, Yale
Dr. Shoup is professor of urban planning at the University of California, Los Angeles. He has written many books and articles on parking, including *The High Cost of Free Parking* (Planners Press, 2005), which explains the theory and practice of parking management.

Donald Shoup has extensively studied parking as a key link between transportation and land use, with important consequences for cities, the economy, and the environment. His influential book, *The High Cost of Free Parking,* is leading a growing number of cities to charge fair market prices for curb parking, dedicate the resulting revenue to finance public services in the metered districts, and reduce or remove off-street parking requirements. His research on employer-paid parking led to passage of California's parking cash-out law and to changes in the Internal Revenue Code to encourage parking cash out.

Professor Shoup is a Fellow of the American Institute of Certified Planners. He has been a visiting scholar at Cambridge University and the World Bank, and has served as Director of the Institute of Transportation Studies and Chair of the Department of Urban Planning at UCLA. He is the Editor of ACCESS magazine.

David M. Feehan

David Feehan is a world-recognized expert in downtown revitalization. For more than 40 years, he has provided leadership and management to successful downtown and business district organizations, founded and directed a technical assistance center for community development organizations and a public policy organization, authored numerous books and articles, and taught at two universities. He is often quoted by news media throughout North America and elsewhere. He is a frequent speaker at conferences and meetings, recently speaking in Turin, Quebec, and Taipei, and has provided consulting services to many government agencies, organizations and associations. He has served on numerous boards of directors, and has chaired the boards of the International Downtown Association, the Responsible Hospitality Institute, and other organizations.

As the chief executive of three downtown organizations and one community development corporation, Mr. Feehan managed major real estate and infrastructure projects, successful business attraction and retention programs, and an award-winning parking system.

As the chief executive of two technical assistance centers, he provided organizational development, marketing, fundraising, and other management support to more than 500 nonprofit organizations. As a consultant, Mr. Feehan helps downtown and business district organizations and units of government develop visions and missions, strategic plans, innovative programs, and transformational processes.

As an author and professor, he co-edited and wrote the most recognized textbook on downtown management, *Making Business Districts Work*, and is a frequent writer for journals and trade publications.

Mr. Feehan is a current nominee for the prestigious Lee Kuan Yew World City Prize in recognition of his many accomplishments and his 40-year career in the field of downtown and urban space management.

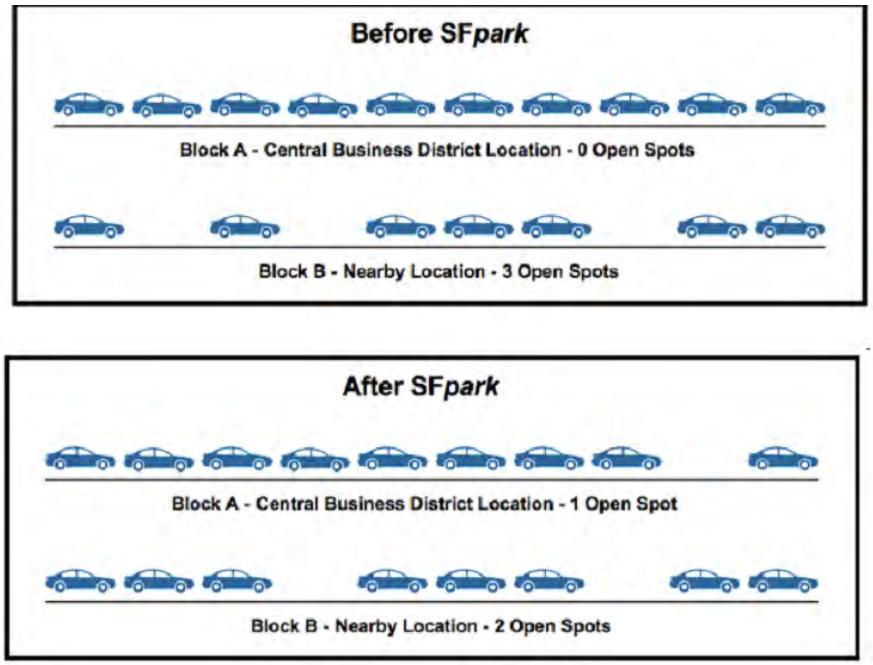
THE ECONOMICS OF CURB PARKING

By Donald E. Shoup, FAICP

1. What Is The Right Price For Curb Parking?

The price of curb parking may be too high if many curb spaces are vacant and too low if no spaces are vacant. But if one or two curb spaces are usually open on each block so that drivers can reliably find convenient parking at their destinations, the price is just right. This is the Goldilocks principle of parking prices. Cities should charge the right price for curb parking because the wrong prices can do so much harm. If the price is too high and many curb spaces are vacant where customer demand likely otherwise exists, adjacent businesses will lose potential customers. If the price is too low and no curb spaces are vacant, a surprising share of cars in the traffic flow may be searching for a place to park. Sixteen studies conducted between 1927 and 2001 found that, on average, 30% of the cars in congested downtown traffic were cruising for parking. More recently, when researchers interviewed drivers stopped at traffic signals in New York City in 2006 and 2007, they found that 28% of the drivers on a street in Manhattan and 45% on a street in Brooklyn were cruising for curb parking.

FIGURE I-2: PERFORMANCE PRICES CREATE OPEN SPACES ON EVERY BLOCK



In another study in 2008, the average time it took to find a curb space in a 15-block area of the Upper West Side of Manhattan was 3.1 minutes and the average cruising distance was 0.37 miles. For each individual driver, 3.1 minutes is not a long time, and 0.37 miles is not a long distance, but because there are so many drivers, the cumulative consequences are staggering. In a year, cruising for underpriced parking on these 15 blocks created about 366,000 excess vehicle miles of travel (equal to 14 trips around the earth) and 325 tons of carbon dioxide.

PERFORMANCE PARKING PRICES

Free curb parking in a congested city gives a small, temporary benefit to a few drivers who are lucky on a particular day, but it imposes high costs on everyone else every day. To manage curb parking and avoid the problems caused by cruising, some cities have begun to adjust their curb parking prices by location and time of day. These cities do not employ a complicated pricing model, or try to estimate price elasticity, or aim to raise a certain amount of revenue. Instead, they have established a target occupancy: they aim to produce

about an 85% occupancy rate for curb parking, which on a typical block with eight curb spaces corresponds to one open spot.

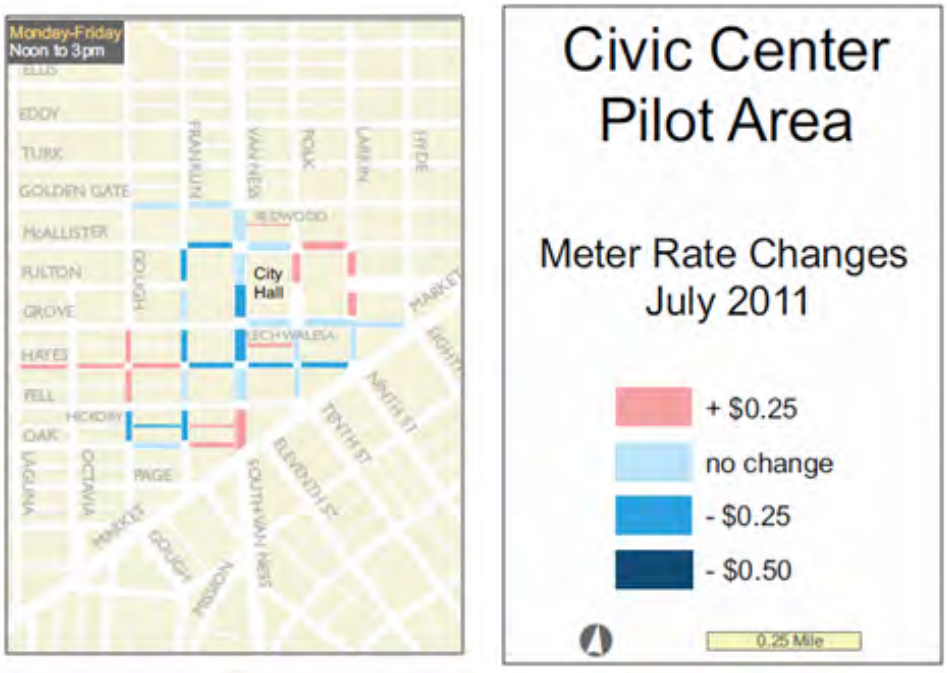
Some cities refer to the policy of setting prices to produce one or two open curb spaces on every block as performance pricing. This pricing strategy can improve performance in three ways. First, curb parking will perform more efficiently. If all but one or two curb spaces are occupied on every block, parking will be well used but also readily available. Second, the transportation system will perform more efficiently because cruising for curb parking will not congest traffic, waste fuel, pollute the air, and waste drivers' time. Third, the local economy will perform more efficiently. In business districts, drivers will park, buy something, and leave promptly, allowing other customers to use the spaces. A few cities have adopted performance pricing policies for their curb parking spaces, and the best example is San Francisco.

SFpark

San Francisco has embarked on an ambitious pilot program, called SF*park*, to adjust curb parking prices to achieve a target occupancy rate. With substantial funding through a federal transportation grant, the city has installed meters that charge variable prices and sensors that report the occupancy of each space in real time. The City thus has information on curb occupancy rates and the ability to adjust prices in response to the occupancy rates. The City adjusts prices once a month, never by more than $0.50 an hour. By nudging prices up or down in a trial-and-error process, the City seeks a structure of prices that vary by time and location throughout the City, yielding one or two open spaces on every block face.

SF*park* embodies two important ideas. The first is that you cannot set the right price for curb parking without observing the occupancy. The goal is to set the price that will yield one or two open spaces on every block face on average over the course of the day; this is the lowest price the City can charge without creating a parking shortage. The second is that small changes in parking prices and location choices can lead to big improvements in transportation efficiency. Figure I-3 shows that nudging up the price on crowded block face A by enough to shift only one car to less crowded block face B can significantly improve the performance of the transportation system. This shift will eliminate cruising on block A and take advantage of the empty spaces on block B. Even if all the curb spaces are occupied on all the nearby blocks, shifting only one car per block from a curb space to nearby off-street parking can also eliminate cruising.

FIGURE I-3: SFPARK PARKING PRICING CHANGES



SF*park*'s first price changes took place in July 2011, and the meter rates now vary by block, time of day, and day of the week. Results highlighting impacts of these changes may not be available until later this year. [Editor note: according to a 2012 report by the San Francisco Municipal Transportation Agency, new meters with longer time limits have resulted in fewer parking tickets and more meter payments as expected under the SFpark project.] Table I-2 shows the changes for the period of noon to 3 pm on Monday–Friday in the Civic Center, one of the eight pilot areas. All blocks initially had a price of $3.00 per hour, and the prices increased on some blocks while decreasing on adjacent blocks. Table I-2 also shows the occupancy rates that determined the price changes. Meter prices in the entire *SFpark* pilot area increased for 32% of curb spaces, decreased for 31%, and were unchanged for 37%. The fine-grained pattern of price changes strongly suggests that predicting the right price for curb parking on any block is almost impossible without good occupancy data.

TABLE I-2: SFPARK PARKING METER RATE ADJUSTMENT (JULY 2011)

BLOCK	PILOT AREA	Mon-Fri noon to 3 p.m. PARKING OCCUPANCY	Mon-Fri noon to 3 p.m. CURRENT RATE	Mon-Fri noon to 3 p.m. NEW RATE	Mon-Fri noon to 3 p.m. ADJUSTMENT
Franklin St 100	Civic Center	48%	$3.00	$2.75	-$0.25
Franklin St 200	Civic Center	64%	$3.00	$3.00	$0.00
Franklin St 300	Civic Center	56%	$3.00	$2.75	-$0.25
Franklin St 400	Civic Center	74%	$3.00	$3.00	$0.00
Franklin St 500	Civic Center	56%	$3.00	$2.75	-$0.25
Golden Gate 0	Civic Center	76%	$2.00	$2.00	$0.00
Golden Gate Ave 700	Civic Center	76%	$3.00	$3.00	$0.00
Gough St 200	Civic Center	48%	$2.00	$1.75	-$0.25
Gough St 300	Civic Center	81%	$2.00	$2.25	$0.25
Gough St 400	Civic Center	82%	$2.00	$2.25	$0.25
Grove St 0	Civic Center	80%	$3.00	$3.00	$0.00
Grove St 100	Civic Center	79%	$3.00	$3.00	$0.00
Hayes St 0	Civic Center	56%	$3.00	$2.75	-$0.25
Hayes St 100	Civic Center	36%	$3.00	$2.75	-$0.25
Hayes St 200	Civic Center	44%	$3.00	$2.75	-$0.25
Hayes St 300	Civic Center	85%	$2.00	$2.25	$0.25
Hayes St 400	Civic Center	88%	$2.00	$2.25	$0.25
Hayes St 500	Civic Center	90%	$2.00	$2.25	$0.25
Hickory St 0	Civic Center	83%	$3.00	$3.25	$0.25
Hickory St 100	Civic Center	54%	$2.00	$1.75	-$0.25
Larkin St 100	Civic Center	81%	$3.00	$3.25	$0.25
Larkin St Ave 200	Civic Center	86%	$3.00	$3.25	$0.25
Larkin St St 0	Civic Center	74%	$3.00	$3.00	$0.00
Lech Walesa 0	Civic Center	85%	$3.00	$3.25	$0.25

San Francisco has established a formula to govern the price changes in response to the parking occupancy rates:

"In order to achieve the goal of at least one available parking space per block, meter rates will be adjusted with the goal of maintaining no more than 80% occupancy on any given block. Rates will be adjusted using the following formula:

- When occupancy is 80-100%, the hourly rate will be raised by $0.25.

- When occupancy is 60-80%, the hourly rate will not be changed.
- When occupancy is 30-60 %, the hourly rate will be lowered by $0.25.
- When occupancy is less than 30%, the hourly rate will be lowered by $0.50."

Most meters in the City operate from 9 am to 6 pm. The rates for these meters have been split into three periods: 9 am to noon, noon to 3 pm, and 3 pm to 6 pm. A driver who arrives at a meter at 11 am and wishes to park until 1 pm must pay for one hour at the 9 am to noon rate and one hour at the noon to 3 pm rate. SFMTA notifies the public no less than seven calendar days before any change in prices.

Beyond managing the curb parking supply, SF*park* can help depoliticize parking by stating a clear principle used to set the prices for curb spaces: the demand for parking will set the prices. After shifting from a revenue goal to an outcome goal and choosing the occupancy rate for the desired outcome, the city council will no longer have to vote on parking prices. If too many curb spaces are vacant, the price will go down, and if no curb spaces are vacant, the price will go up. Wanting more revenue will no longer justify raising prices. Relying on the power of an impersonal market test to set prices makes an end run around the politics of parking.

Redwood City, California

In 2005, Redwood City, south of San Francisco, adopted legislation establishing a performance parking policy and returning the meter revenue to the metered district. The city council set a performance goal for curb parking—a target occupancy rate of 85%—and gave City staff the responsibility for adjusting prices to achieve the target occupancy. The council thus sets parking *policies*, not parking *prices*. The council also dedicated the meter revenue to pay for public improvements in the metered zone. The City had free parking along its main thoroughfare, but paid parking along side streets and garages were paid. Initially there was outcry from the business owners, but once the merchants understood that the revenue would remain in the metered district, they strongly backed the proposal, and the members of the city council voted for it unanimously.

When Redwood City began to charge performance prices for curb parking, it also removed the time restrictions at meters, and this has been the program's most popular feature. Because curb parking prices are higher than the adjacent off-street prices, most drivers who want to park for a long time naturally choose the off-street spaces.

Removing time limits for curb parking is especially important if meters operate in the evening. A one-hour time limit can make the curb spaces almost useless for people who want to dine in a restaurant or go to a movie. As an example of this policy gone wrong, in 2009 the City of Los Angeles, desperate for new revenue, extended the hours of meter operation to 8 p.m. in business districts but left many of the one-hour time limits in place. As a result, many spaces remain empty in the evening and most revenue comes from tickets for overtime parking. The time limits harm the adjacent businesses by making it difficult for restaurant or theater patrons to park and by irritating customers who get tickets.

Washington, D.C.

In 2008, Washington, D.C. established a performance parking pilot project near a new baseball park that has 41,000 seats but only 1,300 off-street parking spaces. Through special pilot legislation, the District of Columbia's Department of Transportation is authorized to adjust meter rates to achieve vacancy rates between 10% and 20% for the curb spaces, to

adjust the days and hours during which the meters operate, and to adjust fines to dissuade illegal parking. As part of the ordinance defining the performance-based parking policy, the revenue that is generated by the program is split the following ways:

- 20% to the general purposes of the DDOT operating fund
- Up to 60% used to repay the cost of procurement and maintenance of new meters and related signage for the pilot program in that zone
- Once the cost of procurement is paid in full in that zone, up to 5% shall be used to pay for meter maintenance and related signage in that zone
- The remaining balance of curbside parking revenues shall be used solely for the purpose of non-automobile transportation improvements in that zone

On game days, the meter rates are $8.00 an hour during events at the ballpark and $2.00 an hour during the rest of the day. On nongame days, the meter rates are $1.00 or $1.50 per hour.[1] In addition to the paid parking, the area has a large residential parking zone for the many residential streets that surround the ballpark.

Ventura, California

Ventura, north of Los Angeles, adopted a performance parking program in 2010, including installation of paid parking for the first time. The municipal code language is simple: "The City Transportation Manager may adjust pay station and meter rates up or down 50 cents per hour in twenty-five-cent increments based on average occupancy rates in order to achieve a target occupancy rate of 85 percent."[2] The code also specifies, "All moneys collected from parking pay stations . . . shall be devoted exclusively to purposes within the geographic boundaries of the parking district from which the revenue is collected."[3] Time limits were removed for all metered spaces.[4]

Ventura has been especially creative in using its performance pricing program to provide benefits to the metered area. The multi-space meters use Wi-Fi to communicate with City Hall, and the Wi-Fi channels have considerable excess capacity beyond what is needed for the meters alone. The City uses this excess capacity to provide free Wi-Fi service throughout the metered district, courtesy of the Downtown Parking Management program. Many restaurants and coffee shops that had paid to provide their own Wi-Fi for customers have discontinued their individual Wi-Fi service and now rely on the public Wi-Fi service.

Parking meters have a natural source of opposition—the drivers who pay for curb parking. That is why it is so important to create support for the meters by using at least some of the meter money to pay for local public investments. If residents and merchants and property owners can see the public investments on the metered streets, they form a natural source of support for the meters. Without this local public spending financed by the meters, it is harder to see the meters' benefits. Drivers who have an easier time finding a curb space don't know it is because of the meters. Drivers who suffer less traffic congestion don't know it is because there is less cruising for free parking. People who breathe cleaner air don't know it is because less cruising produces less pollution. And so on. Showing the meter money at work can help to convince many people that parking meters are a good idea.

[1]District Department of Transportation (2009, 7)
[2]Section 16.225.010 of the San Buenaventura Municipal Code.
[3]Section 16.225.050 of the San Buenaventura Municipal Code
[4]Ventura's program is explained at www.cityofventura.net/pw/transportation/parking

The Right Occupancy Rate for Curb Parking

A performance pricing policy requires a parking occupancy goal. Should that goal be 85%, or something different? The answer depends on the value of having a few more spaces occupied and on the resulting costs associated with more cruising for scarcer vacancies. A rate of 95% occupancy, for example, would still leave a few vacant spaces, but it would increase the number of occupied spaces by only 12%, while reducing the number of open spaces by 67%.[5] The higher occupancy rate would increase the difficulty of finding an open space, so drivers would have to spend more time cruising and would have to walk farther from their cars to their destinations and back.

Perhaps a goal of one to two empty spaces on each side of every block is the most sensible policy. Given the random nature of arrivals and departures, cities that adopt performance pricing will need to accept some time with two or more vacancies so there will be less time with no vacancies. Instead of aiming for an average of 85% occupancy over an hour, a city can aim for a target share of the hour with at least one to two vacancies on each block. A city will have two goals in setting a target for the number of minutes during an hour with an open space on the block:

*Ready availability (Turnover)***.** Availability is defined as the share of an hour with at least one vacant space on the block. Ready availability means that drivers can usually find a convenient open space.

*High occupancy***.** Occupancy is the average share of spaces that are occupied during the hour. High occupancy is defined when the curb spaces are well used and serve many customers.

In addition, there is a third metric of revenue that depends on both the meter price and the occupancy rate. Revenue results from good management and can be a metric to track trends.

Cities face a trade-off between ready availability and high occupancy. These two goals will often conflict, because raising the meter rates to ensure at least one vacant space during a greater share of an hour will reduce the average occupancy rate. Suppose, for example, a city sets prices to ensure a vacant space on each block for at least 45 minutes during each hour. If at least one vacant space is available on that block for only 30 minutes in an hour, the availability target is not met, and the price should increase. This price increase, however, means that the average occupancy during the hour will decline.

Curb parking is a perishable good, which means its costs are fixed and it cannot be stored. (Airline seats are another example of a perishable good—an empty seat on a flight cannot be resold later.) Private off-street parking operators set prices of perishable goods to maximize revenue, but a city's goal for curb parking should be different. Full occupancy of curb parking produces unwanted cruising, while low occupancy means the curb spaces are not delivering customers to the adjacent businesses. A city must balance the competing goals of reliable availability and high occupancy. The greater the random variation in demand during a time period, the greater the conflict between the two goals. Nevertheless, it seems sensible to focus on a driver's probability of finding an open space upon arrival as a key measure in setting prices.

[5]The increase in occupancy from 85 to 95 cars per 100 spaces adds only 10 cars, or 12 percent (10 ÷ 85), to the number of parked cars, while it reduces vacant spaces from 15 to 5, or by 67 percent (10 ÷ 15).

If cities eliminate cruising by charging performance prices for curb parking, where will the cruising cars go? Because drivers will no longer have to arrive at their destinations five to ten minutes early to search for a curb space, their vehicle trips will be five to ten minutes shorter. The reduction in traffic will come not from fewer vehicle trips but from shorter vehicle trips. Conversely, in areas with occupancies consistently well above the target range, without shoulder time or geography to move people to, the reduction would have to come from reduction of trips that end with parking on street at the curb.

2. How Do Curb Parking Prices Affect Business Conditions on the Metered Streets?

Proposals to increase parking prices or run the meters later in the evening usually provoke vehement complaints like, "If this city operates its parking meters in the evening, I will never drive downtown to eat in a restaurant again." This threat to boycott downtown restaurants would be a convincing argument if many curb spaces remained empty after the meters began operating in the evening. But this threat ignores the key feature of performance prices: *If the meters are priced right, cars will fill most of the curb spaces, leaving only one or two vacant spaces on each block.* If most curb spaces are filled, parking meters cannot be chasing all the customers away.

Meters *will* chase away some drivers on some trips, but the curb spaces these drivers would have occupied will become available to customers who are willing to pay for parking if they can easily find a convenient curb space. Because the curb spaces will remain almost fully occupied, merchants shouldn't worry that performance prices will harm their businesses. And who is likely to leave a bigger tip for the waiters in a restaurant? Drivers who are willing to pay for convenient curb parking if they can always find an open curb space? Or drivers who will come only if they can park free after circling the block a few times to find free parking?

Both common sense and empirical research suggest that performance-priced curb parking will motivate more people to carpool, because carpoolers can share the cost of parking while a solo driver pays the full cost. Drivers who pay to park may arrive with two, three, or four customers in a car. Performance prices will also promote faster turnover because drivers will pay as long as they park. If a curb space turns over twice during the evening, each space can deliver two groups of diners to a restaurant. For both reasons—higher-occupancy vehicles and faster turnover—performance prices for curb parking will attract more customers to a business district. With more customers, restaurants can expand and hire more waiters and pay more in sales taxes. Charging performance prices to manage curb parking can thus benefit many people.

A further advantage of performance prices is that they will decline when demand declines during a recession. The price of curb parking will automatically fall to keep the customers coming. The cheaper curb parking will help businesses survive and prevent job losses. But if curb parking prices remain high during a recession, curb spaces will be under occupied, resulting in fewer customers for stores, and fewer jobs.

Sales tax revenues provide the best evidence of how parking meters affect business conditions. Although cities rarely collect data on sales taxes for parking districts, Pasadena, California, did so when it installed parking meters in Old Pasadena in 1993. Old Pasadena has done well compared with the rest of the City since then. Its sales tax revenue increased rapidly after 1993 and is now higher than in other retail districts in the City(Figure 35). Old Pasadena's sales-tax revenue quickly surpassed that of South Lake Avenue, formerly the City's

premier shopping district. The merchants on South Lake Avenue petitioned to install parking meters in 2008. These data make it difficult to argue that parking meters are bad for business.

The parking meter was invented in 1935, and in the 1930s many cities introduced their first parking meters on one side of the street at a time, to show everyone how the meters improved parking and reduced congestion. When one side of the street had meters, merchants on the other side demanded them. Cities can now introduce performance-priced curb parking in a similar way, to show merchants that it is good for business. If one district has performance prices, so that it always has a few vacancies and high turnover, everyone who wants to shop in that district can park quickly. Comparing the sales tax revenue in the performance-priced district with sales tax revenues in nearby districts with free parking can quickly uncover the effects of performance-priced curb parking on business conditions.

San Francisco is now collecting data on sales tax revenues in the *SFpark* pilot districts, and will compare it with the sales tax revenues in otherwise-similar comparison districts without SF*park.* When these data become available, they will provide the best possible evidence on how performance prices for curb parking affect business conditions on the metered streets.

THE ECONOMIC IMPACT ON BUSINESS DISTRICTS OF VARIABLE PRICING STRATEGIES

By David M. Feehan

Several communities are considering implementing a new and potentially significant parking pricing program in downtown areas and other business districts. This program is designed to use "performance-based" pricing as a way to ensure that one to two on-street spaces are available thereby benefiting businesses on the block as well as the customers they serve. Beyond these business friendly and customer-centric goals, additional traffic congestion mitigation and environmental benefits can also be realized.

Based on the research of Dr. Donald Shoup, noted author of *The High Cost of Free Parking*, this approach centers on raising prices in portions of a business district or even on individual blocks until the desired vacancy rate is achieved. San Francisco, Washington, DC, and Los Angeles, as well as some smaller communities are also pioneering this approach at present.

Many business owners and property owners express concern whenever on-street meter rates are increased, fearing a loss of business (and for property owners, a loss of tenants.) However, low parking rates and inconsistent or lax enforcement often result in employees, office workers, and even owners taking up valuable on-street spaces that might otherwise be more productively used by customers.

Questions to Consider

So if the goal is a vibrant, economically successful downtown, and one important and essential component is attractive, busy retail stores and restaurants, several questions need to be addressed:

- Will performance-based pricing work? Will it produce desired results in terms of providing both the reality and the perception of improved availability of on-street parking for potential customers?

- Might it work in the short term to open up spaces, but in the mid- to long-term, will it tend to kill off the very retailers and restaurants it was designed to help?
- Will it have a tendency to change the composition of the business district's shops and restaurants, favoring upscale shops with bigger ticket items and fancier, white tablecloth restaurants at the expense of less expensive shops and restaurants?
- Do customers have a "mental break-point" at which the perception of parking as being too expensive drives decisions to avoid a particular district?
- How important is price when compared with other factors like availability, ease of parking and access, more flexibility in terms of parking duration, the added convenience of multiple payment options, and enforcement?
- Are there strategies that can increase the odds that a performance-based pricing program can work?
- Can variable rate pricing programs be effectively communicated? Can they be enacted without causing a great deal of customer confusion and frustration?
- Once implemented, will such a program enhance and improve the overall vitality and economic viability of the downtown and neighborhood business districts?

In the interests of transparency and disclosure, I should note that as someone who has managed a number of downtown revitalization organizations and one parking system, and someone who has served as an advisor or consultant to a number of other cities and downtown organizations, I have what might be considered a rare, if not unique, perspective regarding these questions. Having been both a downtown manager and a parking manager, I am able to see these issues with some degree of objectivity. However, I have not worked for municipal government or for a parking authority, and therefore I am forced to base my ideas on government or authority perspectives on many years of working with staff members from both entities.

Some communities have established a policy of "one to two open spaces per block" in selected business districts, and performance-based pricing seems to be the most promising approach to achieving this policy. But if we examine the policy directive, right from the outset it requires more precision and more careful thought. For example, if there are only two or three on-street spaces on a particular block, should the policy as stated apply to that block? Should the policy apply 24 hours a day, or a more limited portion of the day? Should prices on a given block vary with changing demand at different times of the day? Of particular concern is the fact that in certain areas, 20% to 40% of on-street spaces are routinely taken by parkers who have state-issued disabled parking permits. How should their numbers be factored into this directive? And if a program were designed to get those with disability placards to park in structures instead of on-street, would there be any need for this policy at all? Suffice it to say, that there is no lack of potential issues and complexity when it comes to this defining the effective implementation strategies for these concepts.

Understanding the Behavior of the Parking Customer

In a purely economic model where people driving automobiles and looking for parking spaces act in a completely rational way, the variable pricing program would seem to be a sure bet. However, we know that consumers sometimes behave in ways that run counter to rational economic interest. For example, why do people buy expensive bottled water when they are really only buying tap water in many instances? Why do people buy Tide laundry detergent or Clorox bleach or Bayer aspirin when the store brands are equally safe and effective, but much cheaper? It is clear that consumers are influenced by any number of factors (e.g., advertising campaigns, self-image, convenience, availability) in addition to price.

The science of psychographics has begun to tell us much more about who prefers to shop or dine downtown and why. Claritas, ESRI, and other firms have developed profiles of various consumers and their buying habits. What we know less about are the parking habits of these various buyer groups.

Consider the Downtown Shopper

Clearly, the parking industry has come to the realization that as meter rates have increased over the years, the necessity of having a large and ready supply of quarters (and most older meters only take quarters) has become onerous, to say the least. In some cities, Pittsburgh for example, on-street meters in parts of downtown are now $3.00 per hour and only take quarters. At a two-hour meter, a customer would need 24 quarters. The likelihood of having that many quarters in one's automobile is small; and the likelihood that a nearby merchant will provide a person, who may not even be coming to his or her shop, with that many quarters is miniscule. The likelihood that this particular individual will find a more convenient place to shop is great.

On the other hand, many cities are slowly or rapidly changing over to multi-space meters that accept not only coins, but also tokens and credit cards; some even offer pay-by-cell phone, thereby obviating the need for a satchel full of quarters. Another feature of one type of multi-space meter, called pay-and-display, allows customers to buy time at one block, but move to another location and use the unexpired time purchased at the previous location.

Difficulty finding a space and then having to pay with quarters can be annoying enough, but various enforcement methods can be excruciating. Ticketing, towing and booting are all employed in some or most cities, although booting is usually reserved for those with multiple unpaid violations and towing usually occurs when someone is blocking a driveway or in a no-parking zone. In some areas, it might be beneficial to allow for longer stays, allowing for more time to shop and stroll. However, the tradeoff is reduced turnover, which precludes people from finding available spaces to stop and patronize area businesses. It is tradeoffs like this that a community must weigh as it implements the various strategies related to performance based pricing.

Price Threshold Versus Annoyance Threshold

The intent of this discussion is not to discount price as an important factor. It is an important consideration, and in some cases it may be the most important consideration. The intent here is rather to assert that, from a downtown management perspective, annoyance factors may influence customer decisions at least as much, and oftentimes more than price factors.

In a purely economic model of pricing, as mentioned above, downtown and business district parking customers would behave in a rational manner at all times. But most downtown and business district managers understand that the "annoyance threshold" is as big a factor as the "price threshold."

Variable pricing is based on the belief that raising prices to a certain point will cause customers to reach a threshold or level where they will choose other options rather than parking in a particular location. Those options may include parking in a nearby garage, looking for less expensive, but less convenient, on-street or off-street surface parking, or leaving the business district for other shopping destinations. If the parking customer pulls into

a parking space and finds that the meter rate is $4.00 per hour, she or he may elect to simply leave, because the hourly rate may be unacceptably high.

Willingness to pay a given rate will depend on a number of factors. A potential downtown shopper may find that it makes no sense to pay $4.00 per hour for parking when that shopper is planning on an inexpensive lunch or is running a few errands. On the other hand, the shopper who is planning on buying expensive items of apparel or jewelry, or the person who is visiting a doctor or an attorney may find that a $4.00 rate is less onerous.

A parking customer may not know how long their visit will take (for example, meeting with an attorney or combining a shopping and dining trip) and may therefore choose a parking garage instead of an on-street location. This choice may be influenced by the relative annoyance factor of a parking ticket versus the higher cost of parking in a garage.

Or, the customer may simply decide that for this trip or subsequent trips, other shopping and dining locations where parking is free of less of a hassle are more desirable.

Consider the choices. On one hand, the parking customer examines the possibility of going to a suburban location. They know that there will be a parking space available near their destination (though in reality the actual walk could be the equivalent of one or two blocks on street), they know that they will not have to pay for parking, hence no need to carry a bag of quarters, they know they won't get a ticket, and they assume the space is in a safe location. They have been to similar locations and intuitively understand the "rules of the game."

On the other hand, they consider going downtown or to a city business district with metered parking. They first may have to contend with one-way streets, and if they visit downtown only infrequently or if this is their first trip, they will be unfamiliar with these traffic patterns. While they are in their car, there may not be communication methods to transmit rate and time limit information. It may be difficult to determine how much parking costs – which requires a unique and concise communication method. If they are unfamiliar with the area, they may not know until they park what methods might be used to pay for time on the meter – coins, tokens, credit cards, smart cards, or cell phones. They may find a panhandler or a group of rowdy teenagers standing on the sidewalk next to the available space. If it is evening, the space may not be well-lit.

Any one of these "annoyance factors" may be sufficient to warrant giving up on finding a parking space. Any or all may mean that this particular customer visits once, and concludes afterward that shopping or dining downtown is simply not worth the hassle.

The Business District Management Perspective

The following are several pertinent facts:

- Many of the retail and restaurant businesses in Fort Collins are independently owned and, like their counterparts in other cities, have been hard hit by the recession.
- These independent businesses are what give Downtown its unique character. Chain or formula stores can generally be found in shopping centers and suburban downtowns; but these independents often function as destinations within themselves, and are key to the success of Downtown.

- Parking is a major factor in urban shopping districts. People generally do not use public transportation for serious shopping trips. Availability, convenience, and perception of parking are key factors for many, if not most, urban retailers and restaurants.
- Parking is also a critical factor in whether a prospective business locates within a given business district.

Conclusion

A variable pricing program is worth serious consideration. It offers several potential benefits, not the least of which is that it may be able to better ensure the availability of convenient on-street parking for customers, while reducing the incidence of employee parking in precious on-street metered locations.

It is vital, though, to realize that significant changes in parking rates, combined with variable pricing, can easily escalate annoyance factors for potential customers.

From a downtown and business district management perspective, here are some recommendations to consider:

- Put the customer first. The customer experience should drive not just parking pricing decisions, but all decisions relative to Downtown paid parking. Develop an underlying philosophy among all parking staff that understands and values customers. Give customers the benefit of the doubt whenever possible.
- Consult with stakeholders – business owners, property owners, Downtown shoppers, Downtown employers and employees, and Downtown visitors – to determine how best to design the system.
- Understand the customer. Continue to analyze who uses Downtown parking, how long they usually park, to which destinations are they going, how often do they use on-street and off-street parking, how can they best be communicated with, and what about the current and proposed systems do they like and dislike. Any business should make it a priority to know its customers. The City's parking program should do no less.
- Examine the "annoyance factors" and "annoyance threshold" carefully, and design the entire public parking system to minimize annoyances and offer increased value.
- Remember that individual merchants make Downtown interesting and unique places and allow them to compete effectively against suburban malls. Many of these businesses represent a substantial commitment by the owners, and numerous jobs for city residents. Changes in parking policy and pricing should be made with extreme caution in these tough economic times, and certainly with the input of these Downtown investors.
- Communication is essential. Effective communication is never easy. But customers find metered parking annoying as a rule, and making it more confusing and more expensive could be both a political and economic debacle. Work hard to make sure everyone understands how best to use the system.

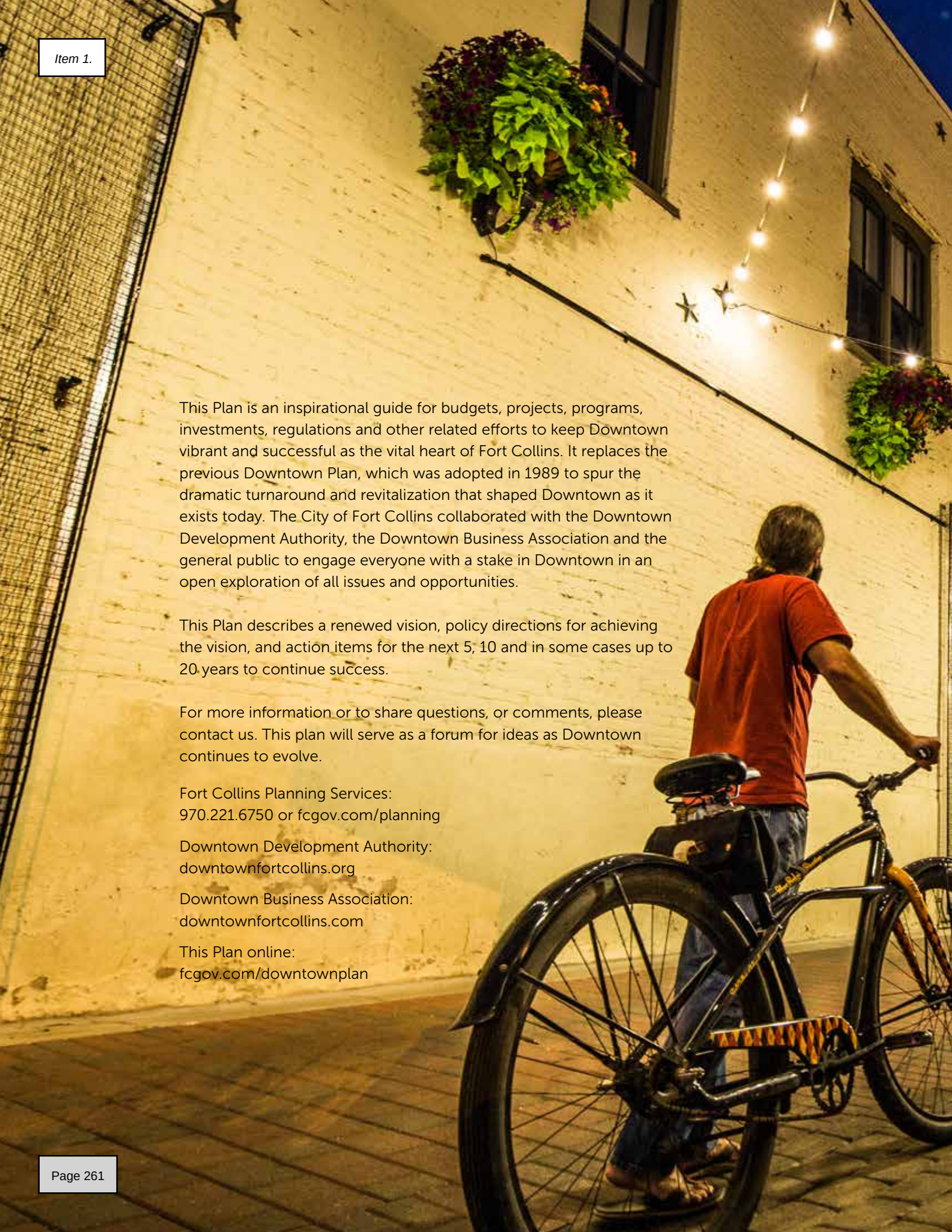
The 2017 Fort Collins

Downtown Plan

City of Fort Collins

dda
DOWNTOWN DEVELOPMENT AUTHORITY
FORT COLLINS • COLORADO

DOWNTOWN FORT COLLINS
• BUSINESS ASSOCIATION •



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

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

DRAFT

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TOUR
DE
EXISTENTIAL
JUSTIFICATION TEST
PLANET: EARTH
TEST RESULT:
DESTROY
SAVE
PASS
FAIL
DESTROY
EARTH

Section 1:
Introduction

Interactive fountains at Oak Street Plaza

Introduction

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

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

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

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

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

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

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

Plan Organization

Section 1: Introduction

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

Section 2: Topic Areas

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

Key Considerations:

- Buildings
- Streetscapes
- Outdoor spaces

Key Considerations:

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

Key Considerations:

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

Key Considerations:

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

Key Considerations:

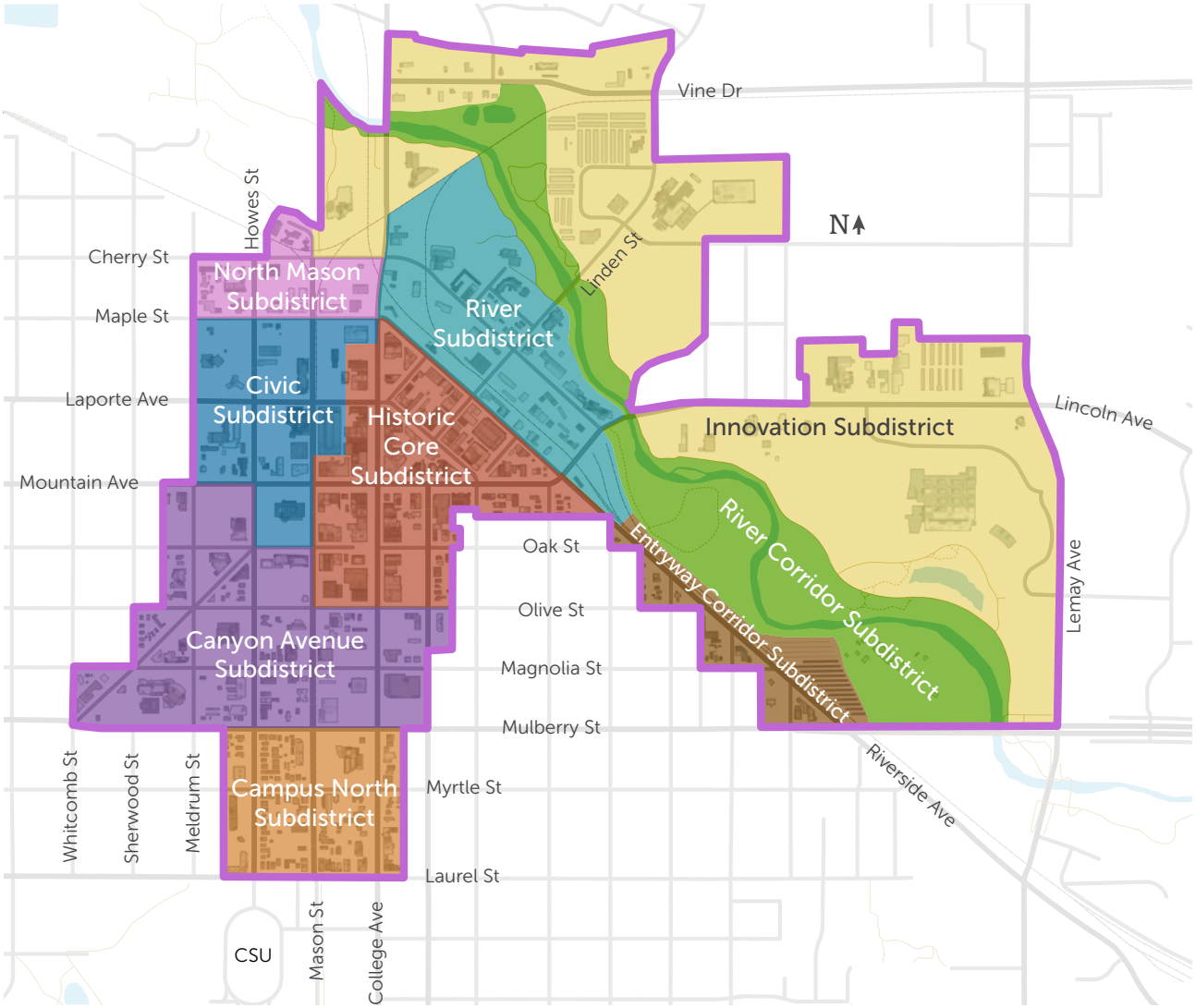
- The Poudre River corridor
- Climate resiliency and innovation
- Nature in the City
- Utility infrastructure

Key Considerations:

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

Section 3: Character Subdistricts

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



Section 4: Implementation

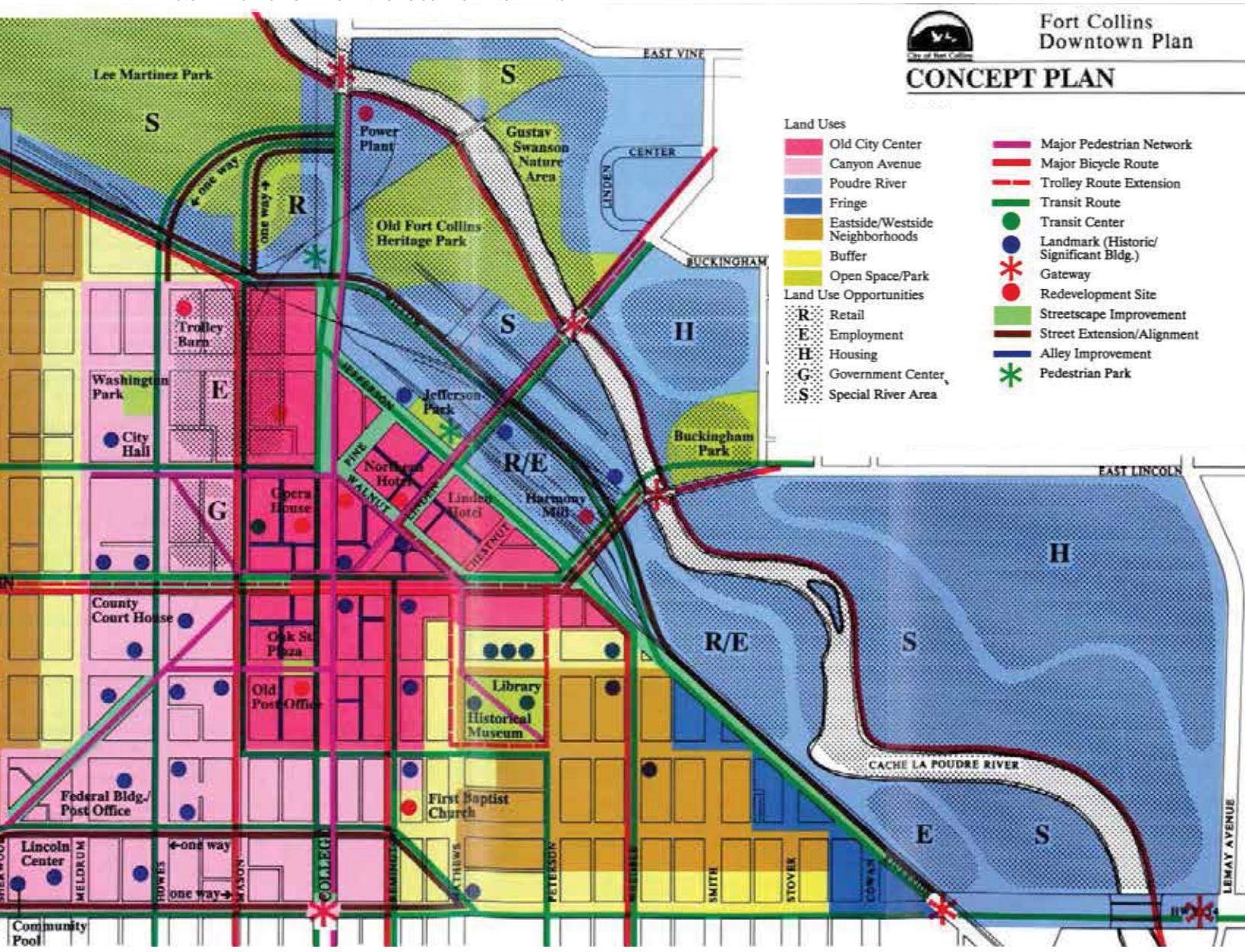
The community's vision for Downtown will only be realized through the sustained, intentional effort of numerous City departments, private and non-profit partners, Downtown property owners and stakeholders. The Implementation section of the plan contains specific actions to support the principles and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

1989 Downtown Plan

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

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

Below: Framework from the 1989 Downtown Plan



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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.

Current levels of development are high

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.

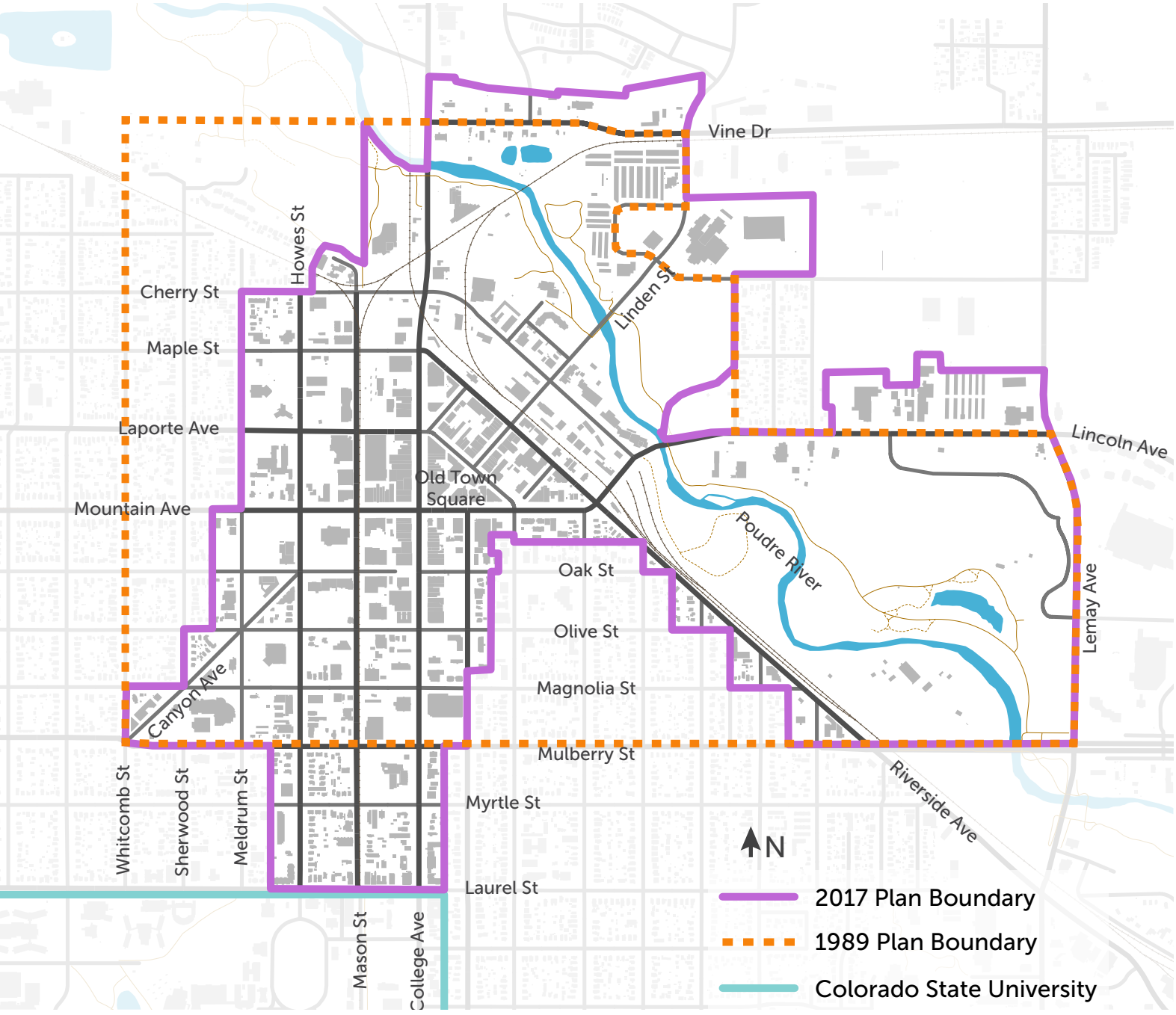
Residents, Businesses & Property Owners: Property owners, business owners, residents and community interest groups should use this Plan as the foundation for conversations with decision-makers and developers about the needs and priorities for this area.

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.



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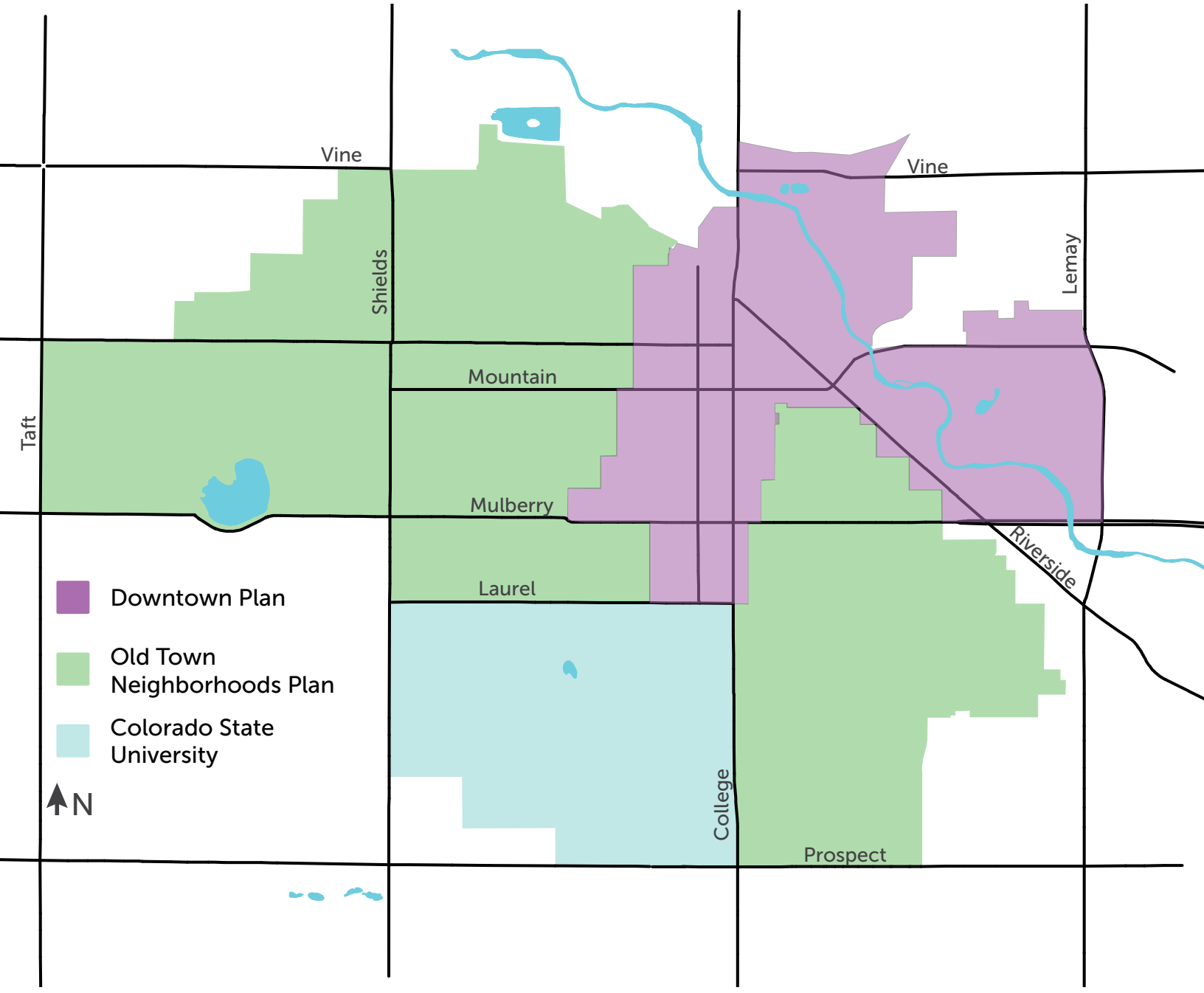
Adjacent Influences

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)

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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.

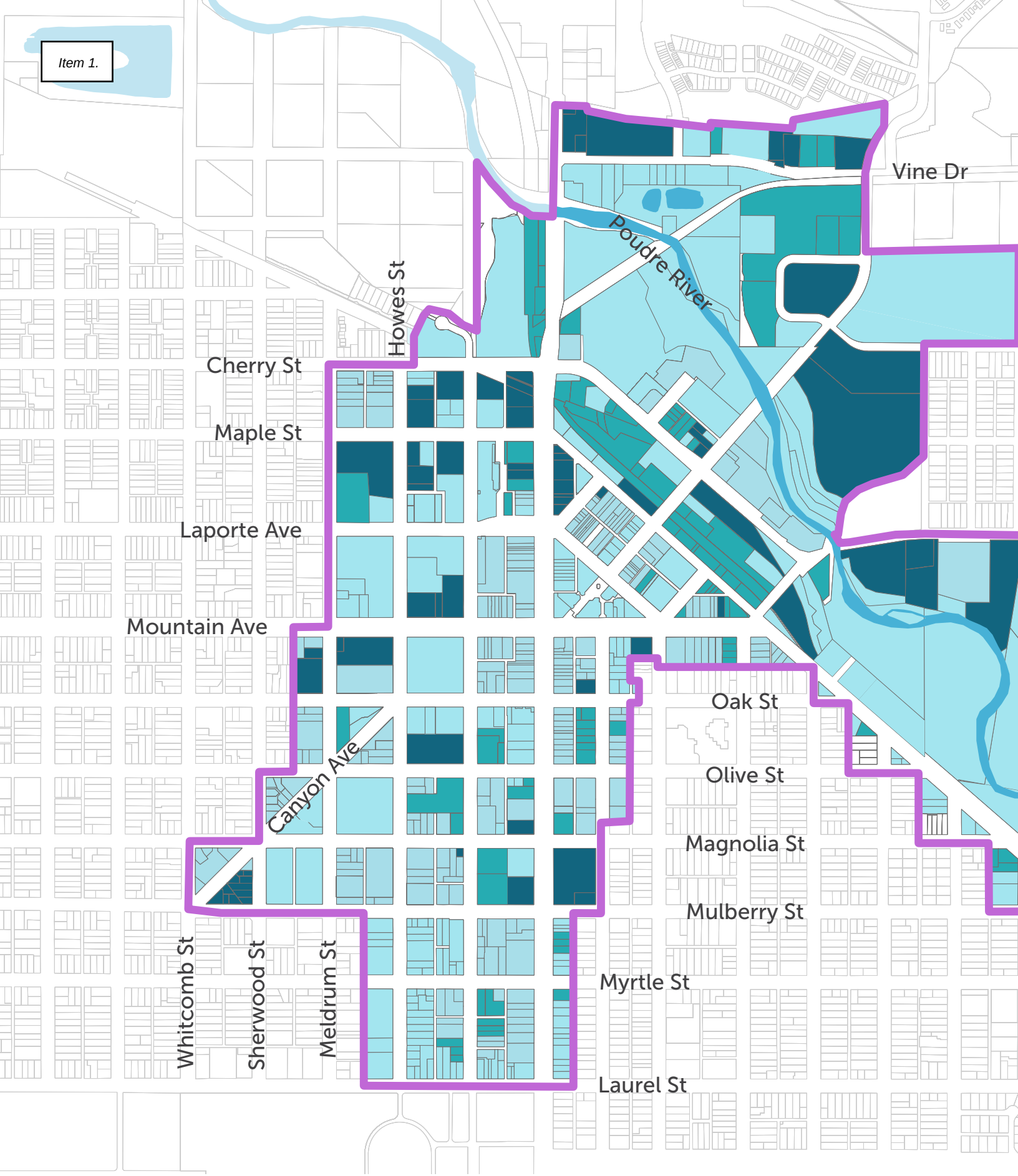
Downtown Events:

- 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.


Vine Dr
Poudre River
Howes St
Cherry St
Maple St
Laporte Ave
Mountain Ave
Oak St
Olive St
Magnolia St
Mulberry St
Myrtle St
Laurel St
Canyon Ave
Whitcomb St
Sherwood St
Meldrum St

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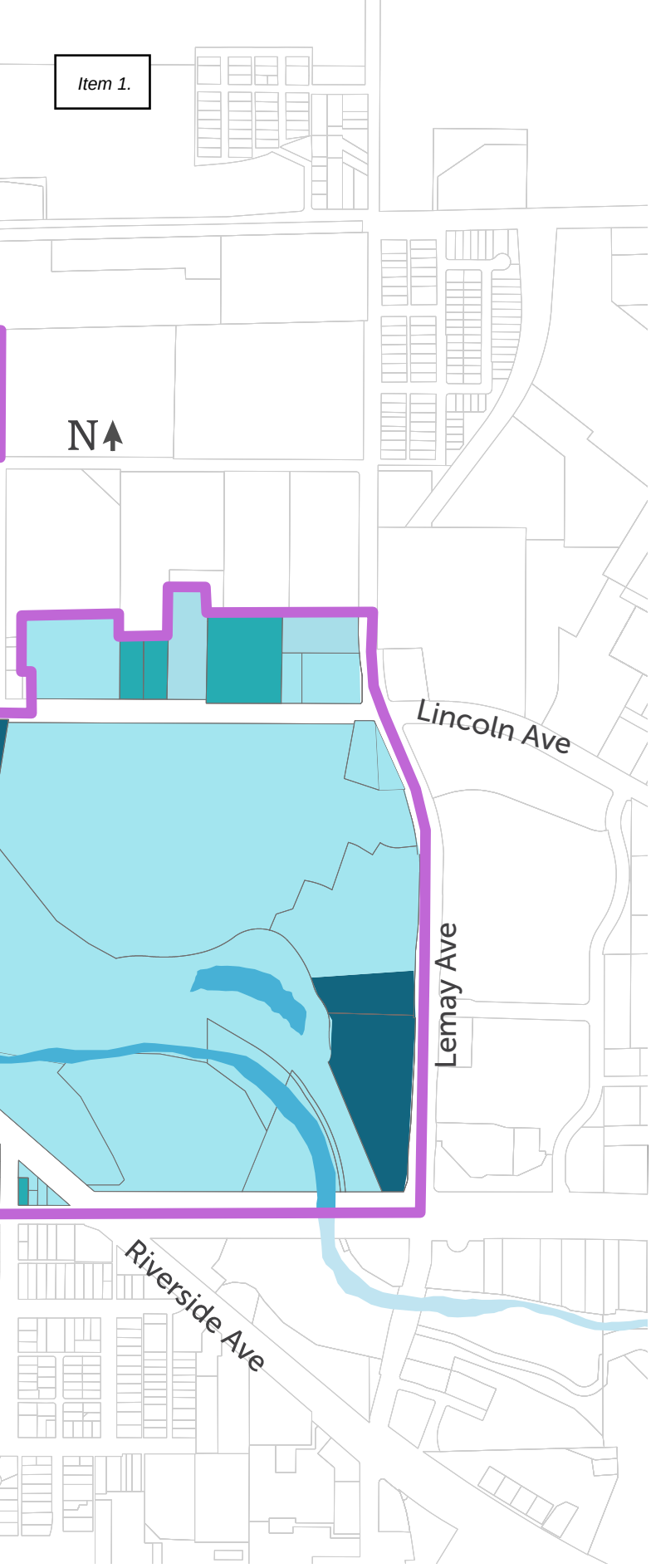
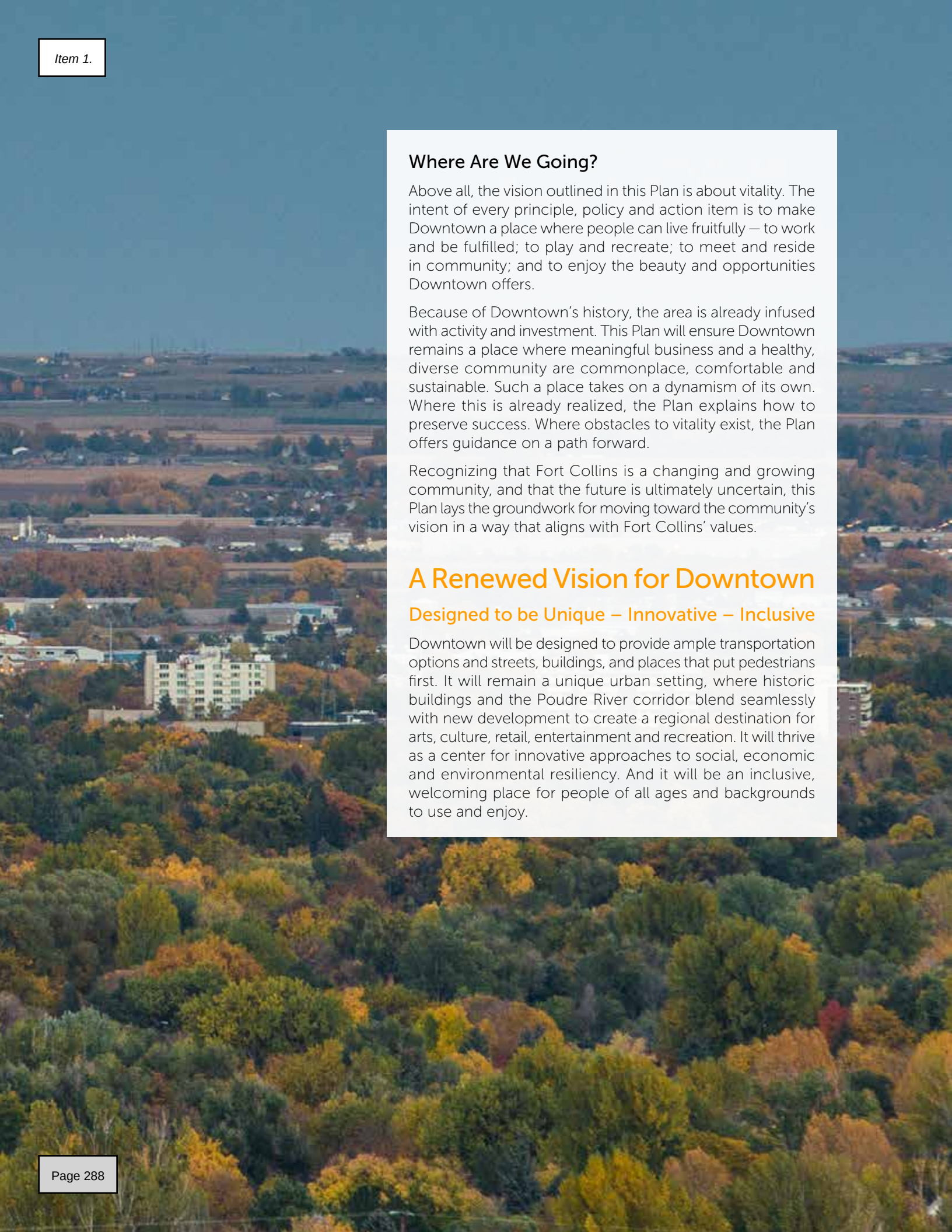


Room to Grow?

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

Looking SW on Linden Street

Introduction

The Downtown Plan is organized into six topic areas:

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

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

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

Planning Terms Defined

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

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

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

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

Urban Design

Vision

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

Construction of Elizabeth Hotel down Old Firehouse Alley from Linden Street

Overview

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

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

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

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

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)

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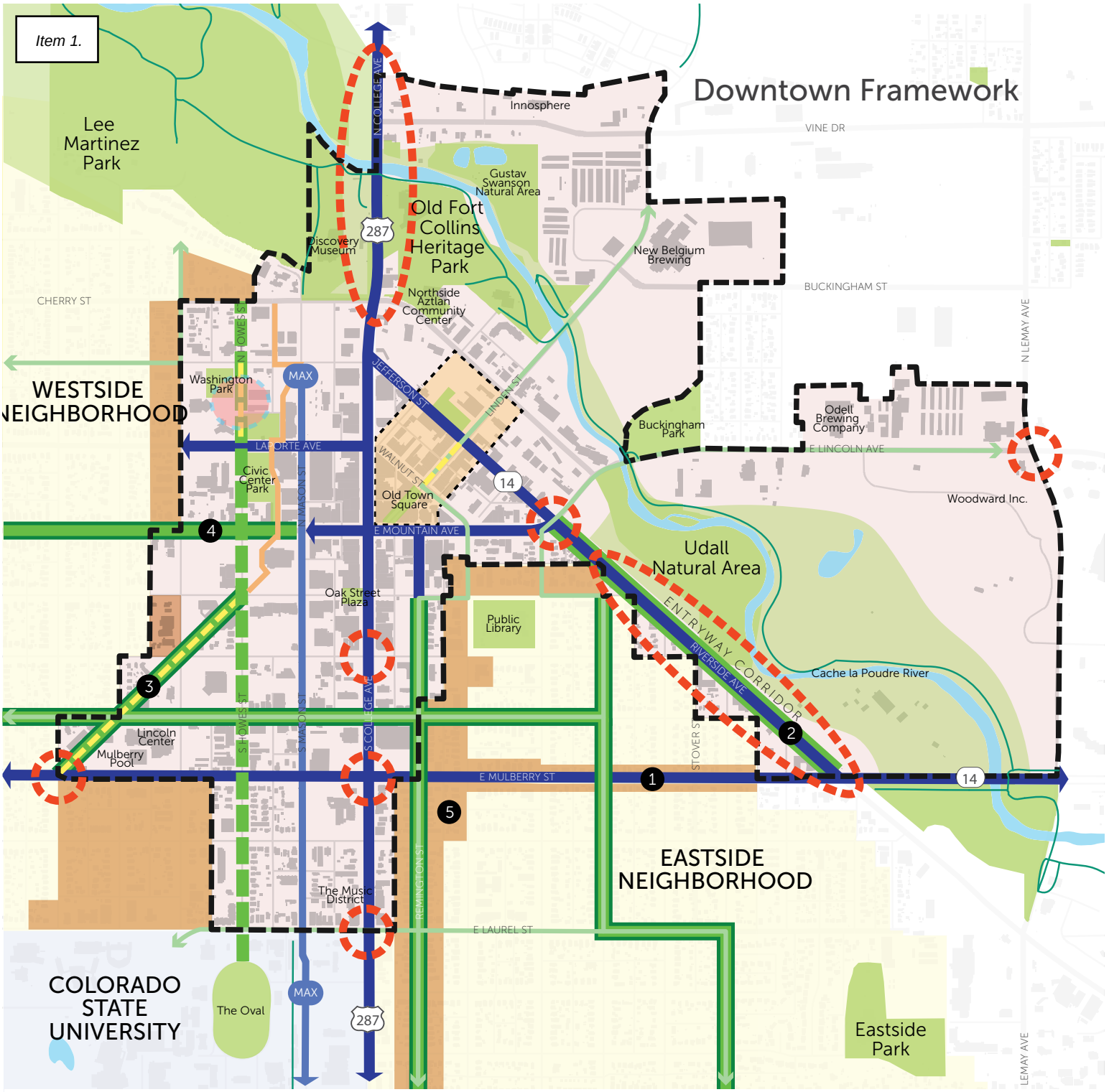
Downtown Framework



Legend

EXISTING ELEMENTS

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

FUTURE ELEMENTS

- Gateway
- Greenways
- Convertible Streets
- Potential Prioritized Bike Route
- Prioritized Bike Routes[1]

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

- Civic Center Park

Key Projects

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

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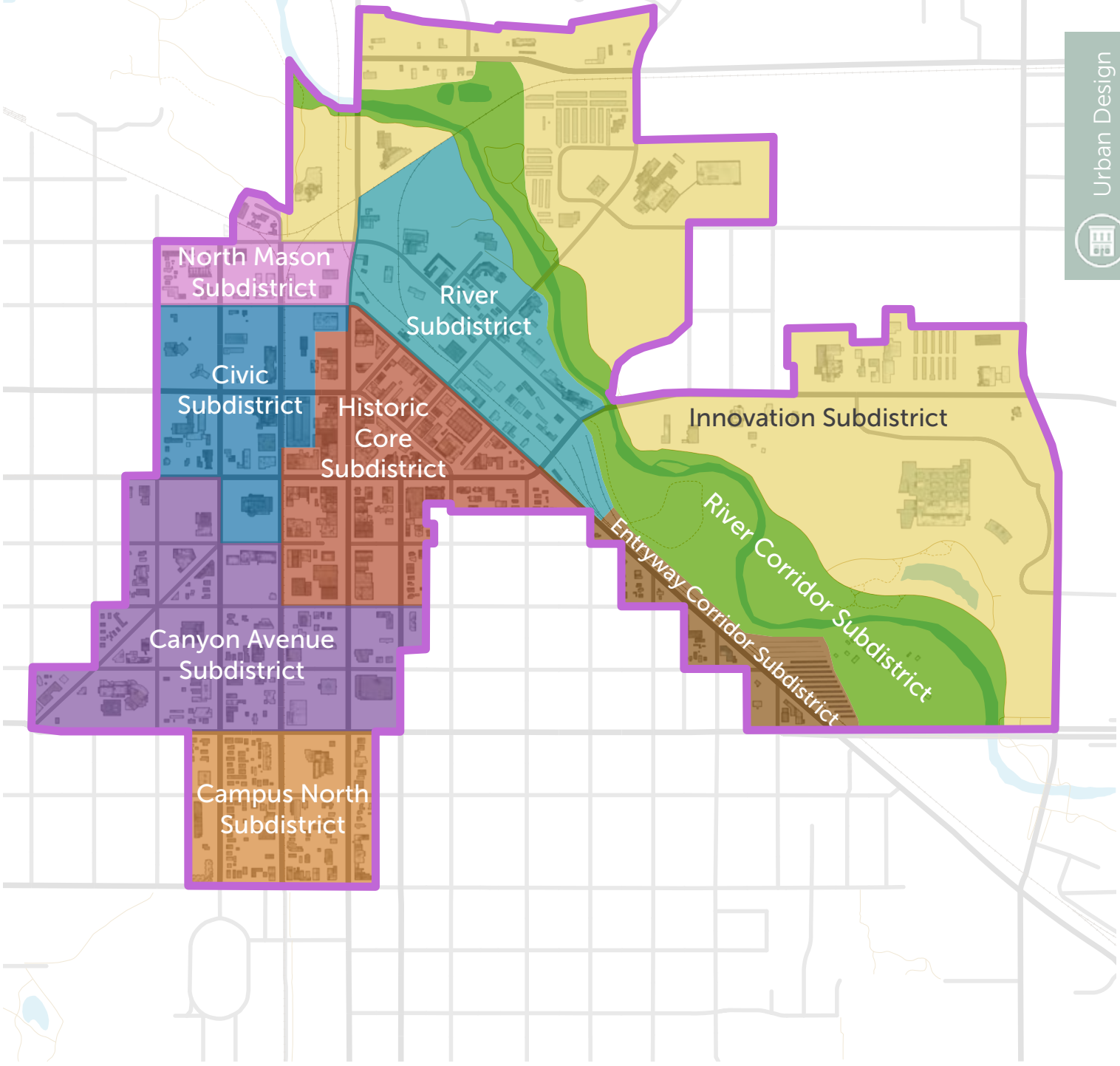

Character Subdistricts

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.

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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.

Construction Types Affecting Height Decisions

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

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

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

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Maximum Building Heights

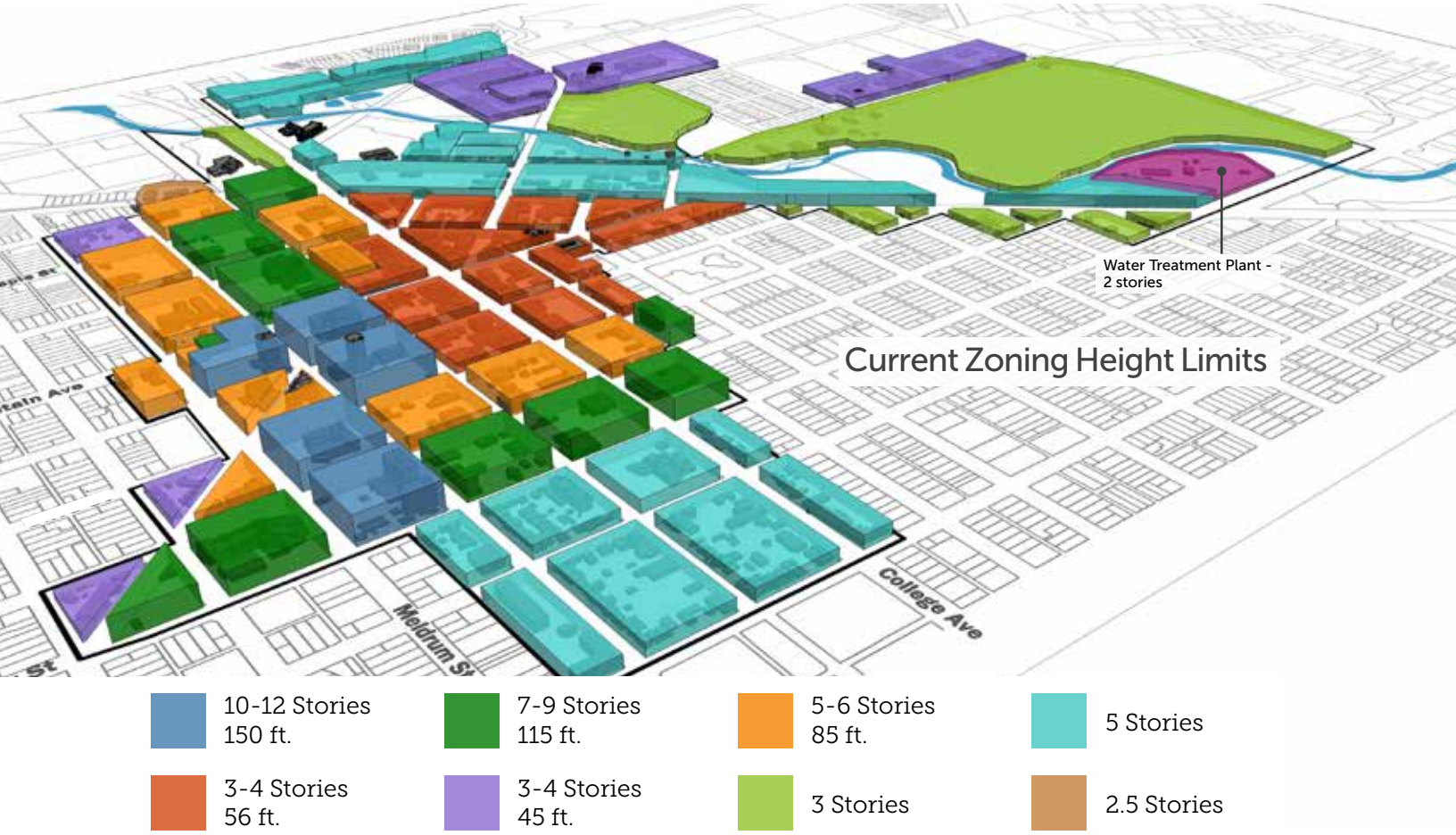
Zoning regulations set maximum building heights on a block-by-block basis as illustrated below by color coded block shapes. The shapes omit building setbacks, stepbacks and other determinants of building volume. The tallest portion of a proposed building is limited to these maximum heights with the possibility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



- 10-12 Stories 150 ft.
- 7-9 Stories 115 ft.
- 5-6 Stories 85 ft.
- 5 Stories
- 3-4 Stories 56 ft.
- 3-4 Stories 45 ft.
- 3 Stories
- 2.5 Stories

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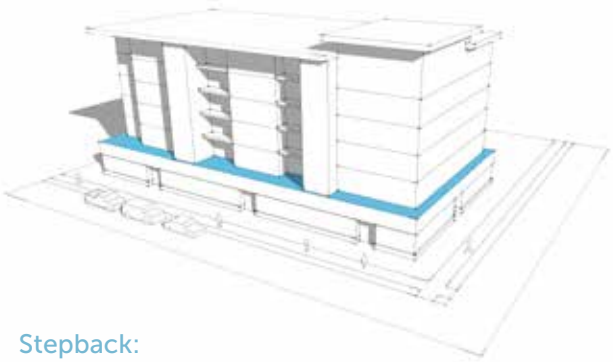
Urban Design Concepts Governing Building Height and Size

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

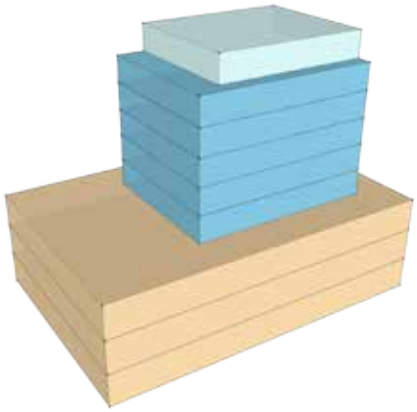
② Continue to foster Downtown's traditional pedestrian scale and character through upper floor building stepback requirements. Define appropriate stepback parameters depending upon site context.



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.



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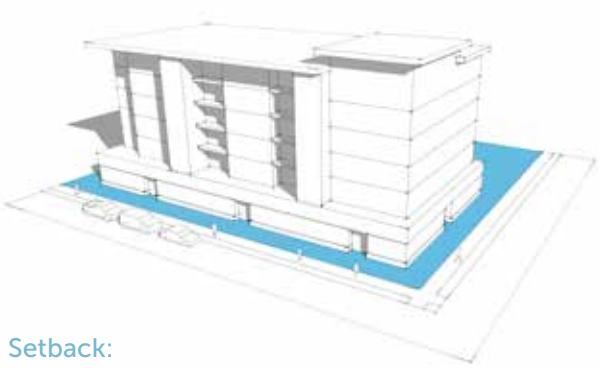
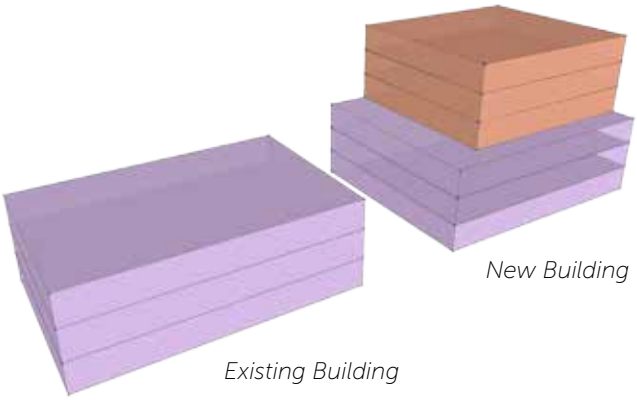
③ Set buildings back from streets based upon the streetscape classification (see streetscapes on page 45) as appropriate for the character subdistricts.



Setback:

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

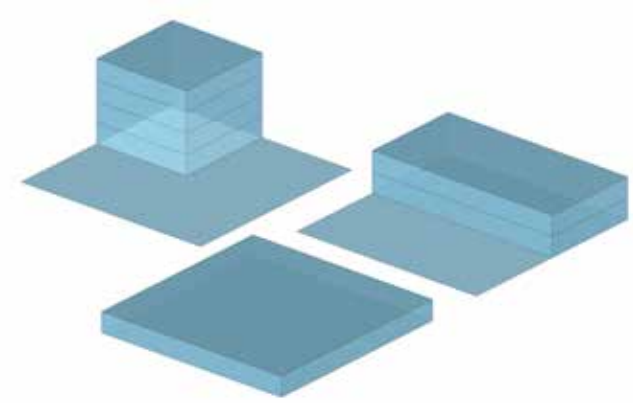
⑤ Define appropriate transitions to and compatibility with adjacent historic structures and neighborhoods to provide limits on larger development and to mitigate detrimental visual, shading and privacy impacts.



New Building

Existing Building

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.

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Building Design and Character

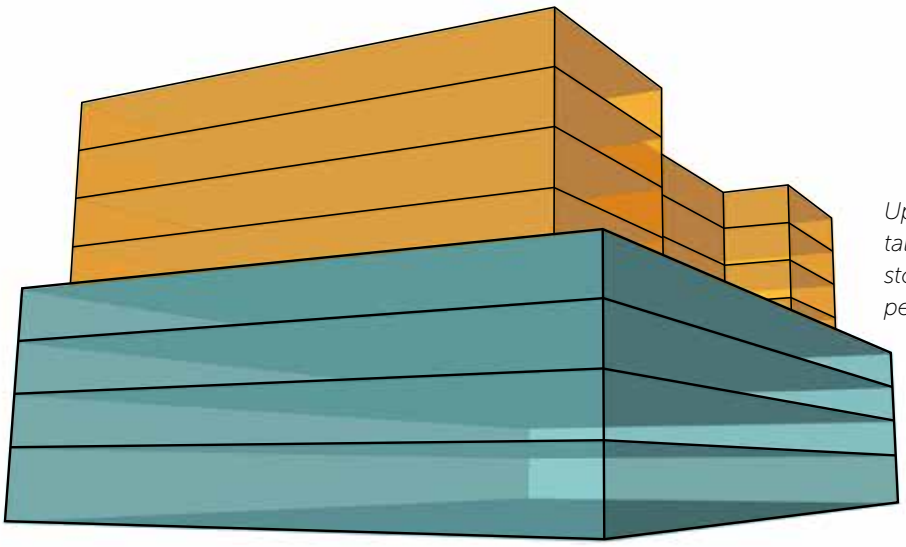
There is a variety of buildings throughout Downtown, with a wide range of architectural styles representing different eras. Within this variety, however, there are basic design elements and patterns that unite Downtown's different character subdistricts and define both current and desired future character.

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.

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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-feet 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.

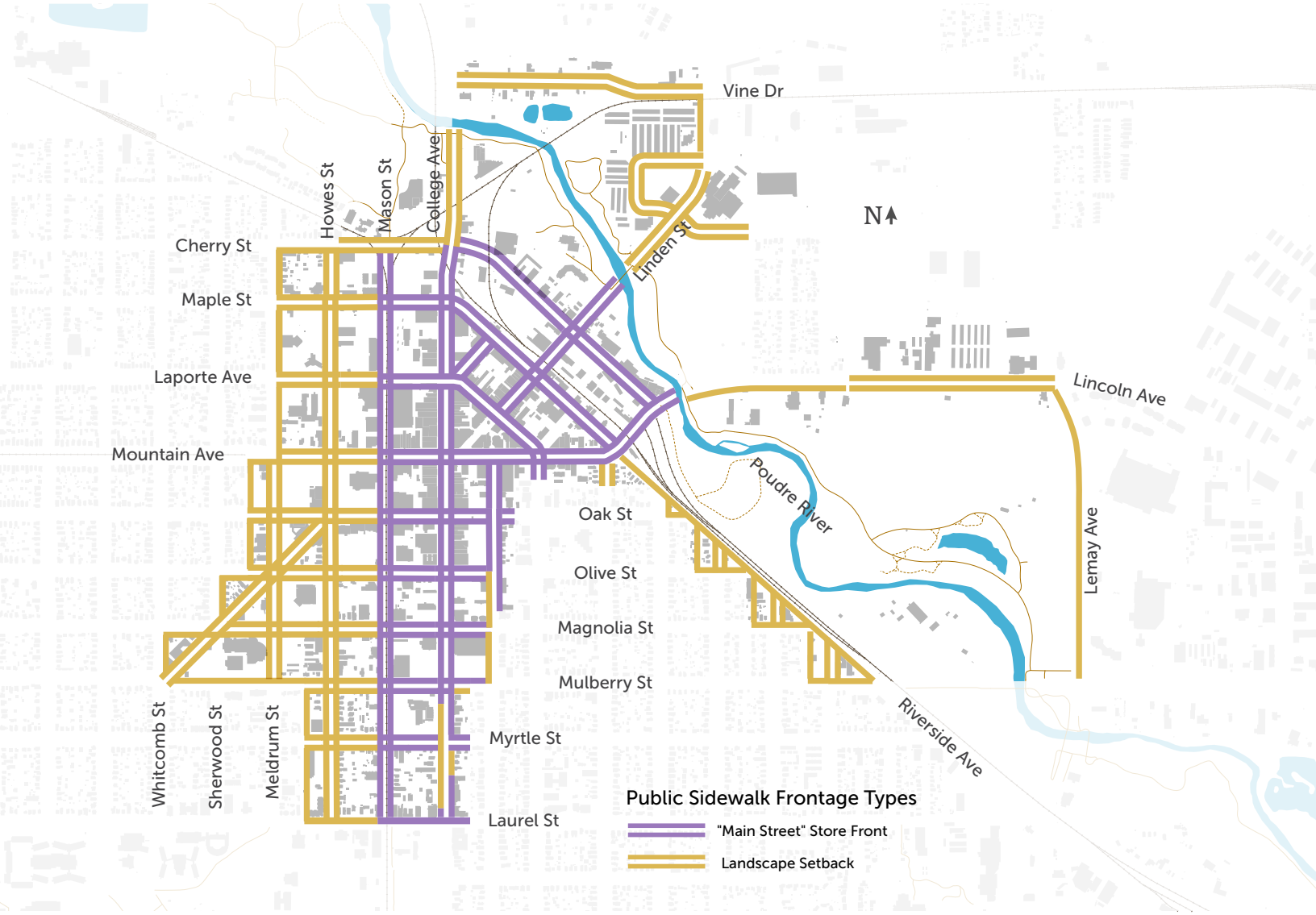
Downtown streets in Fort Collins have multiple functions. Railroad cars carry freight several times per day down the center of Mason Street. Downtown's wider rights of way accommodate the whole range of utilities — water and sewer, storm drainage, electric and digital lines — along with the space required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

1873 Town Map of Fort Collins, highlighting the original tilted street grid and the newer, wider rectilinear streets.

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.

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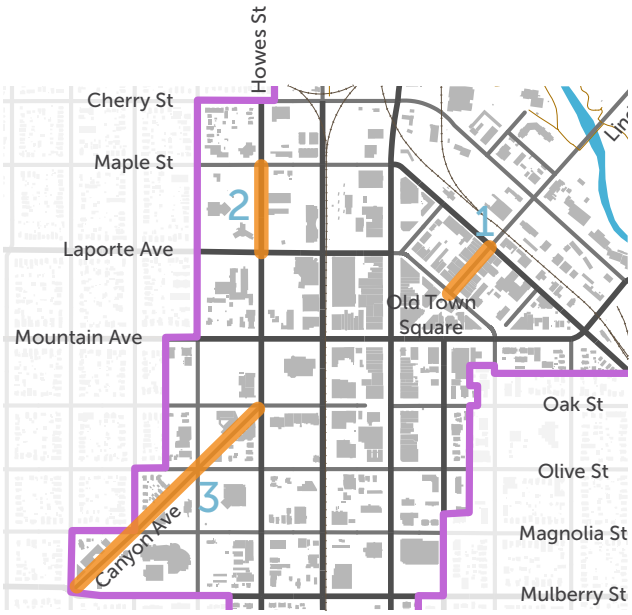
Convertible Streets

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.



Rendering of possible improvements on Linden Street that allow the street to be converted to accommodate events. Source: Studio Insite.

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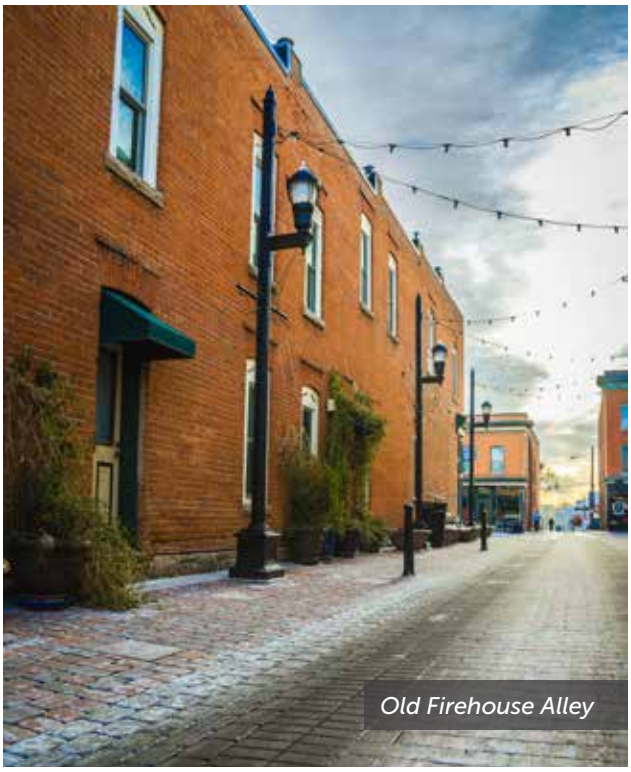
Enhanced Alleys

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

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

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



Old Firehouse Alley

Tenney Court

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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

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Public Plazas

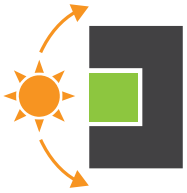
Old Town Square is the primary focal point of the community. This pedestrian-use section of former Linden Street within the Old Town Historic District was recently renovated from its original 1985 design. It features a flexible space for stage performances, open air market events, a water feature for 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.

Protecting outdoor spaces from high wind impacts.

Flexible design that accommodates multiple activities.

Outdoor space design based on surveys of public behavior.

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

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

Design that enhances user safety and security.

Landscaping that supports habitat for birds, butterflies and pollinators.

Public art.

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

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Outdoor Spaces in Private Development

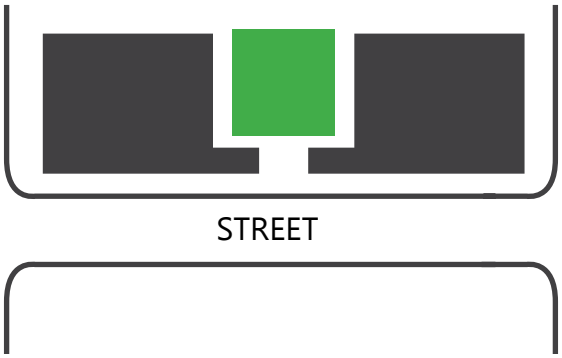
Private development should include engaging public and private outdoor spaces that expand and enrich the street experience. This is particularly true of residential or mixed-use projects which should offset urban density through accessible and well-designed private outdoor spaces. Outdoor spaces must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

Back Patio on an alley (Equinox Brewing)

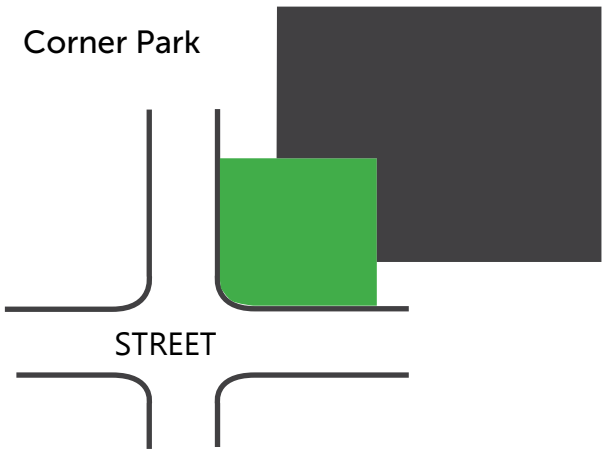
Outdoor Space Configurations

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

Private Courtyard

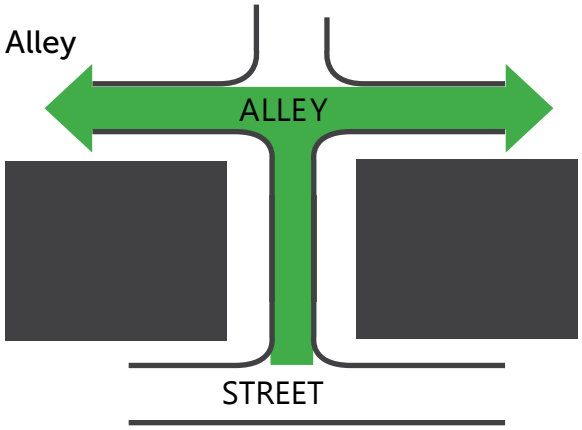


Corner Park



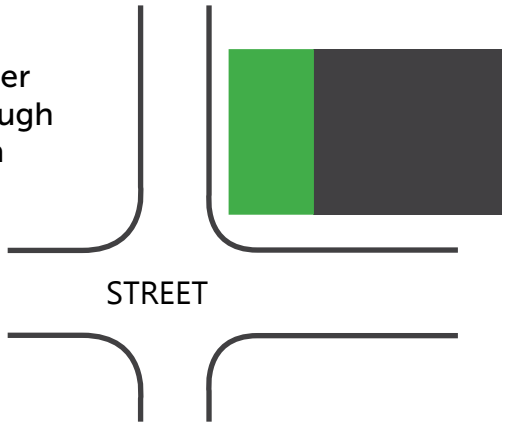
Street-Facing Courtyard

Alley



Raised Terrace

Corner Through Plaza



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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.

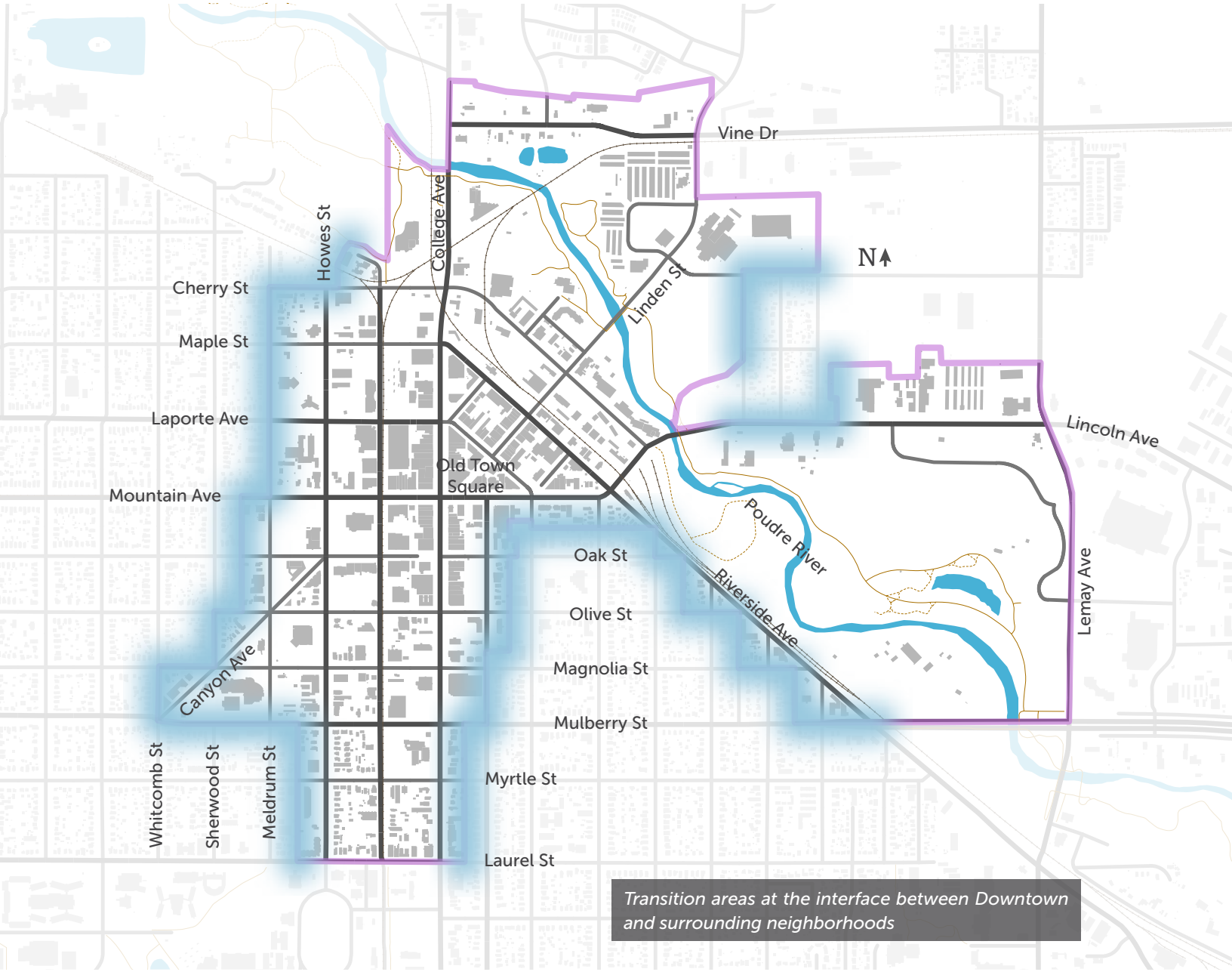
Concept by Brian Majeski showing possibilities for utilizing an abandoned railroad spur.

Many opportunities exist to enhance detail and design throughout Downtown.

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.



Transition areas at the interface between Downtown and surrounding neighborhoods

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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 stepbacks 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 .

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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.

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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

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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.

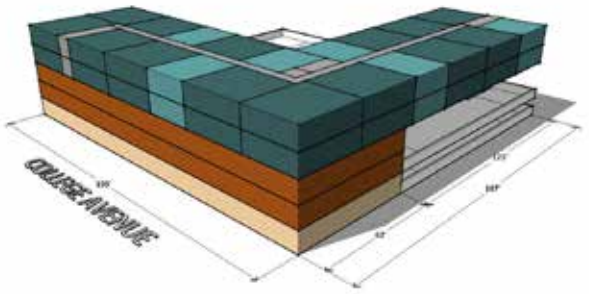
The 3D modeling and pro forma exercises developed in the planning process indicate that current vehicular parking requirements for private land development can have detrimental urban design impact. Accommodating parking demand in each individual development project can constrain building design and have 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.



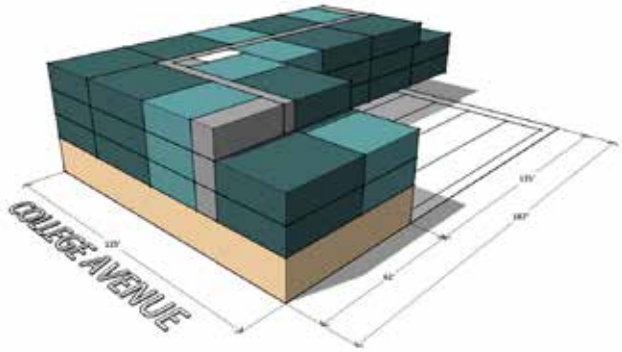
Building Use and Area:

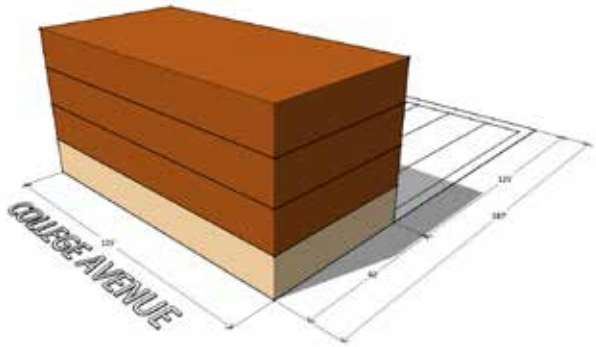
- Site: 36,465 sq. ft.
- Retail: 12,000 sq. ft.
- Commercial: 24,000 sq. ft.
- Residential Unit Mix:
  - 1 bed - 6 units, 2 bed - 14 units (per floor)
  - 36,400 sq. ft. residential w/ 4,310 sq. ft. circulation (total)

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

Off-street Parking Tradeoffs	
Benefits	Challenges
• 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.	• Incurs significant development costs that could be applied toward building and material enhancements. • Inefficient use of land. • Only serves specified users; otherwise unoccupied.





Building Use and Area:

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

Parking Requirements:

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

Building Use and Area:

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

Parking Requirements:

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

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

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Urban Design

Principles, Policies & Action Items

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

Policy UD 1a: ***Unique Character Subdistricts.*** Support the unique qualities within each character subdistrict by defining which characteristics should be preserved and enhanced.

Action Items:

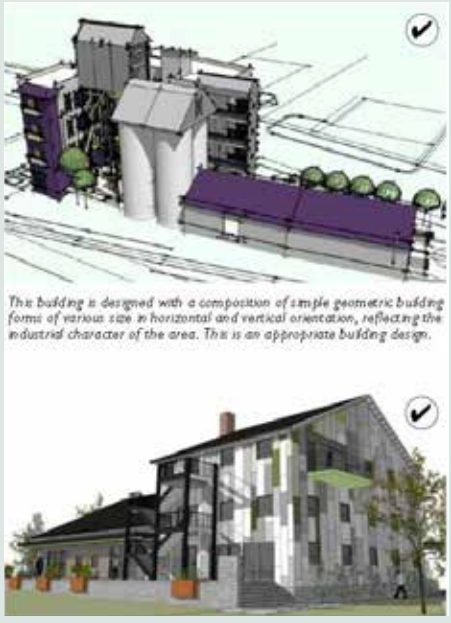
UD 1a (1): Amend the Land Use Code to include new Downtown character subdistrict boundaries.

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

Policy UD 1b: ***Transitions between Character Subdistricts.*** Provide appropriate transitions in building mass, bulk and scale between character subdistricts that have a different desired building scale, at the edge of Downtown adjacent to the Old Town Neighborhoods, and along the Poudre River Corridor.

Action Item:

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



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

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

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

Action Items:

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

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

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

Action Item:

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

Stepbacks help reduce the impact of large buildings on the pedestrian environment.

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

Action Item:

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

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

Action Item:

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

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

Action Item:

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

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

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

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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.

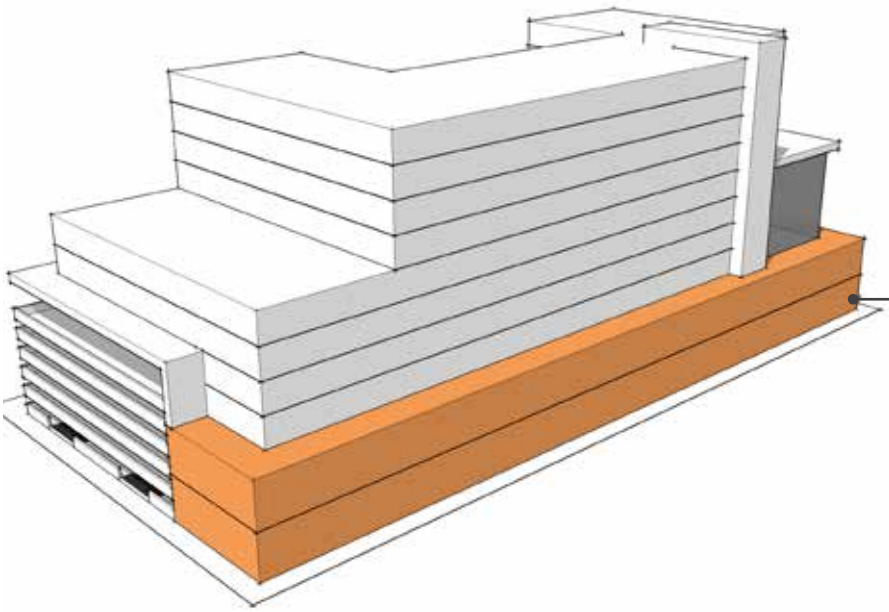
UD 5b (3):Clarify the strategy for design and construction of right-of-way encroachments, including street furniture, paving treatments, planters, landscaping and similar improvements.

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.



The streetscape is energized by active ground floor use to offer visual and pedestrian interest.

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

Enhanced Firehouse Alley

Wayfinding along Linden

Policy UD 6a: *Public Gathering Spaces.*

Support the creation of plazas, pocket parks and temporary installations that promote social interaction, 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.

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.

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

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

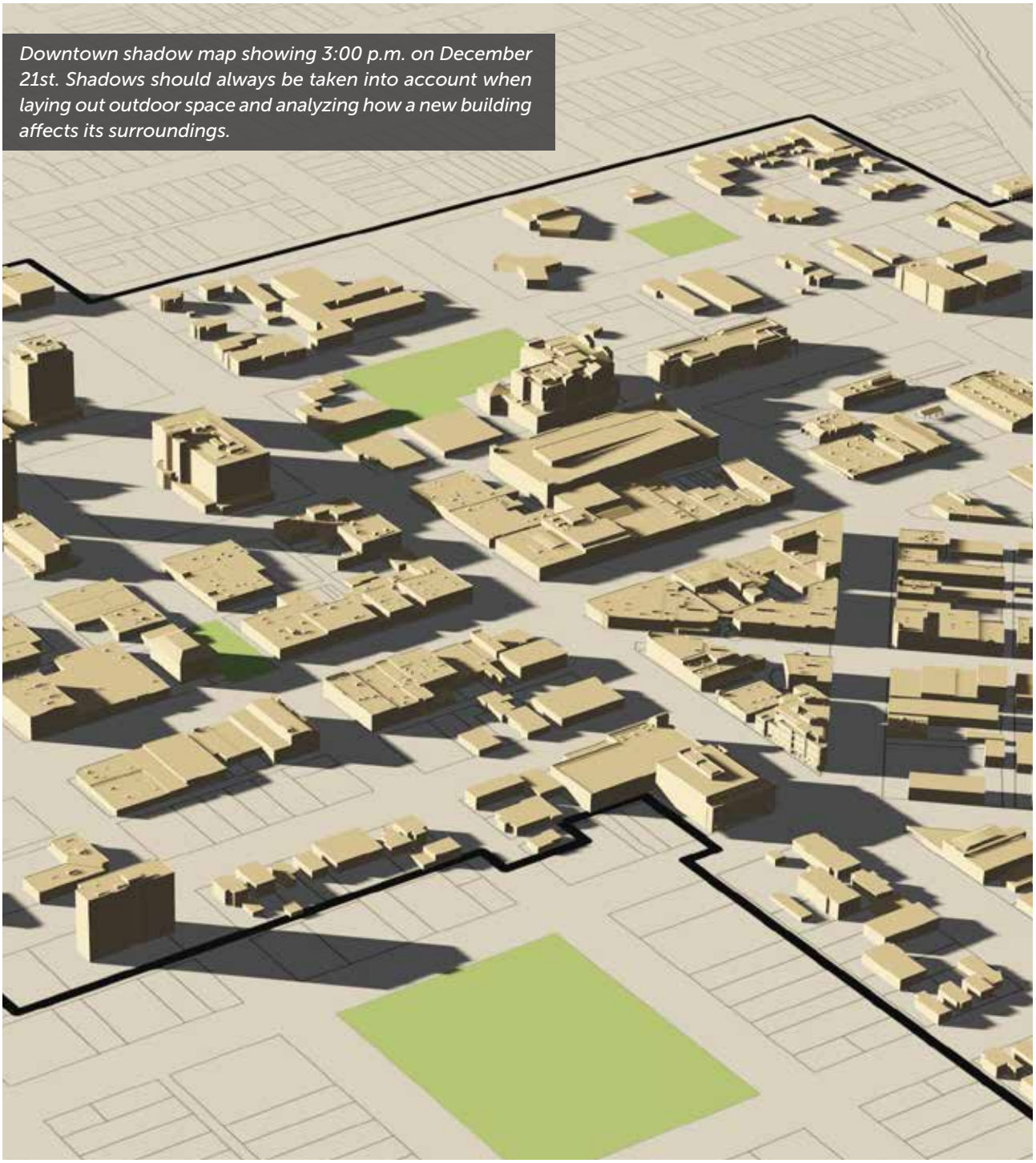
Action Item:

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

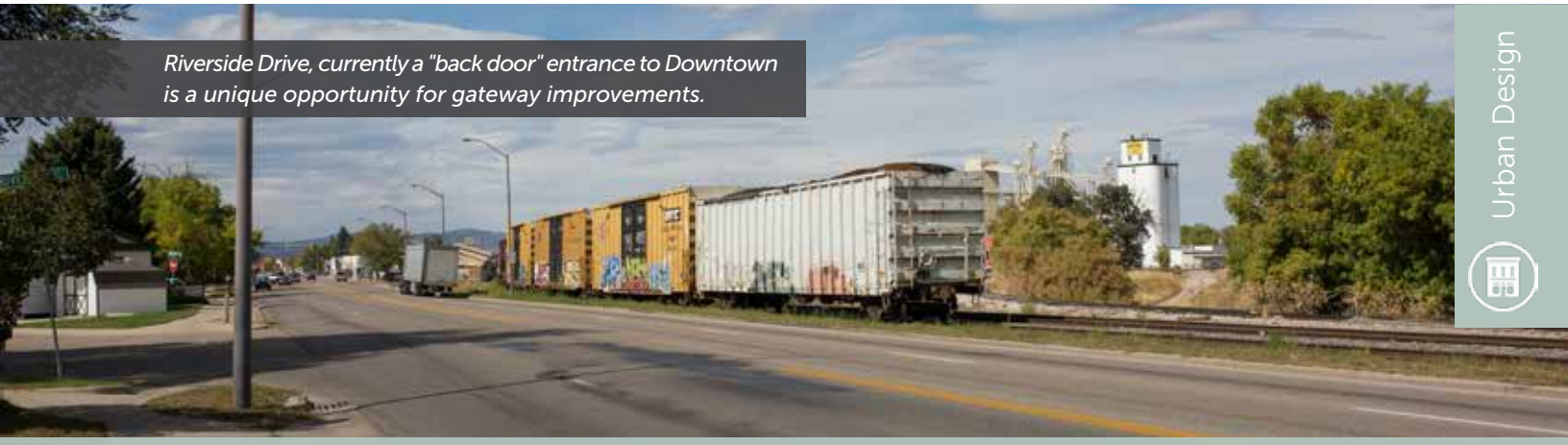
Policy UD 6d: ***Outdoor Space Solar Orientation.*** Orient publicly accessible outdoor space areas to maximize solar access during winter months.

Action Item:

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



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



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

Principle UD 7: Provide clear and inviting Downtown Gateways.

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

Action Item:

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

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

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

Transportation + Parking

Vision

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

Overview

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

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

Walking/Mobility Devices

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

Bicycling

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

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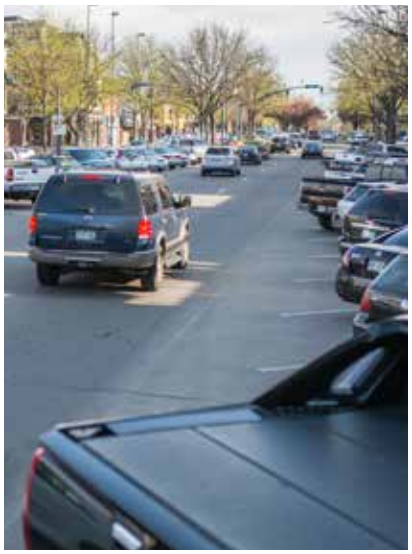
Driving

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

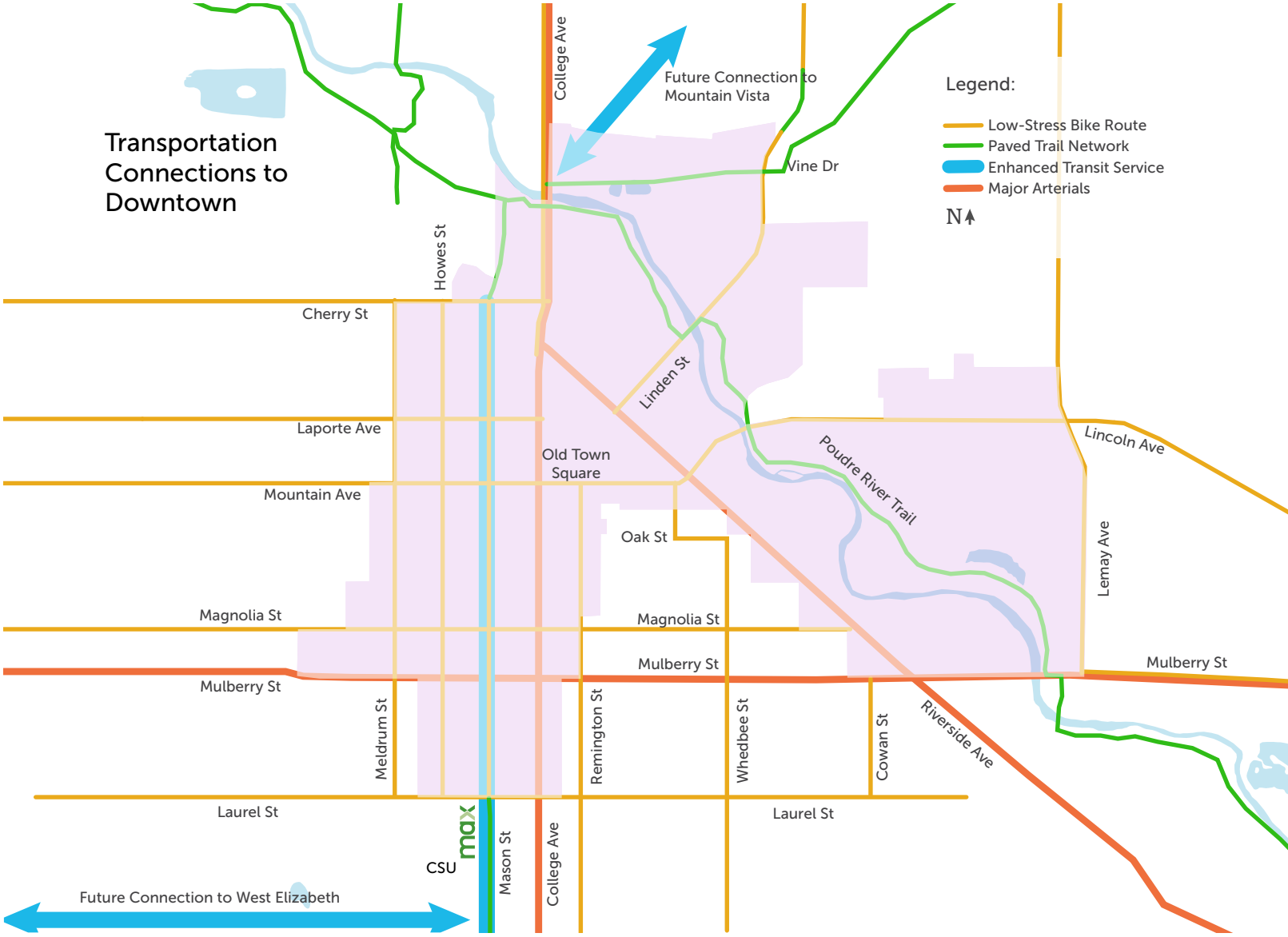
Key Considerations

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.



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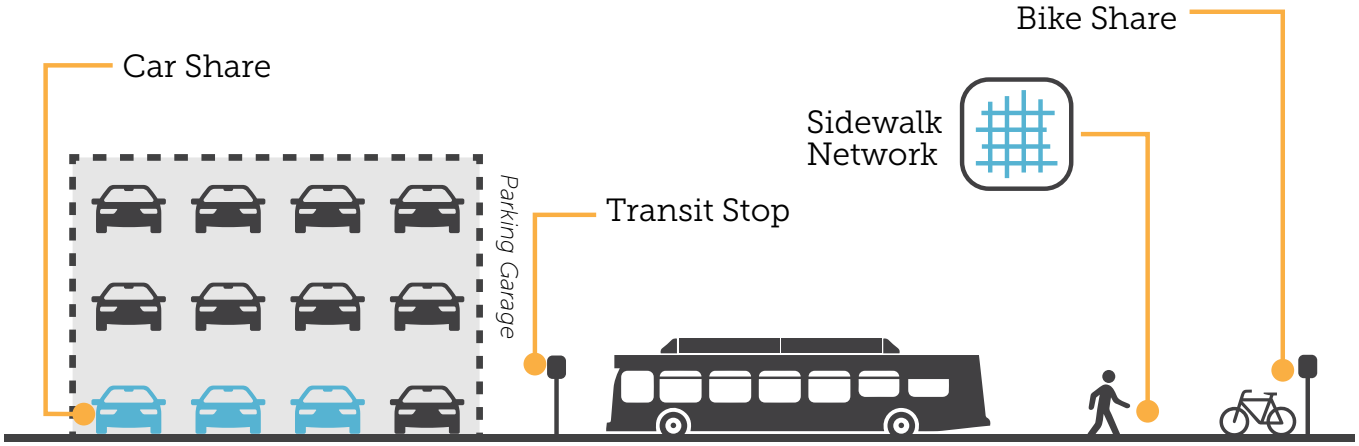
Getting around Downtown

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*

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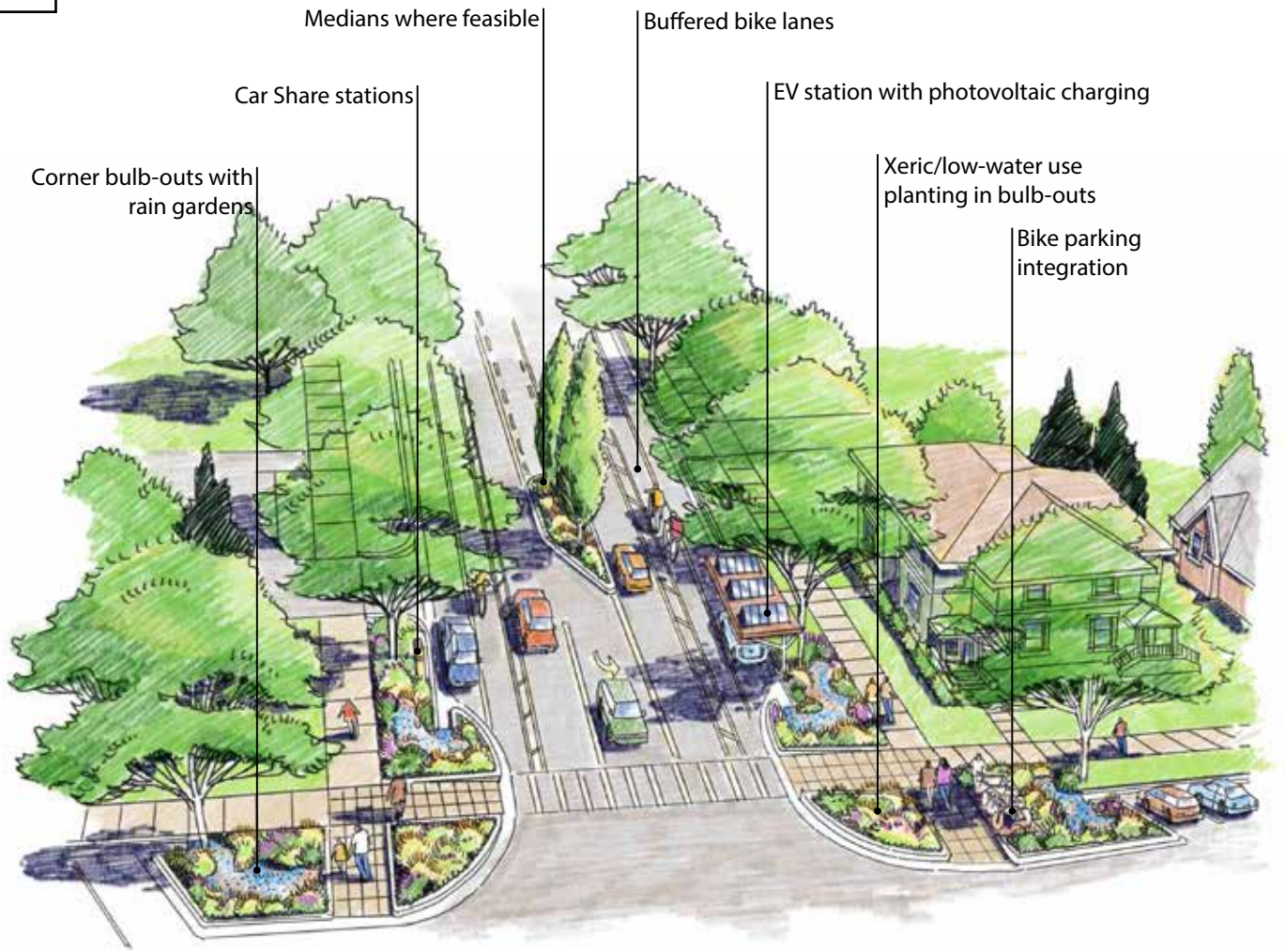

Example depiction of multi-purpose transportation improvements that incorporate green infrastructure into the right-of-way.

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.

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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*

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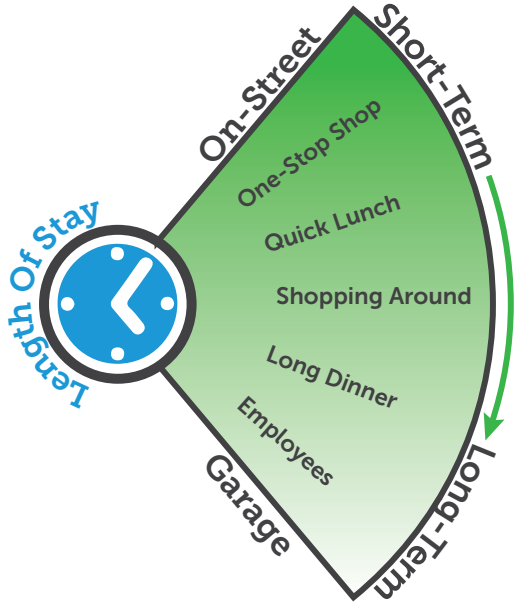
Public Feedback

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.

Parking on-street is appropriate for short stays to Downtown and spaces should be available in convenient locations. Garage parking is appropriate for long stays to Downtown (extended shopping, employees).

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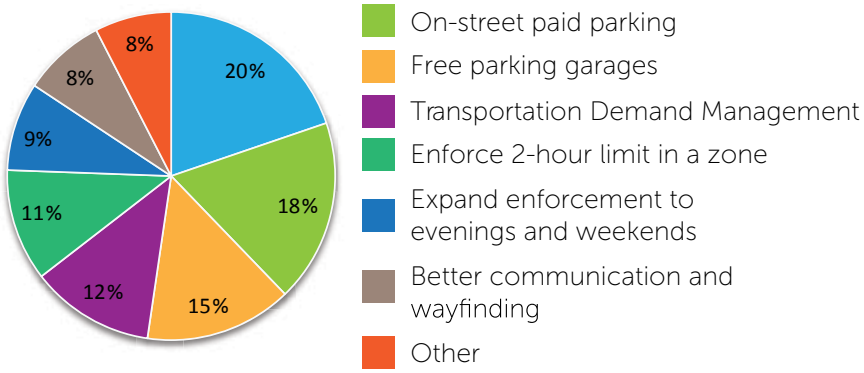
On-street parking spaces should be available for those visiting Downtown for shorter trips, while the parking garages are appropriate for those staying longer. Thus, the primary question asked during outreach was: "How should we encourage people to park in the location most appropriate for their type 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.

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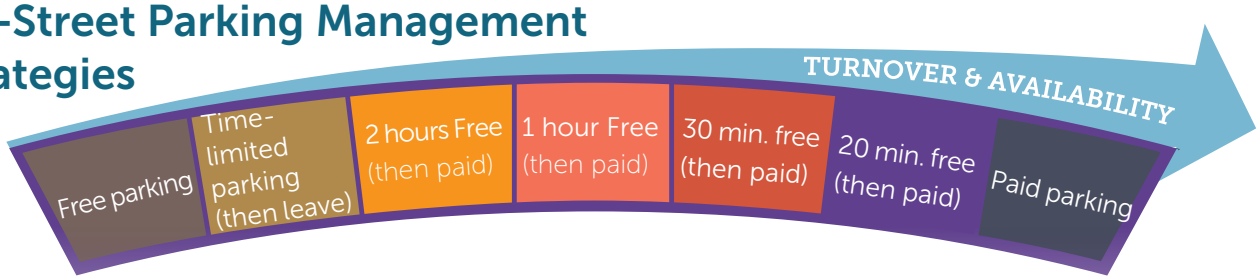
On-Street Parking Management Strategies



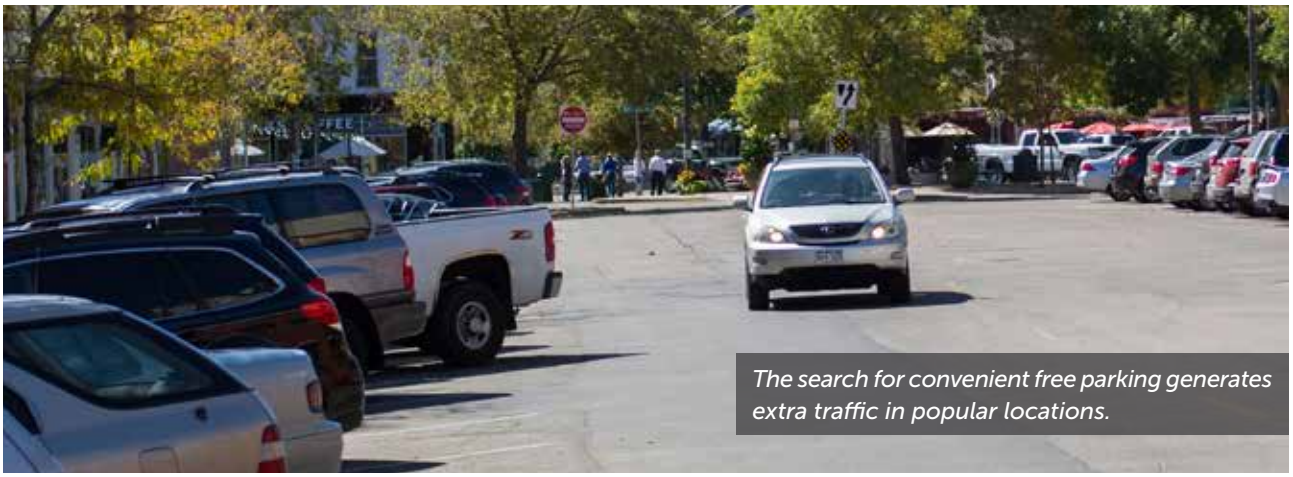
Garage Parking Management Strategies

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.



The search for convenient free parking generates extra traffic in popular locations.

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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.

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

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

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

Action Items:

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

TP 1b (2): Implement multi-modal intersection-related improvements identified in TP 1b (1), including identifying and pursuing funding within the larger citywide project prioritization process.

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

Action Item:

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

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

SHARED-USE MOBILITY CENTER

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

- *Carsharing Policy: Access to parking and street space; developer incentives; employer incentives; rental taxes.*
- *Ridesourcing Policy: Safety standards; dedicated curb space; vehicle accessibility requirements; data sharing.*
- *Bikesharing: Pricing and ongoing pubic 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

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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.

Fort Collins Bike Share

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).

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

Action Items:

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

TP 1i (2): Identify funding mechanisms for joint development/shared use opportunities (e.g., public/private partnerships).

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

Action items:

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

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

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

Action Item:

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

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

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

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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.

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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.

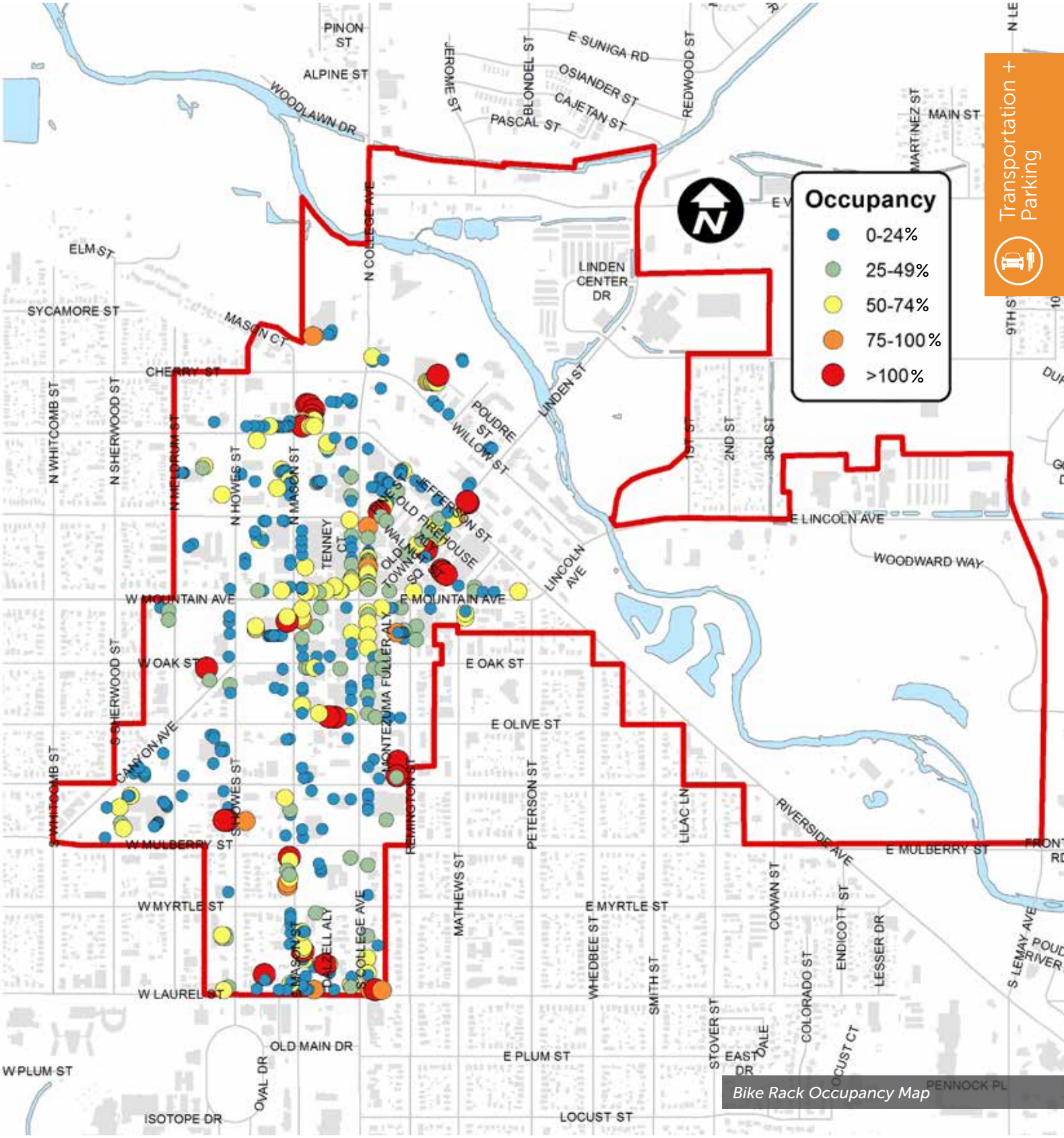
Action Items:

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.



Bike Rack Occupancy Map

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Time limits provide turnover to support business patronage

Policy TP 2b: *Parking Utilization Data.*

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

Action Items:

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

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

Policy TP 2c: *Parking Enforcement Adjustments.*

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

Action Items:

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

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

Policy TP 2d: *Parking Demand Reduction.*

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

Action Items:

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

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

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

Action Items:

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

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

Policy TP 2f: *On-Street Paid Parking.* When parking utilization data meets a defined threshold, implement an on-street paid parking program that further manages demand and generates revenue to invest in future parking and transportation infrastructure and programs that reduce parking demand.

Action Items:

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

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

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

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

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

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

Action Items:

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

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

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

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

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

Action Item:

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

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

Action Items:

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

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

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

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

Action Items:

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

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

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

Action Item:

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

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

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).

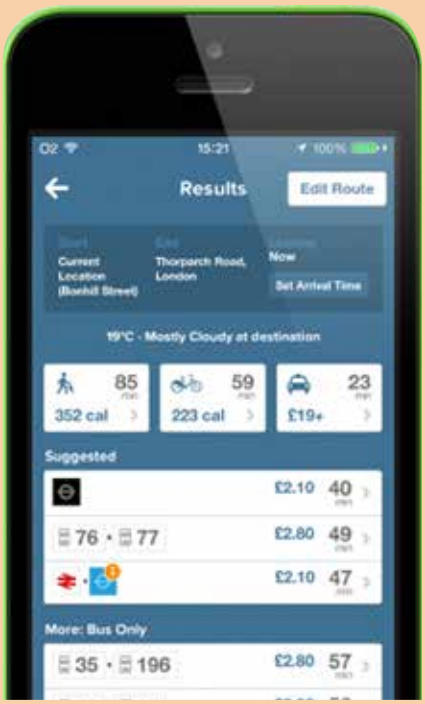
Policy TP 3b: ***Wayfinding.*** Continue to implement wayfinding for all users, including identifying parking garages and other key destinations, using the City's Downtown Wayfinding Sign System Schematic Design document as a unifying guide.

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

TRANSPORTATION

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.

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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.

Downtown by the Numbers

Vacancy

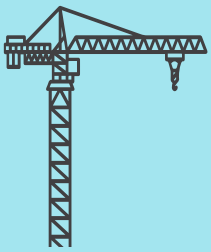
1989: 14% retail
11% commercial

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

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

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

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.

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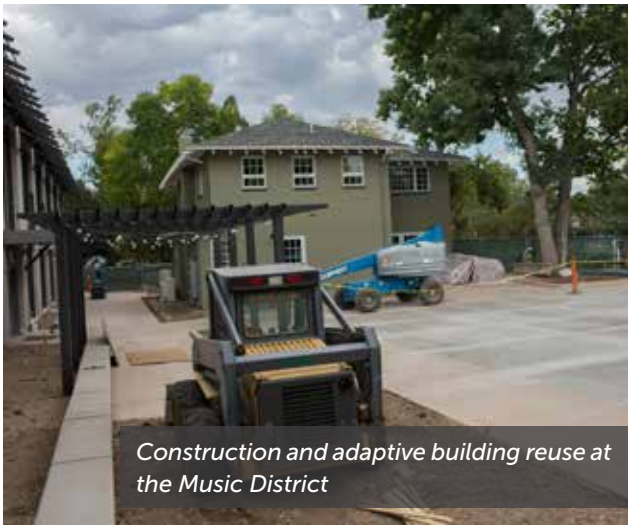
In the next 20 years, the Market and Economy policies in this Plan will help guide the development of Downtown in several key areas:

- **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

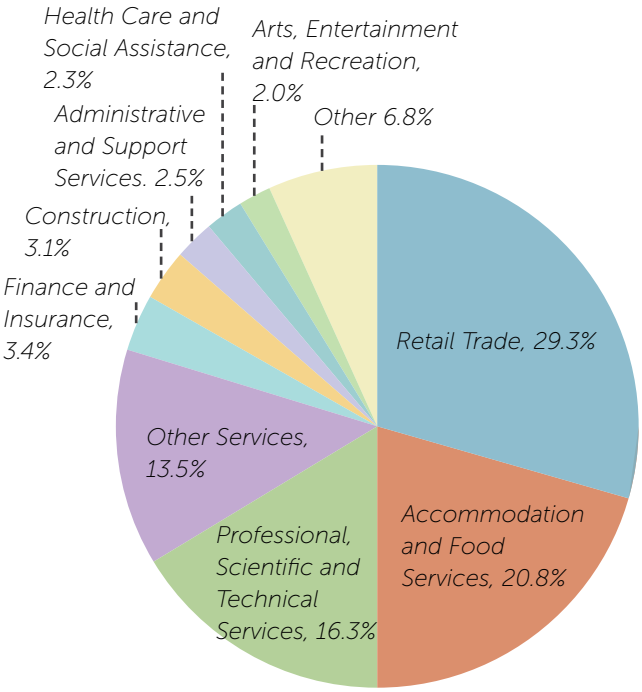
One of the key market opportunities identified in the Downtown Market Assessment (Appendix H) is a lack of high-quality office space. Commercial vacancies are an at all-time low, and there are few larger (>10,000 square ft.) office spaces in the Downtown. Adding commercial space Downtown will support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

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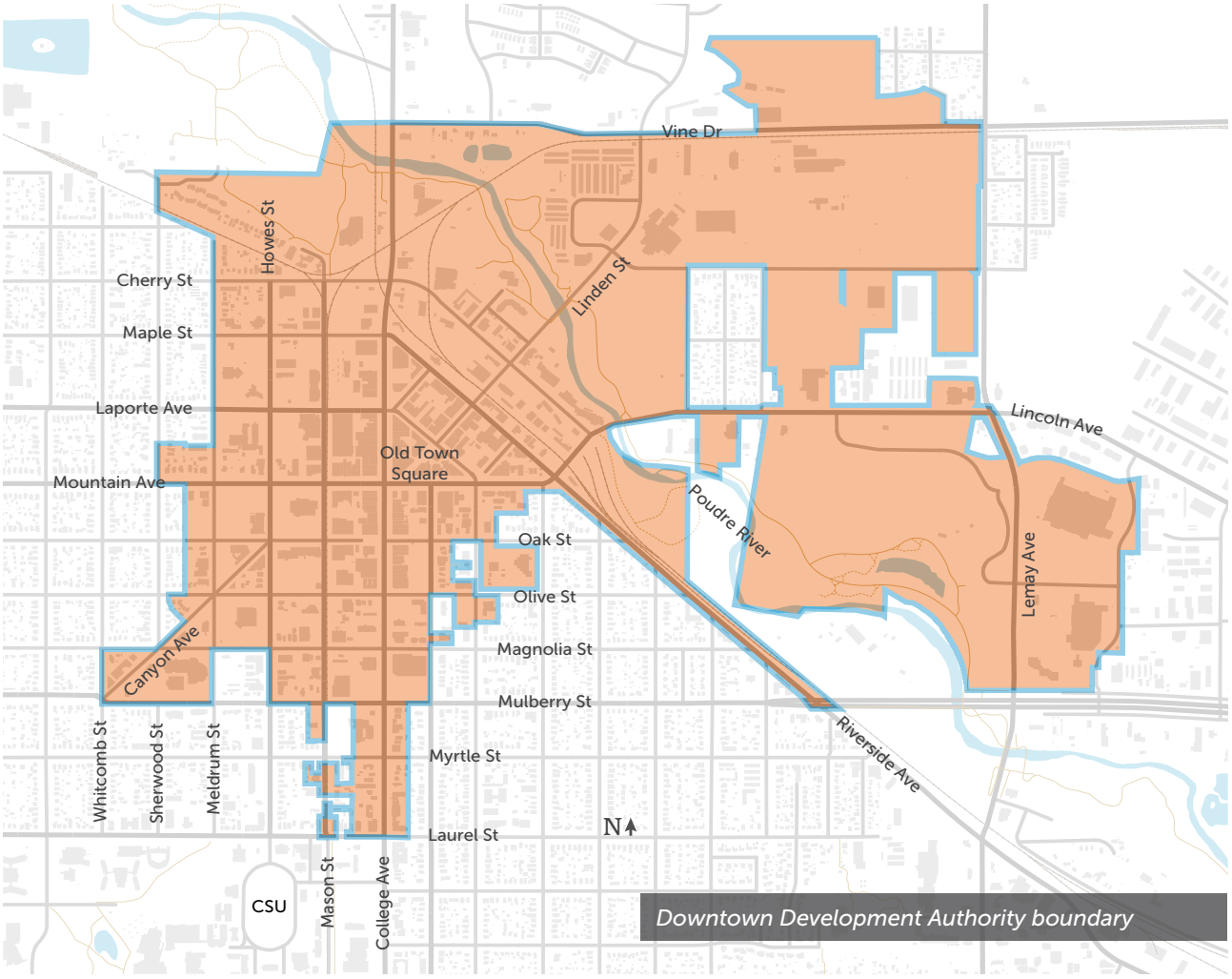
Investment in Downtown

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.



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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.

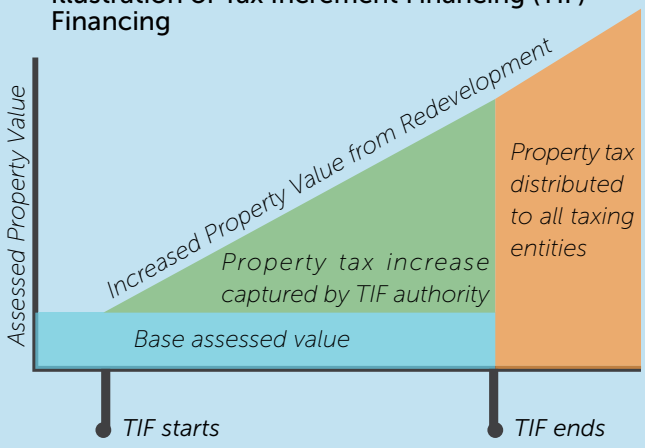
DDA Impact at A Glance:

- 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.

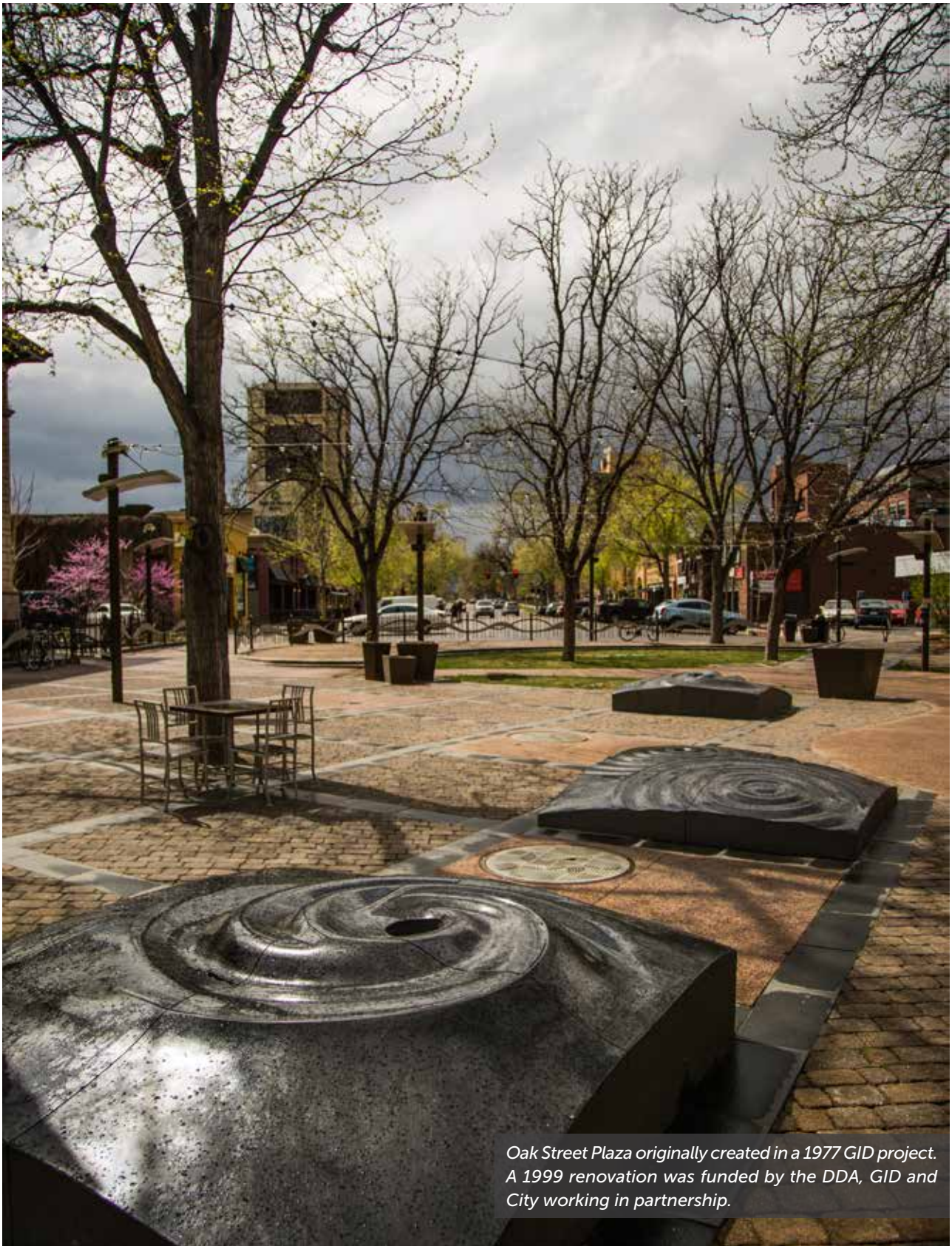
The Future of Downtown Investment

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.

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Market + Economy

Principles, Policies & Action Items

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

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

Action Item:

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

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

Action Items:

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

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

The River Subdistrict is quickly developing additional commercial space.

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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.

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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

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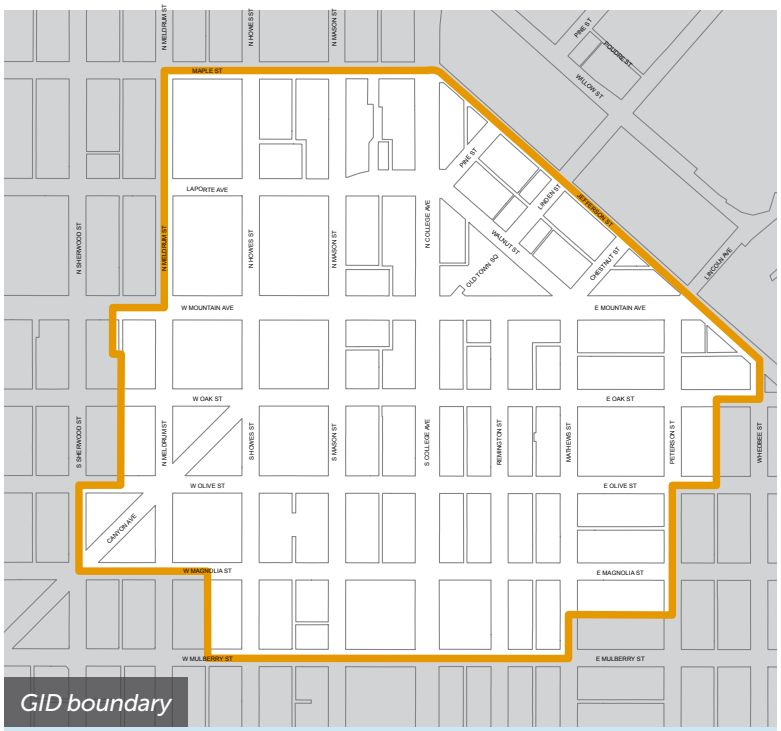
Principle ME 2: Identify and create sustainable funding sources to incentivize desirable development, including unique retail, employment centers, diverse housing types and high-quality design.

Policy ME 2a: ***Funding.*** Investigate alternative funding mechanisms to prepare for the 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.



GID boundary

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.

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

Action Items:

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

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

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

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

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

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

Action Items:

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

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

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

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

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Arts + Culture

Vision

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

Overview

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

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

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

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

Current Strengths

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

Stage assembly - New West Fest

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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.

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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.*

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Inner Workings of a Healthy Creative Network

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

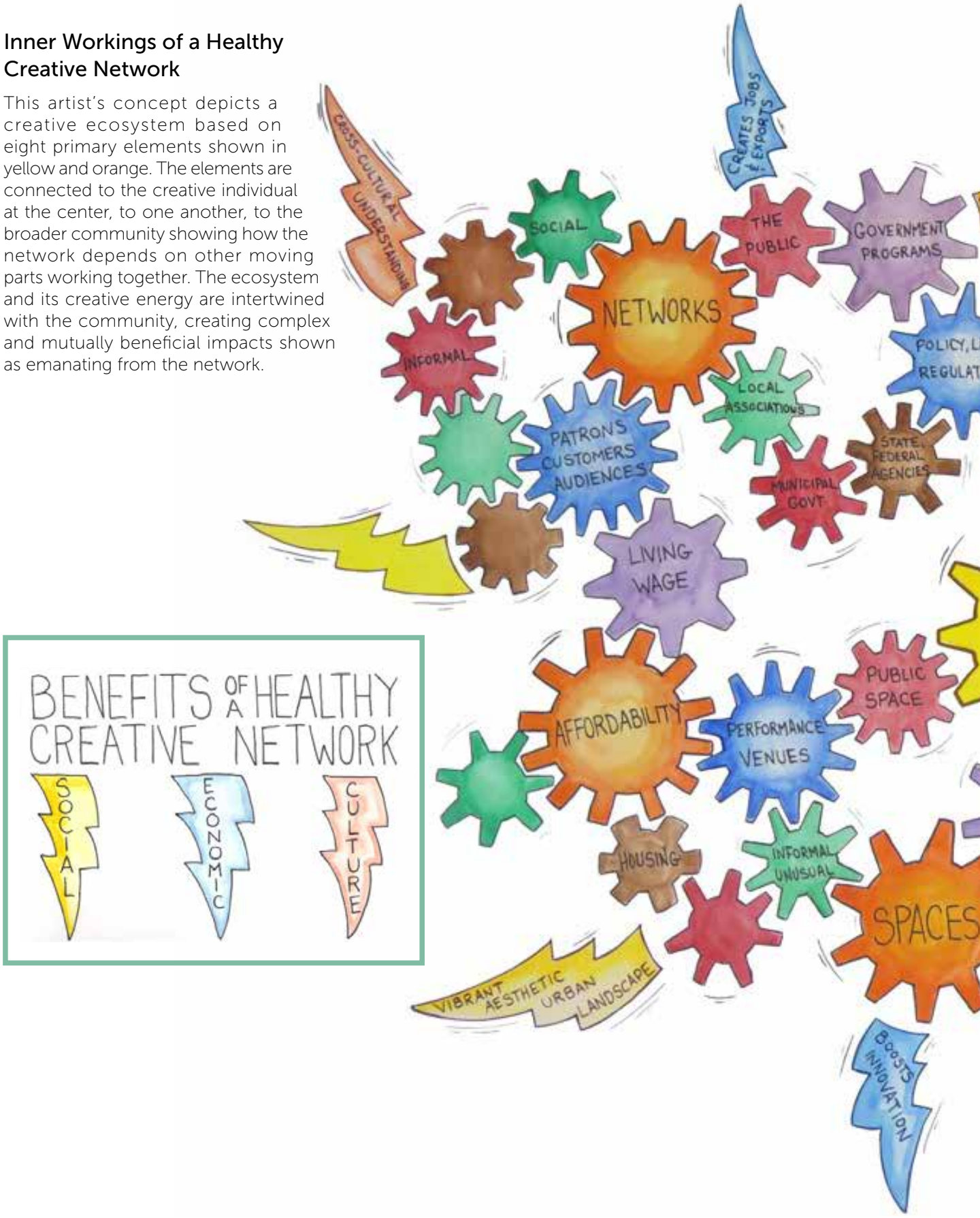

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Illustration by Chris Bates

Arts + Culture

Principles, Policies & Action Items

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

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

Action Items:

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

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

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

Action Items:

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

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

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

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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.

New Zealand's Well-being Model

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

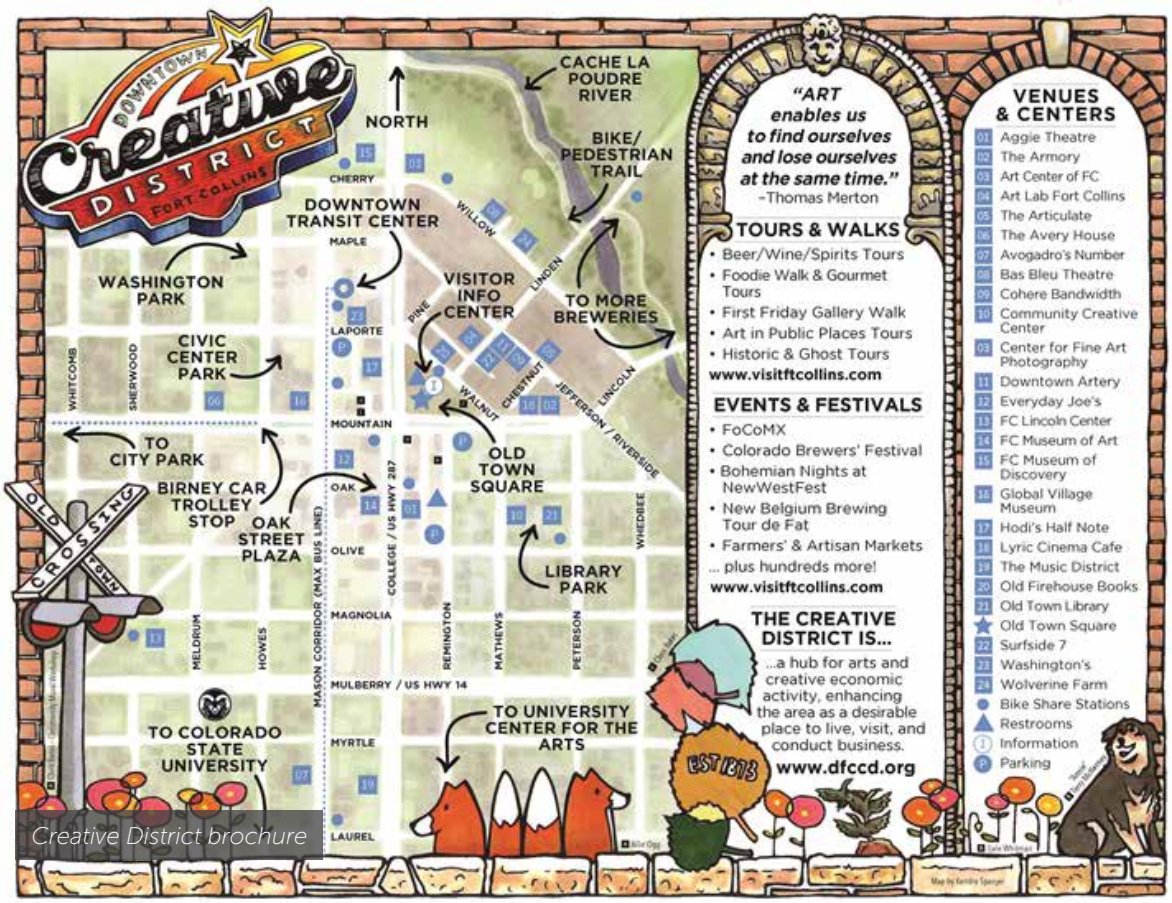
The Fort Collins Car Barn provides an opportunity for an iconic historic structure to be rehabilitated and adapted into a year-round marketplace.

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.



Creative District brochure

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.

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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.

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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.

1.5 miles of the The Poudre River Trail traverse through Downtown.

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

The Poudre River floodplain influences land uses and development activity that can occur in the vicinity.

Man-made structures have shaped the character of the river over time.

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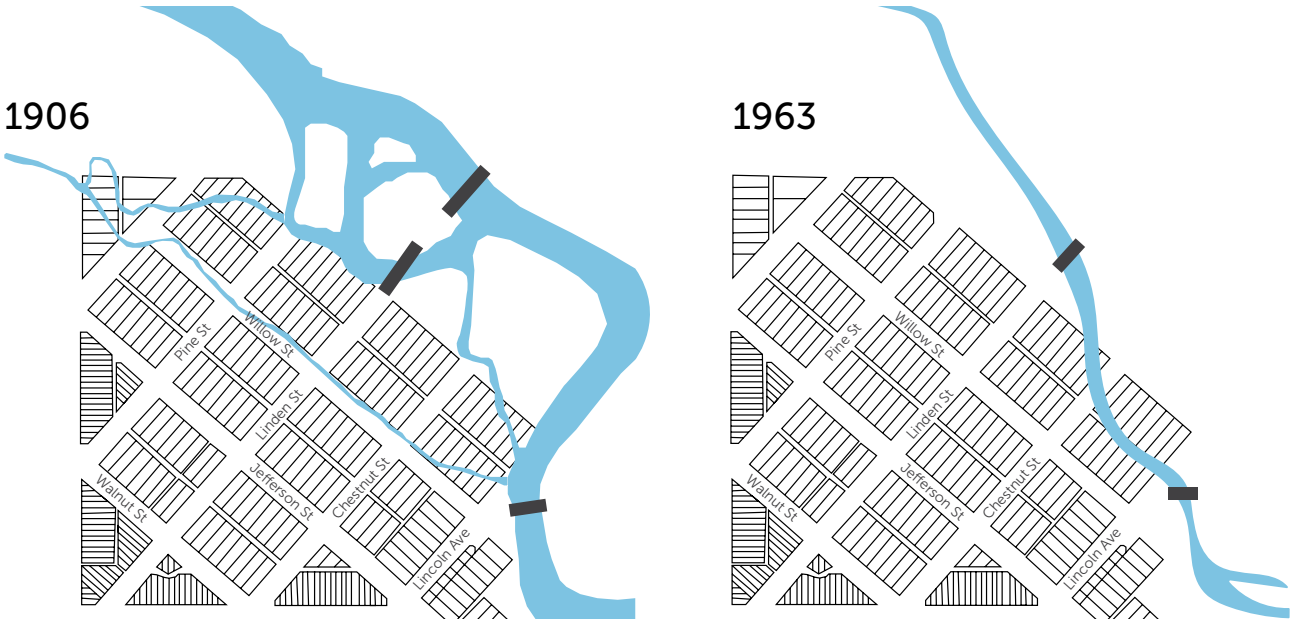
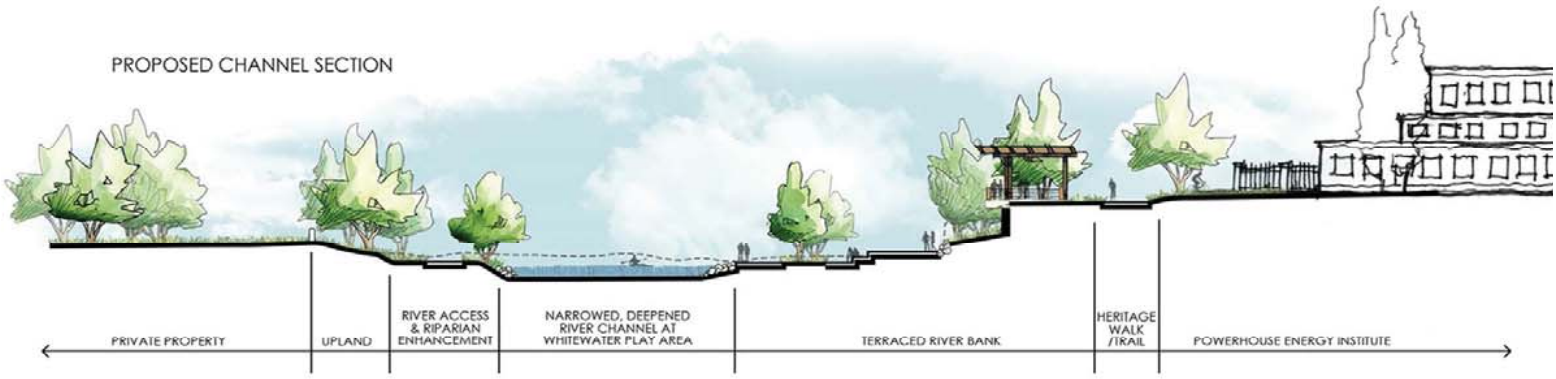
Change Over Time



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.



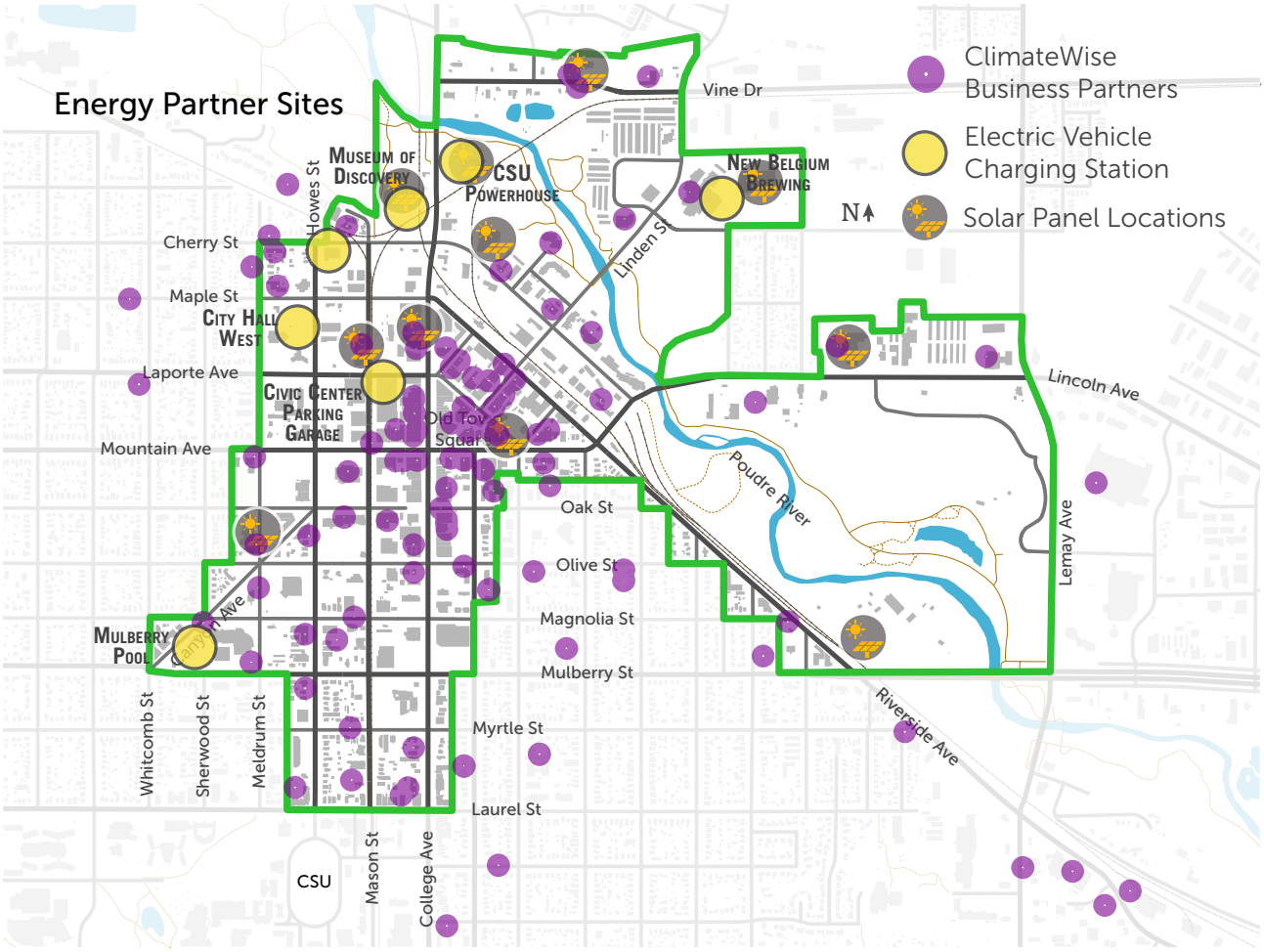
Climate Resiliency & Innovation

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.

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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.

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.*

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

2,890 Publicly maintained trees Downtown

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

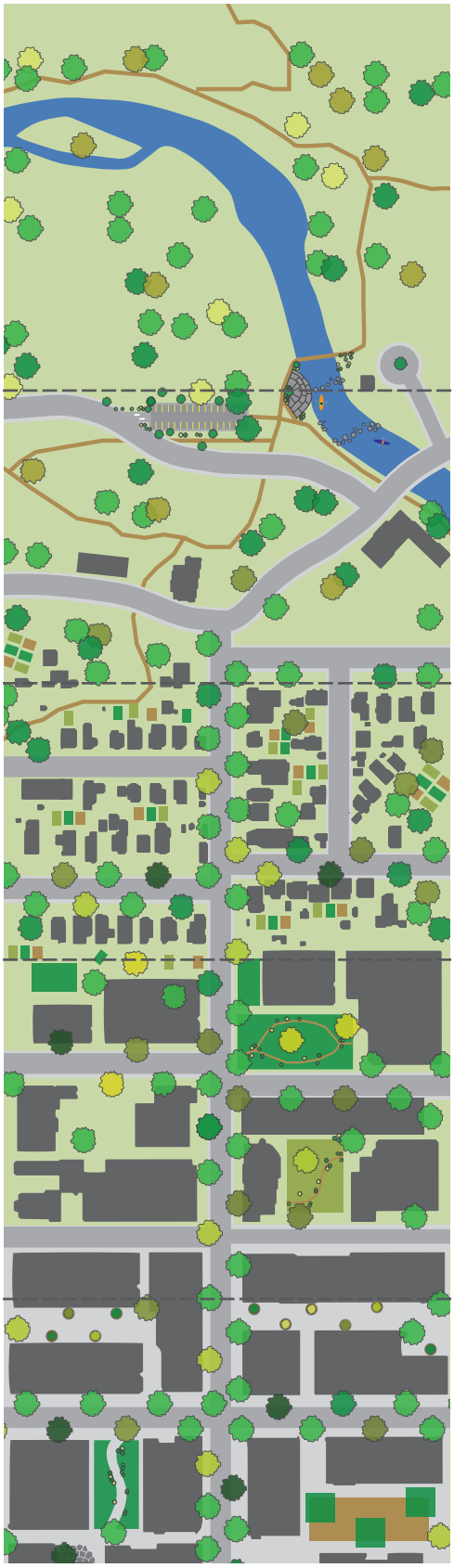
Benefits of a Single Tree

$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.

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

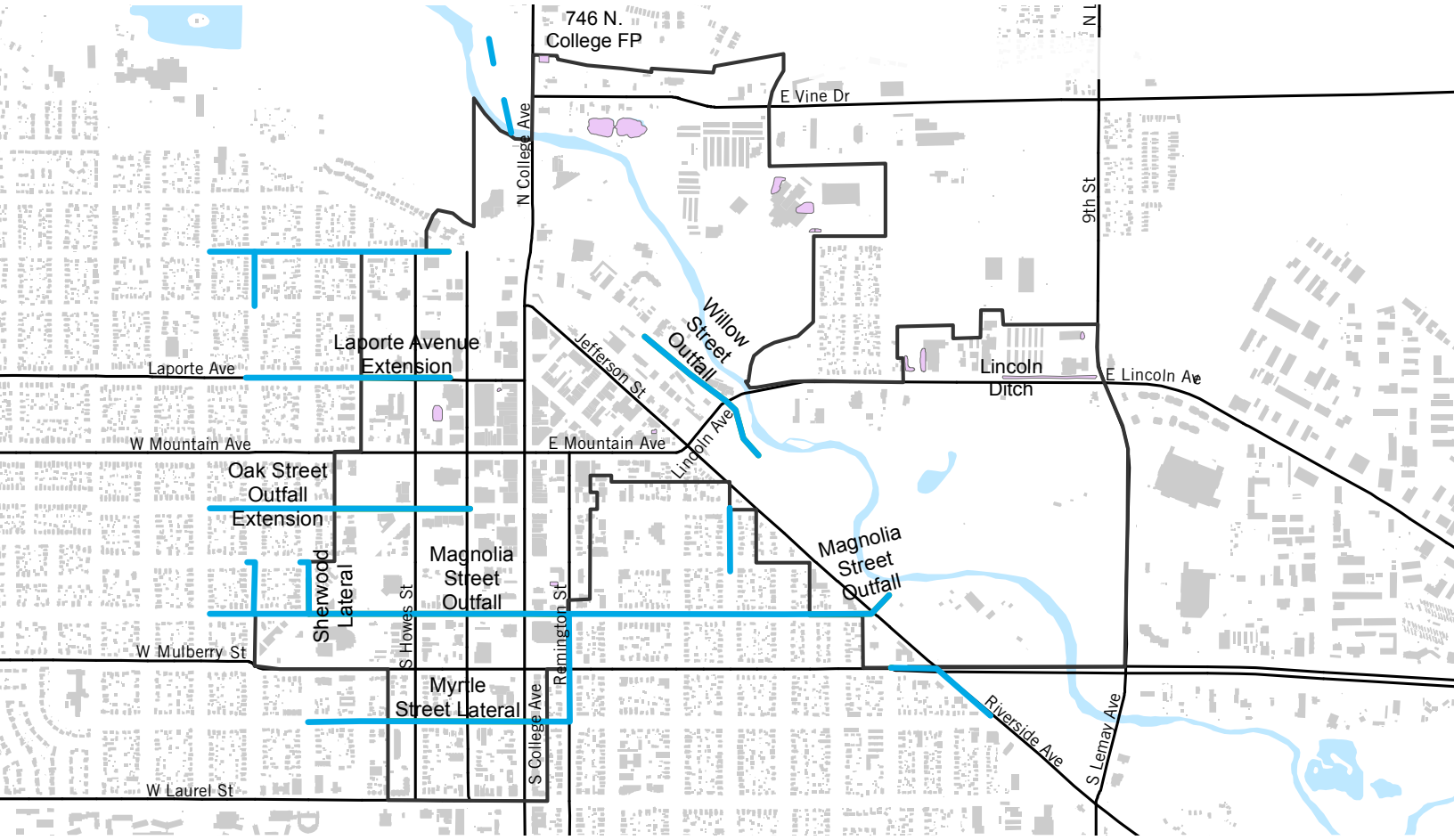
To ensure Downtown is climate adaptive, it is important to recognize that flooding is the natural disaster that poses the highest risk to Fort Collins. Integrating flood protection into the planning process is critical. The City's floodplain regulations provide a comprehensive set of criteria to make 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

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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.

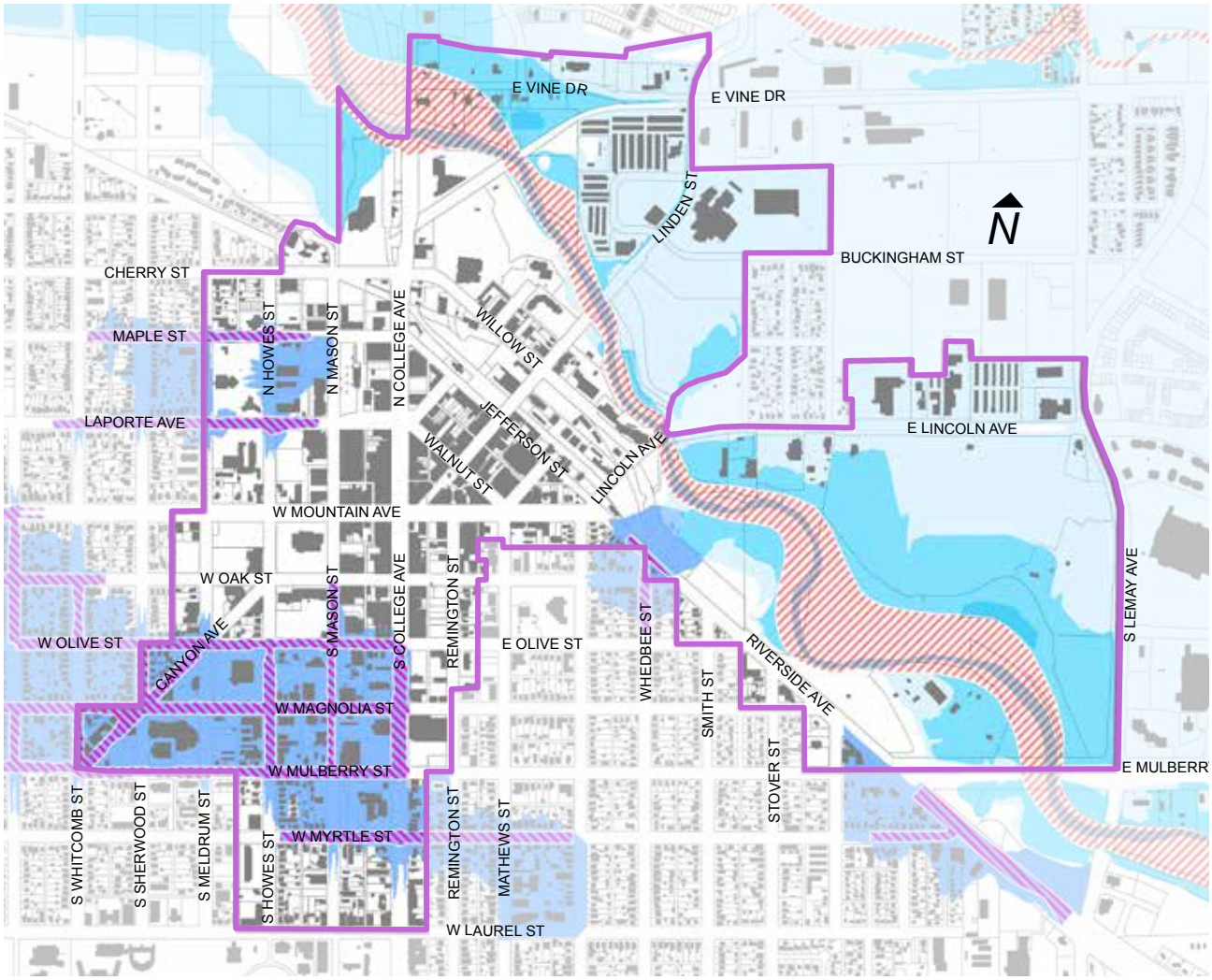
Poudre River Floodplain Regulations

- 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 my 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



FEMA Floodway

City Floodway

FEMA 500-Year Floodplain

FEMA 100-Year Floodplain

City Floodplain

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.

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

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

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

Action Items:

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

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

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

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

FORT ZED

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

LED light fixture

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

Action Items:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Action Items:

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

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

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

Action Items:

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

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

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

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

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

Action Items:

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

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

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

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

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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.

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.

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.

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

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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.

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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.

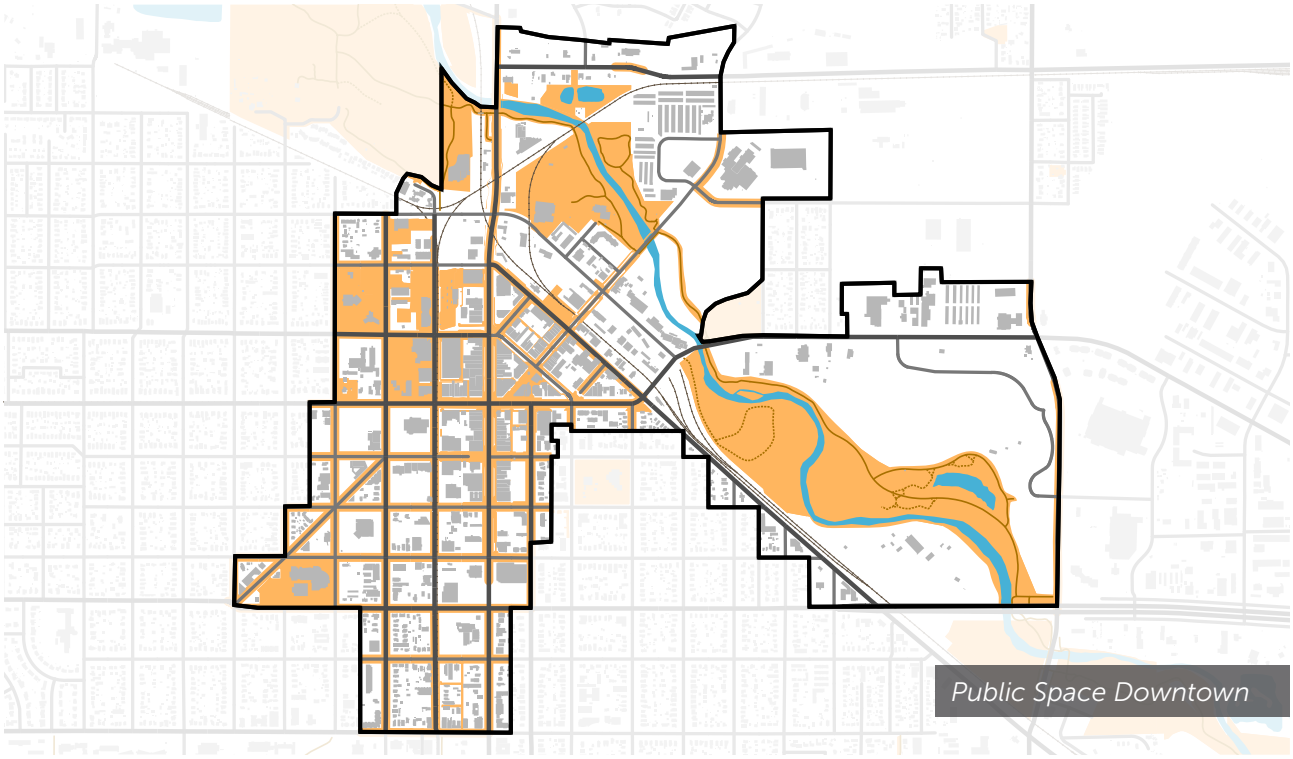
EE 4e (2): Encourage public and private landscaping that utilizes xeric and wildlife-friendly plant species and management techniques. Continue to provide resources and technical assistance to property owners and developers.

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.



Public Space Downtown

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.

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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:

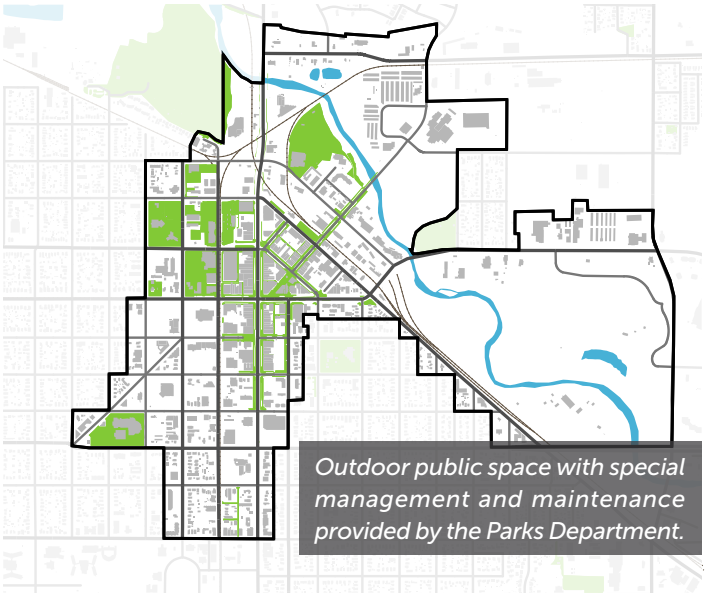
- River Subdistrict and Innovation Subdistrict streetscapes
- Poudre River Whitewater Park and enhanced connections across the river corridor
- Mason North Subdistrict streetscape connections
- Campus North streetscapes linking Downtown and CSU
- Lincoln Corridor streetscape
- Civic Center with new City 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.



Outdoor public space with special management and maintenance provided by the Parks Department.

Future improvements outside the Historic Core should be formulated to:

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

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

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

Larger Parks Maintenance Shop Needed

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

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

Police Department

District One Substation

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

Current District 1 headquarters

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

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

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

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

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

Illegal and Disruptive Behavior Concerns

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

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

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

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

Other key messages include:

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

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

Issues to Balance

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

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

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

Summary

Disruptive Issues Downtown

This Plan mainly explains ongoing efforts regarding:

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

On Homelessness in Fort Collins

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

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.

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

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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
2. Avoid sign clutter — 263
3. Historic sign style — 252
4. Pedestrian info map — 220
5. Banner system — 167
6. Use utility boxes/sidewalks — 147
7. Pedestrian business directory — 134
8. Design/art theme sign style — 99
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 homeless-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.

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

Action Item:

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

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

Action Item:

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

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

Action Items:

MM 4e (1): Research and share information about urban solutions for enclosures to accommodate waste, recycling, cooking oil, composting and linen bins while maintaining aesthetic quality. Support coordination among property owners to reduce the number of enclosures and receptacles.

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

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

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

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

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

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

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

Action Item:

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

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

Action Item:

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

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

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

Action Item:

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

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

Action Items:

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

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

Section 3:

Downtown Subdistricts

Introduction

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

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

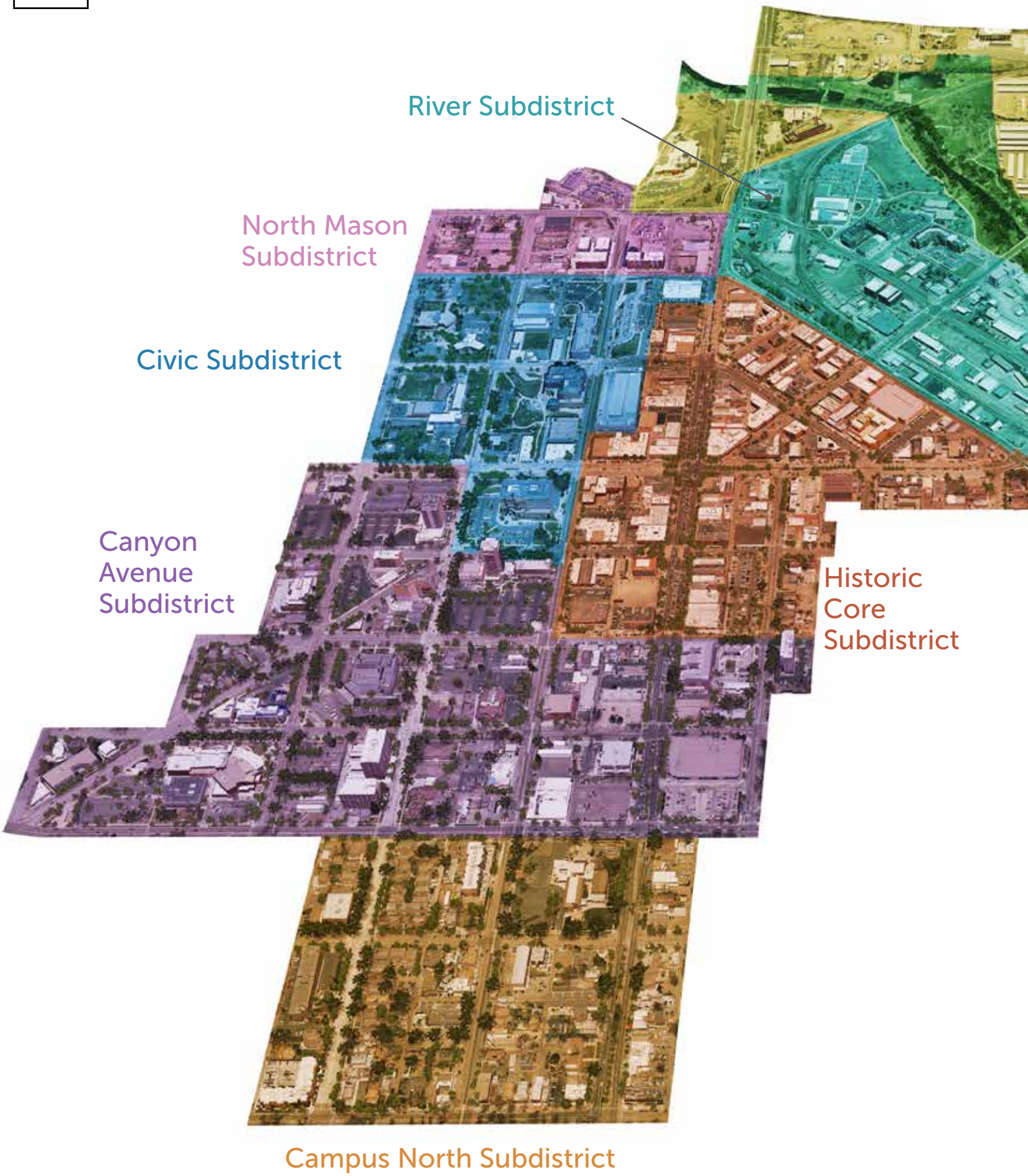
Downtown Subdistricts:

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

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

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

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


River Subdistrict
North Mason Subdistrict
Civic Subdistrict
Canyon Avenue Subdistrict
Historic Core Subdistrict
Campus North Subdistrict

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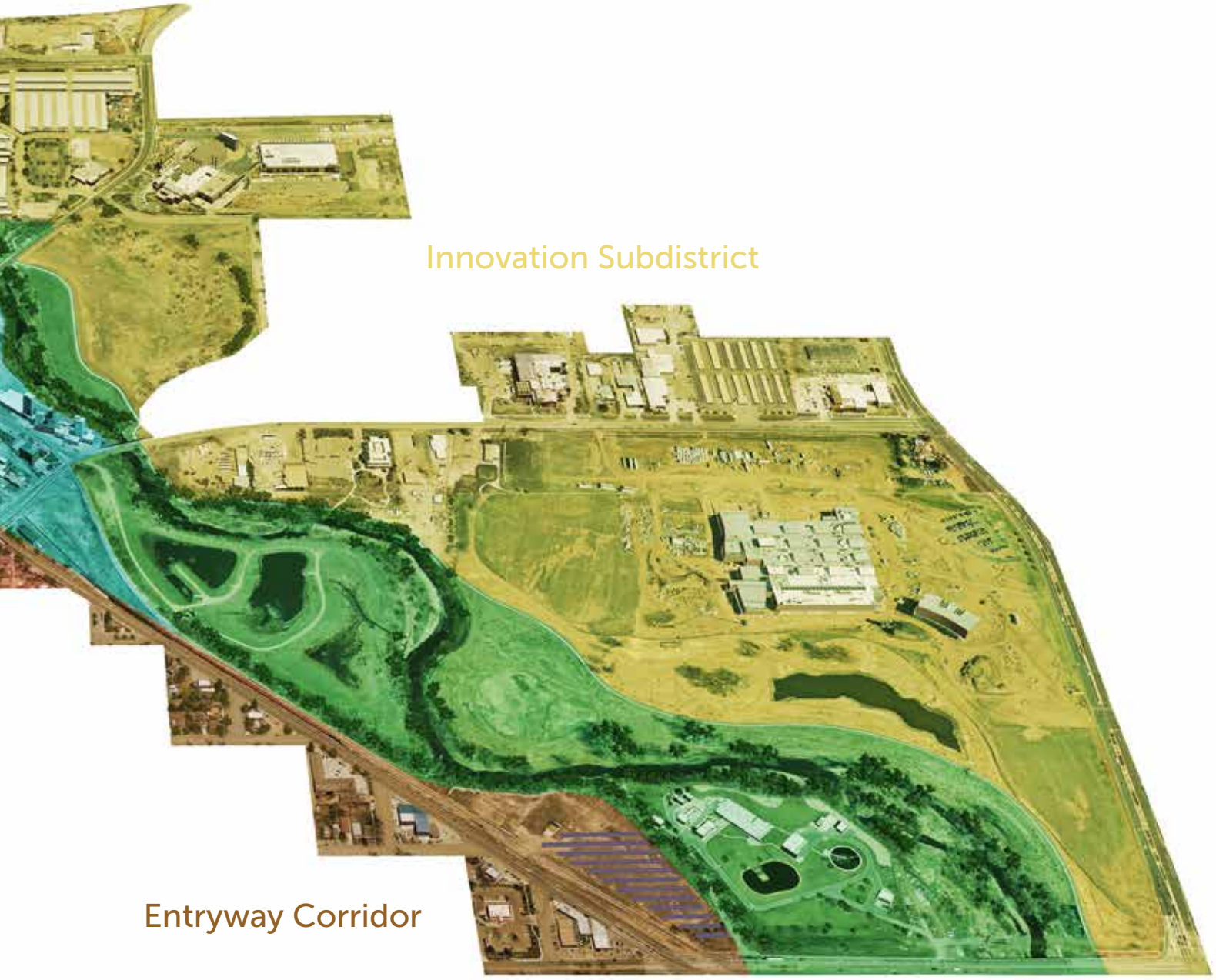
Innovation Subdistrict
Entryway Corridor
Poudre River Corridor

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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 Subistrict 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 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

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

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

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

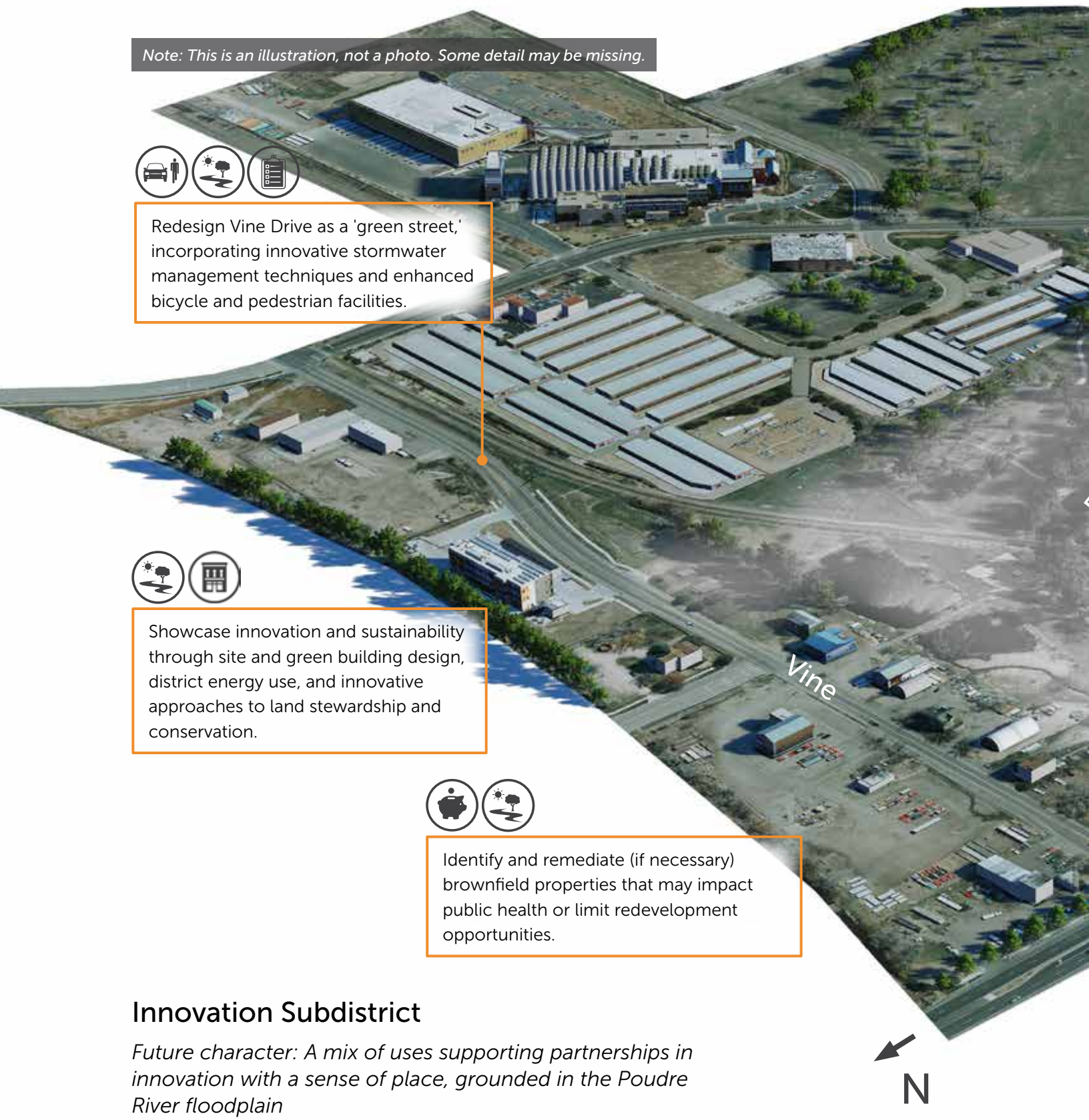
Site design and landscaping should reinforce the character of the area with features and materials that reflect the industrial nature of the area and the river landscape corridor setting. Heavy, durable, locally sourced and fabricated components, with materials such as metal and stone, should be used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

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

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

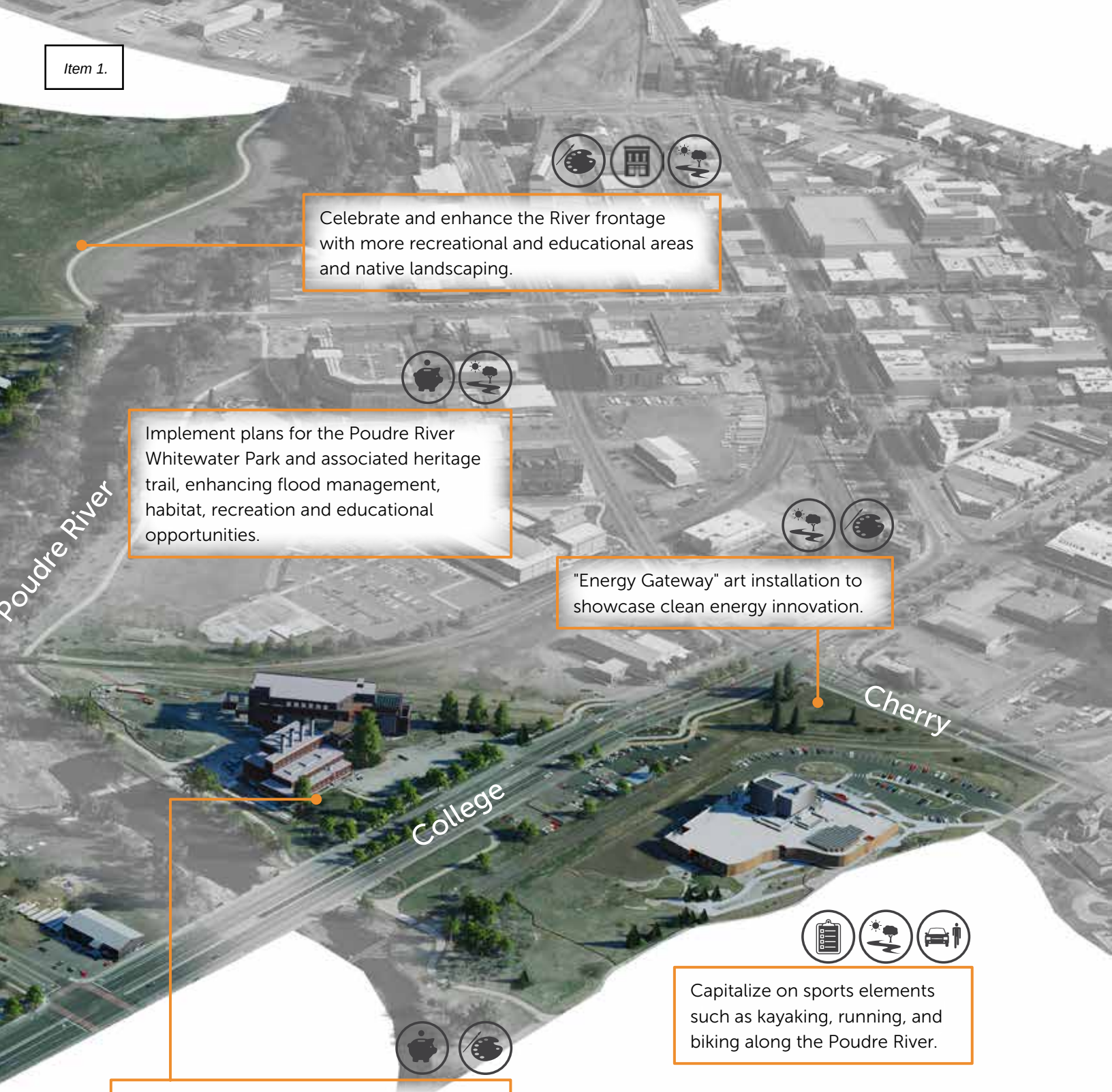
The *River District Design Guidelines* are available here or at http://www.fcgov.com/historicpreservation/pdf/rdr-design-guidelines.pdf

Character examples in the Innovation Subdistrict



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.

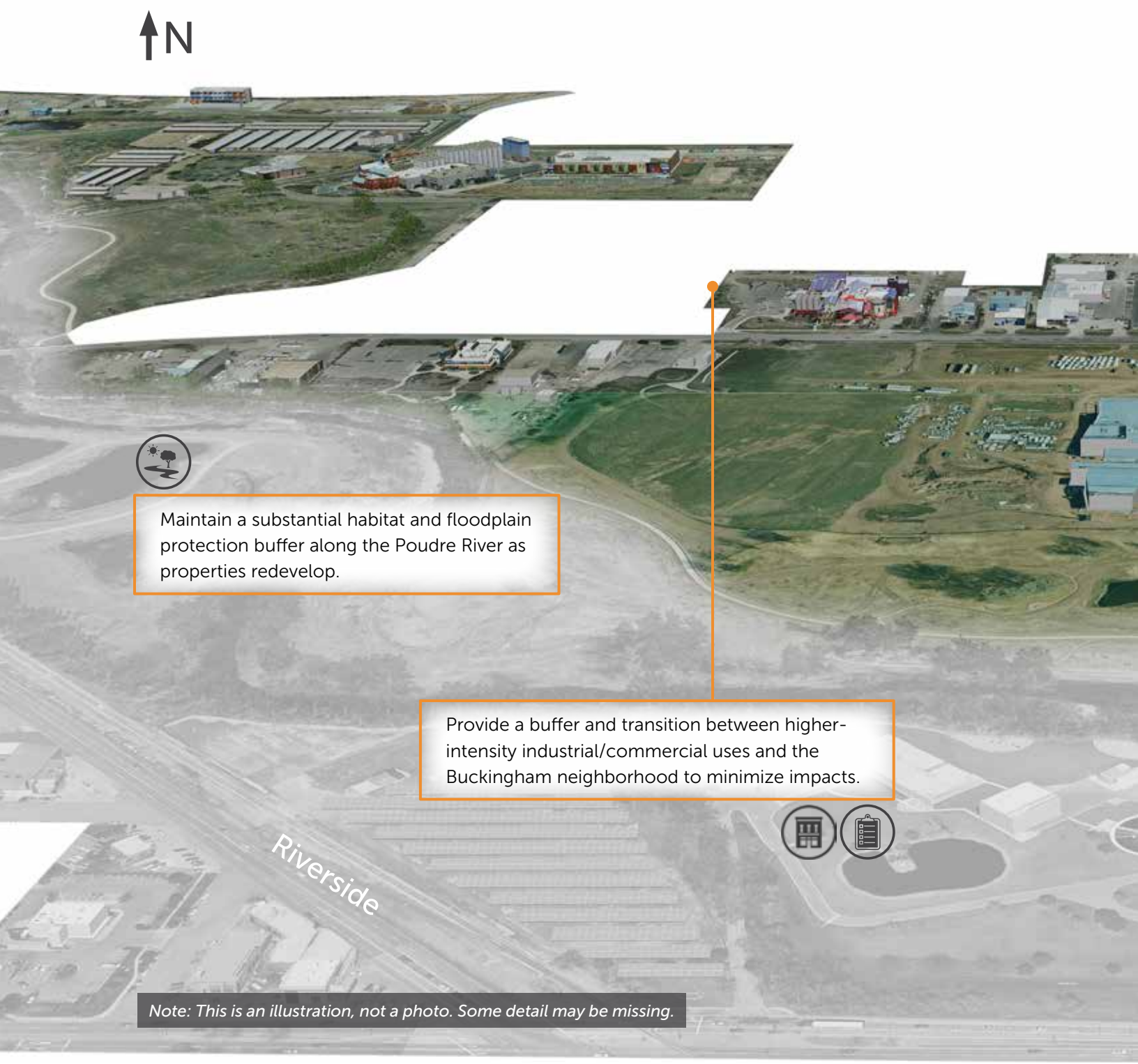
"Energy Gateway" art installation to showcase clean energy innovation.

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)



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Consider a transit circulator connecting the Historic Core.

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

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

Poudre River Corridor

The landscape corridor along the Cache La Poudre River through Downtown, balancing habitat connectivity, flood mitigation, and recreation

Existing Character

The Downtown reach of the Cache La Poudre river is an exceptional natural, cultural and aesthetic resource. Fort Collins originated where Downtown meets the river. The river is the community's most important natural feature; Downtown is the community's primary activity center; and the river's landscape corridor is a defining aspect of Downtown. It consists of a series of natural areas and parks, threaded through with trails.

Future Character

The area is a part of the overall river corridor running through the city, and has been a very prominent topic of study, public discussion, and debate for decades. Historic resources that reflect the city's early history exist alongside the river's natural features and modern uses, and create opportunities for education, interpretation and adaptive reuse. Policy direction for the area is well established in a number of other adopted plans that thoroughly address the complex river-specific issues which range beyond the scope of the Downtown Plan.

2014 Poudre River Downtown Master Plan: This plan was a breakthrough in carefully balancing different objectives and interests. It defines a major multifaceted project with a range of dramatic improvements, including a Poudre River Whitewater Park that is destined to become a significant new attraction and linkage between Downtown subdistricts.

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

City Plan: *The Poudre River Downtown Master Plan* implements the City's overall comprehensive plan, known as *City Plan*. *City Plan* highlights the need for special consideration of the Poudre River Corridor due to its great importance to the community. It identifies the Downtown portion as the Historic and Cultural Core Segment (College Avenue to Lemay Avenue).

Aspects of this segment are:

- Innovative and integrated stormwater management and natural area features;
- An emphasis on connecting Downtown to the river corridor with multi-purpose spaces and urban design to celebrate the historic and environmental relevance of the river to the community;
- Management of flood hazards and wildlife habitat to blend public safety and ecological values with recreational and cultural values; and
- Management of redevelopment opportunities to be harmonious with the river corridor and its values, with tailored development standards and design guidelines.

2000 Downtown River Corridor Implementation Program: This is a plan of action for the Downtown river corridor. It describes a list of projects, priorities and actions needed to implement the program, all based on analysis and outreach. Much of the program has been fulfilled, but it is still a useful reference for additional, ongoing improvement of the corridor.

The 2014 Poudre River Downtown Master Plan spells out improvements that will allow people to enjoy the river corridor in a way that supports a functioning ecosystem and also improves protection during floods.

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

Poudre River Corridor

Future character: Open space emphasizing habitat, water quality and river access

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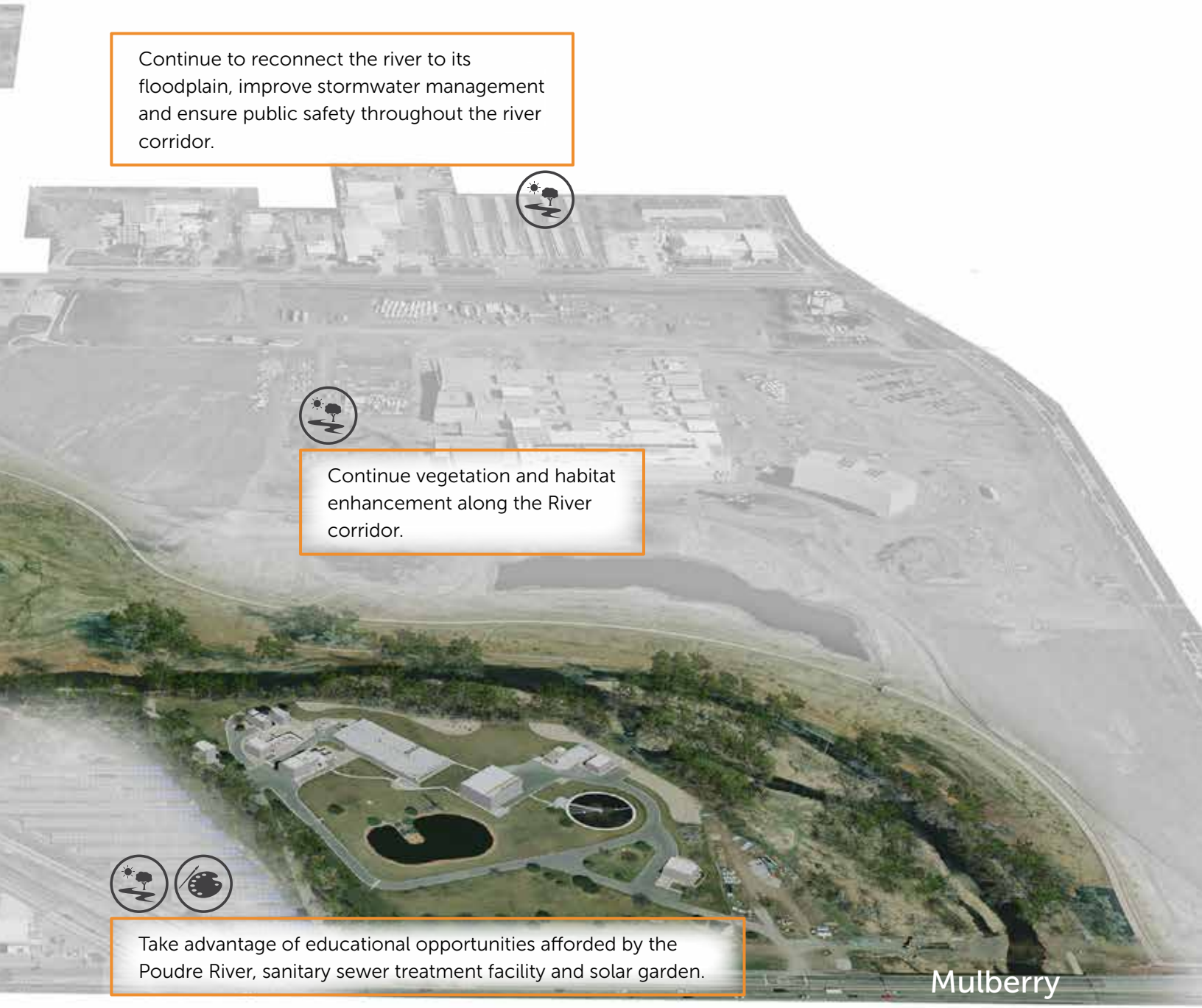
Continue to reconnect the river to its floodplain, improve stormwater management and ensure public safety throughout the river corridor.
Continue vegetation and habitat enhancement along the River corridor.
Take advantage of educational opportunities afforded by the Poudre River, sanitary sewer treatment facility and solar garden.
Mulberry

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

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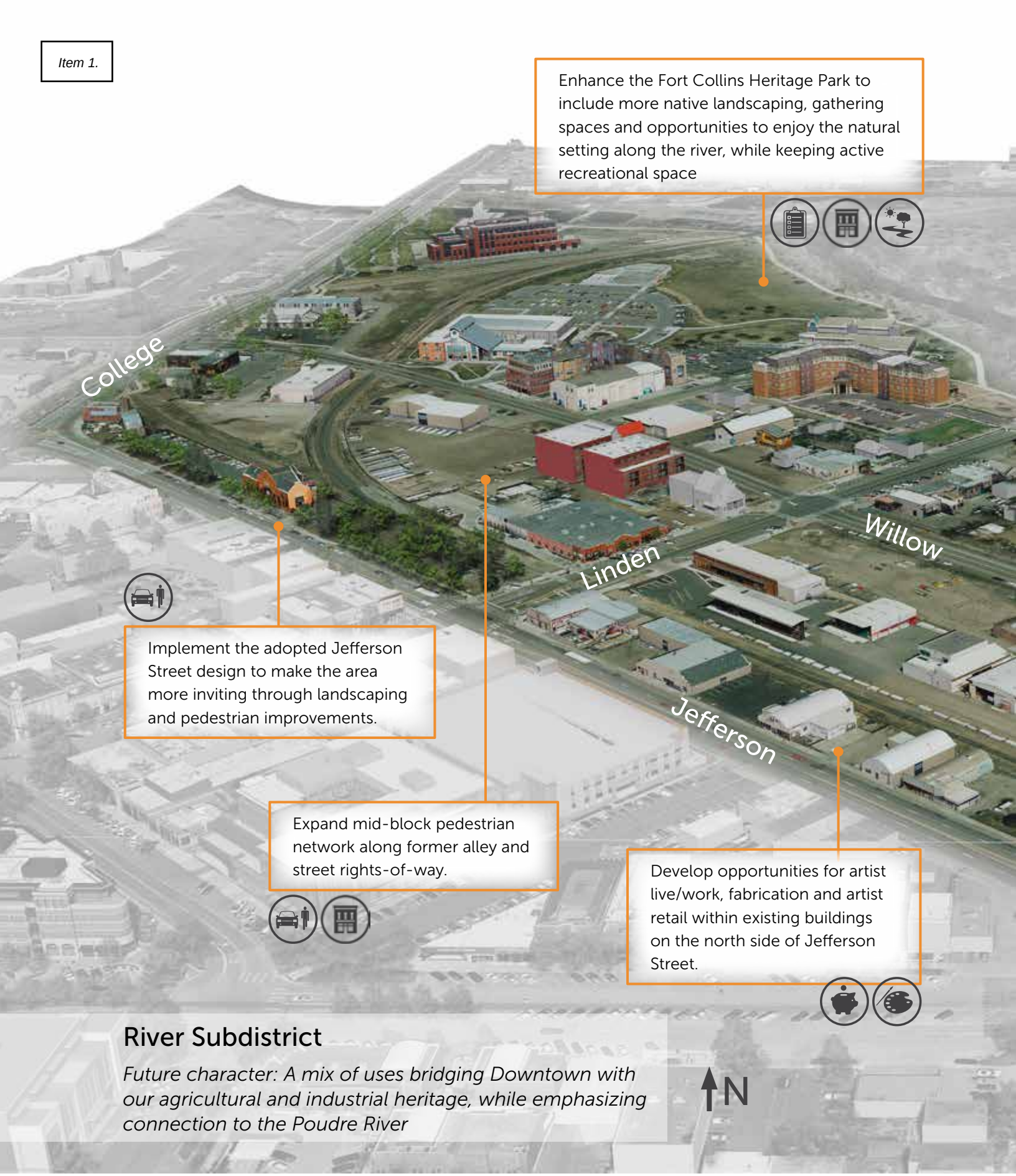
Future Character

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.



River Subdistrict

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

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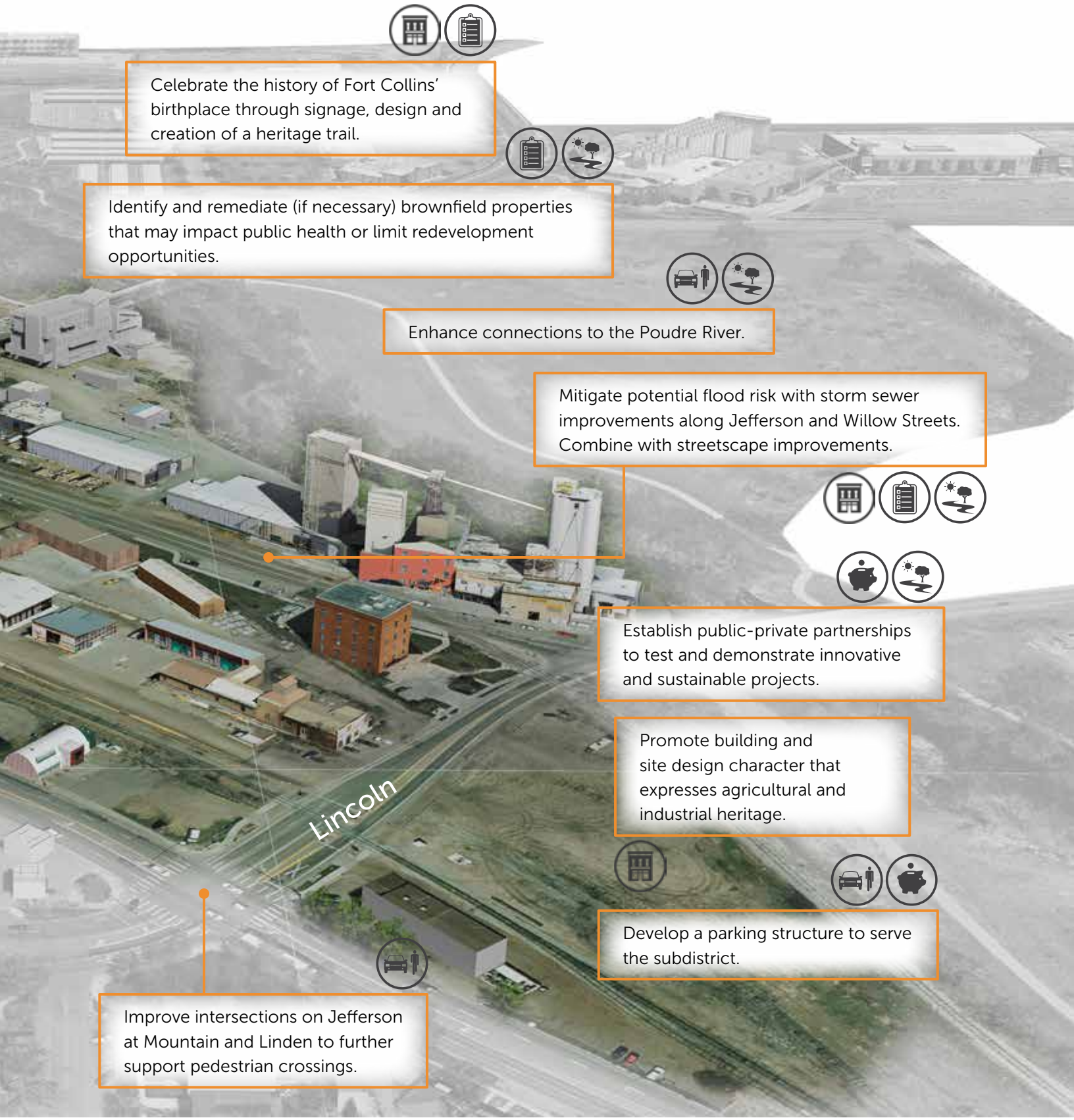

North Mason Subdistrict

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.

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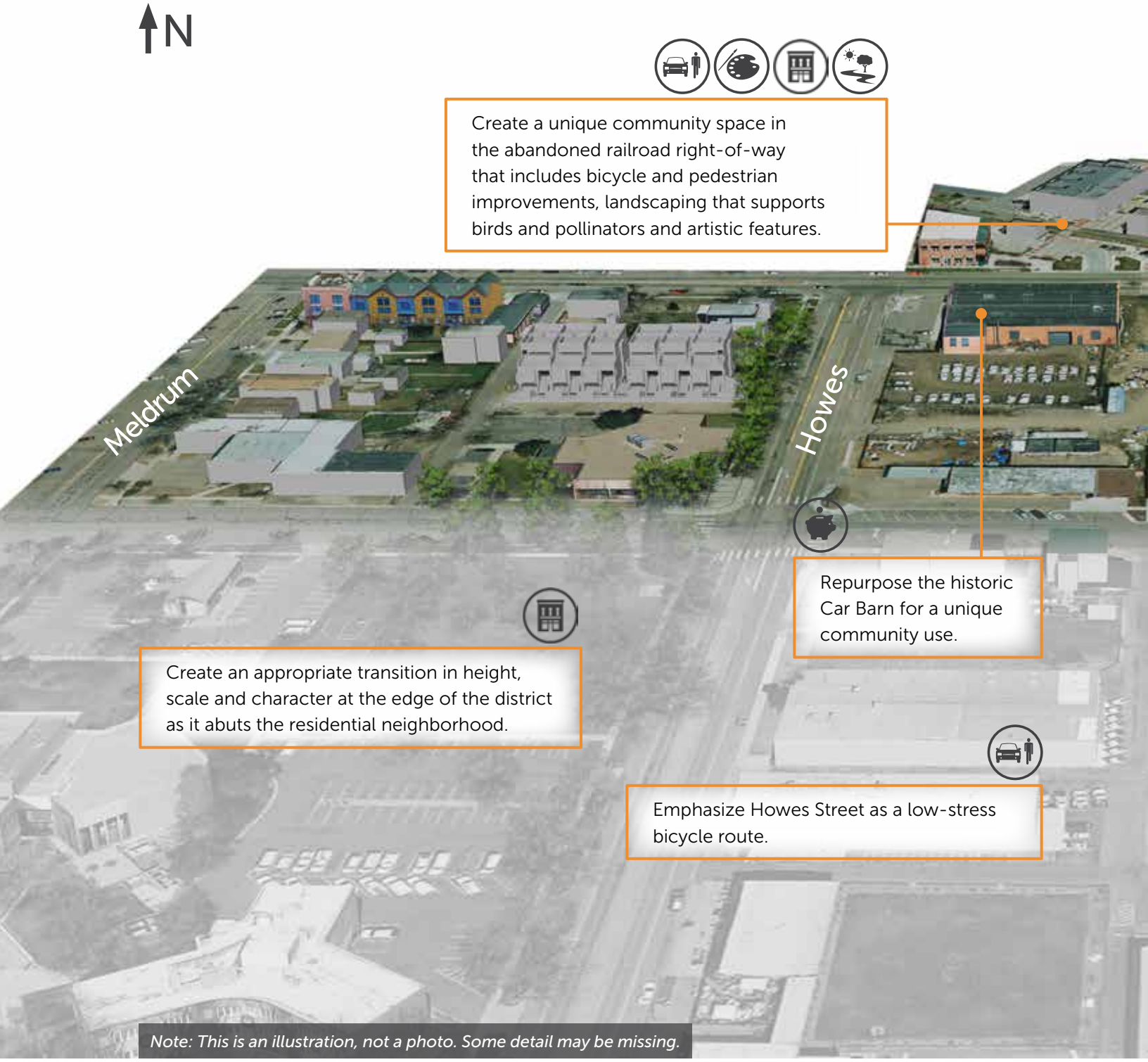
North Mason Subdistrict

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



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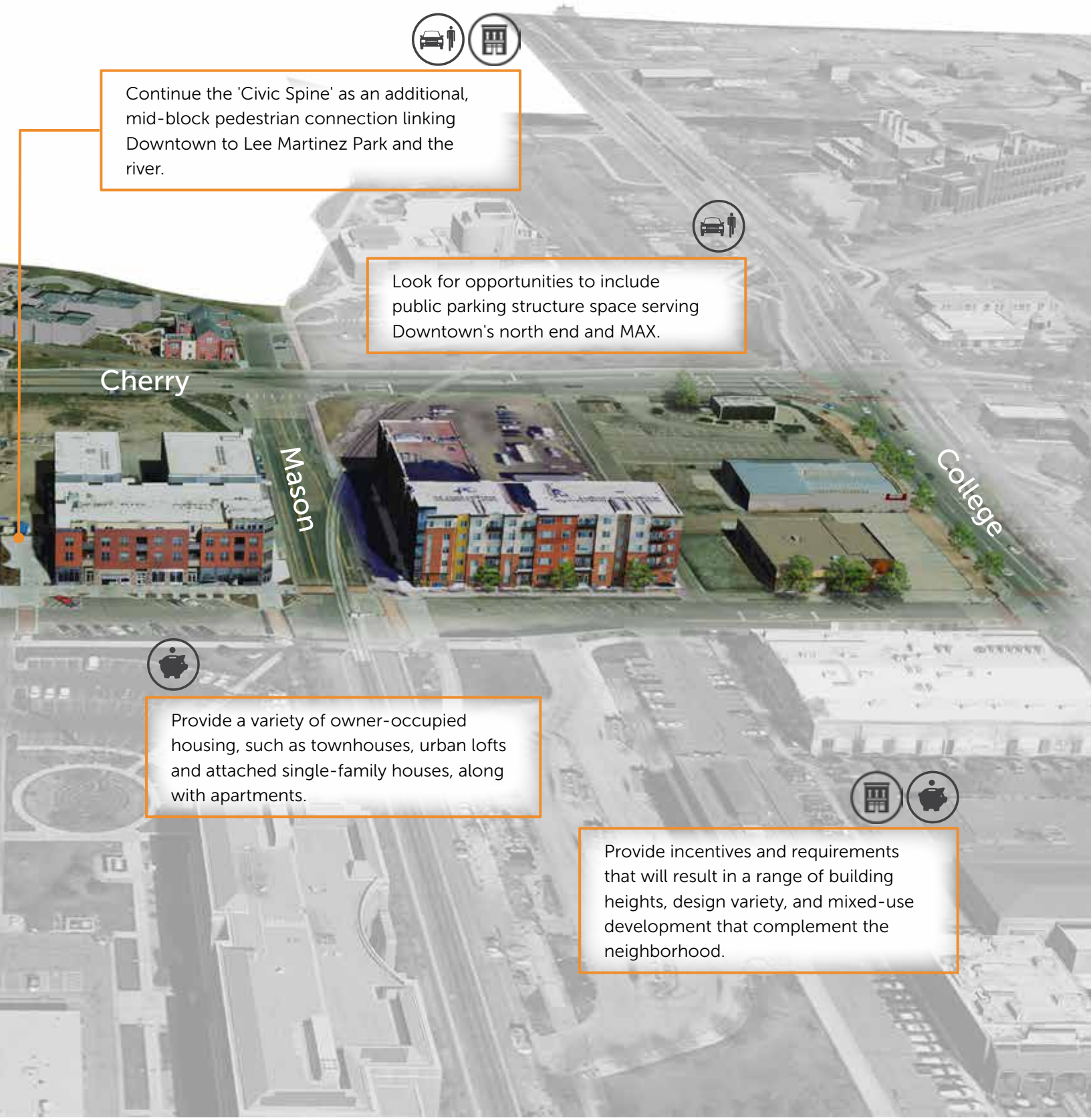
Continue the 'Civic Spine' as an additional, mid-block pedestrian connection linking Downtown to Lee Martinez Park and the river.
Look for opportunities to include public parking structure space serving Downtown's north end and MAX.
Cherry
Mason
College
Provide a variety of owner-occupied housing, such as townhouses, urban lofts and attached single-family houses, along with apartments.
Provide incentives and requirements that will result in a range of building heights, design variety, and mixed-use development that complement the neighborhood.

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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.

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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.

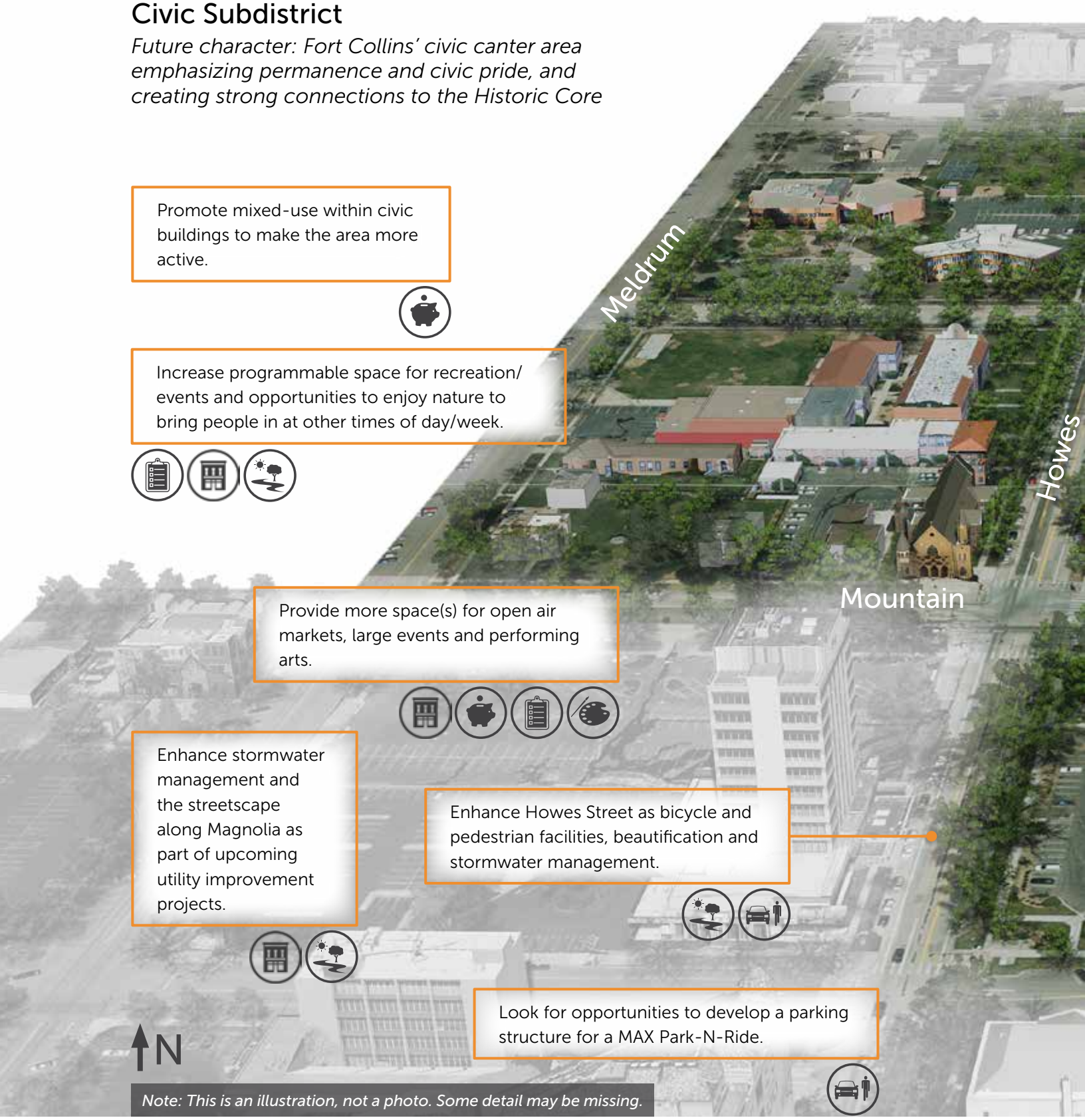
Street parking will be retained to provide convenience for users, maintain the urban character of Downtown, create street activity, provide a buffer and an edge that defines the sidewalk as a comfortable pedestrian space and tame traffic.

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 canter area emphasizing permanence and civic pride, and creating strong connections to the Historic Core



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Retain the mid-block "civic spine" between Mason Street and Howes Street throughout the subdistrict.
Mason
Create a compact civic center that leaves additional land available for public development.
Pursue district-scale renewable energy projects on the City's civic campus, such as geothermal production, DC microgrid, combined heat and power and waste-to-energy conversion.
Reduce lighting levels or "blackout" civic and institutional buildings at night to support a safe and night sky friendly campus setting.

Canyon Avenue Subdistrict

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

Existing Character

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

Canyon Avenue is a prominent feature forming the westernmost extent of Downtown; but its namesake Subdistrict also extends to the east side of College Avenue, to Remington Street and the 11-story DMA Plaza tower.

Notable aspects and components of the area are:

- Canyon Avenue's diagonal orientation creates unique traffic patterns and urban design opportunities with its large 6-way intersections and triangular blocks creating acute-angled properties.
- The widest range of building heights in the City, from historic houses to the city's tallest tower buildings at 11 and 12 stories, coexist within the walkable street and block pattern. Blending of different buildings and uses is aided by the urban forest of mature trees and landscape areas along the streets.
- The range of buildings provides city living, office employment, attractions and gathering spaces, and neighborhood-serving commercial uses. All of these uses support the commercial health of the Historic Core Subdistrict retail/entertainment, and complement the adjacent Civic Subistrict 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.

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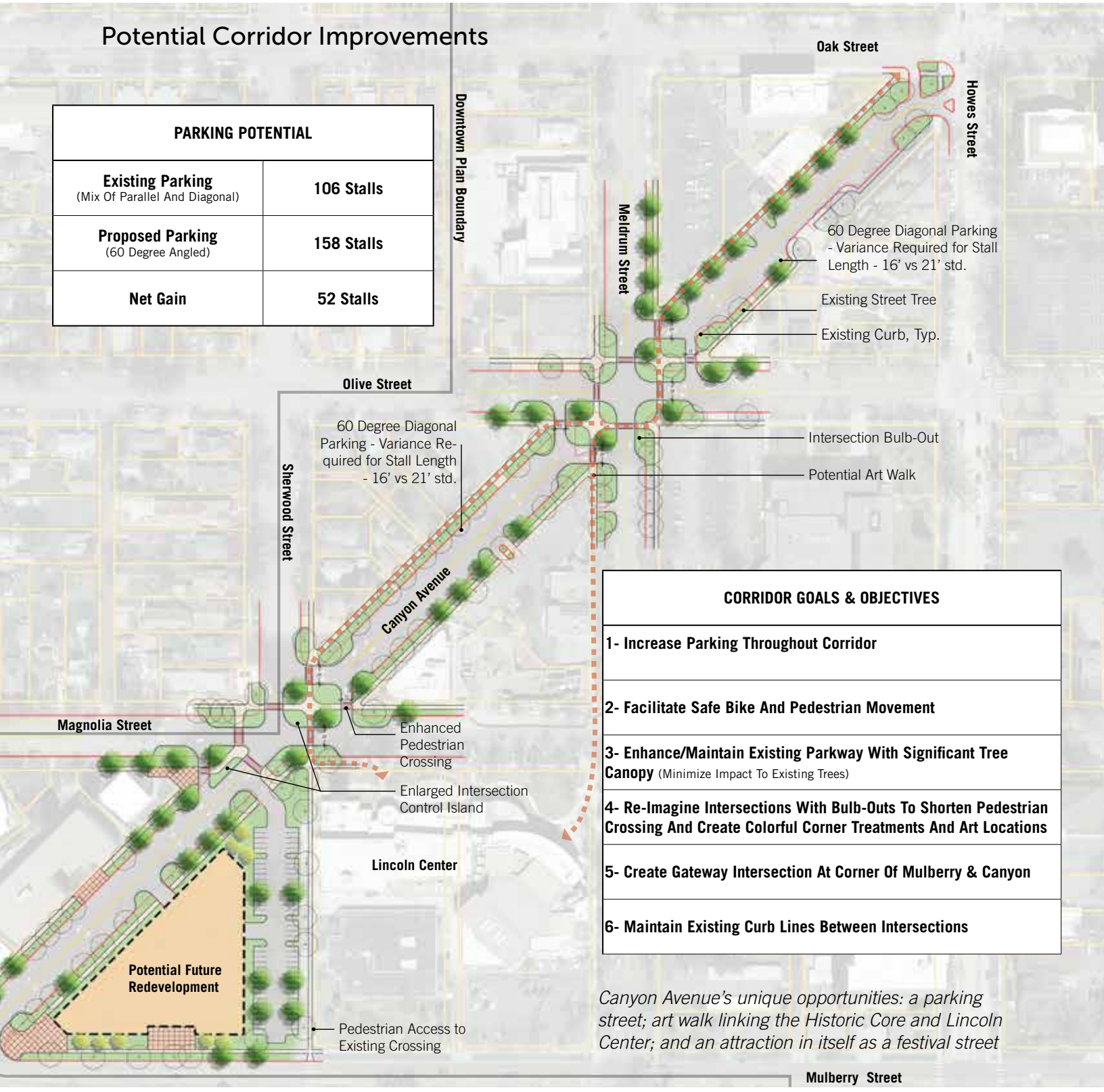
Potential Corridor Improvements

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

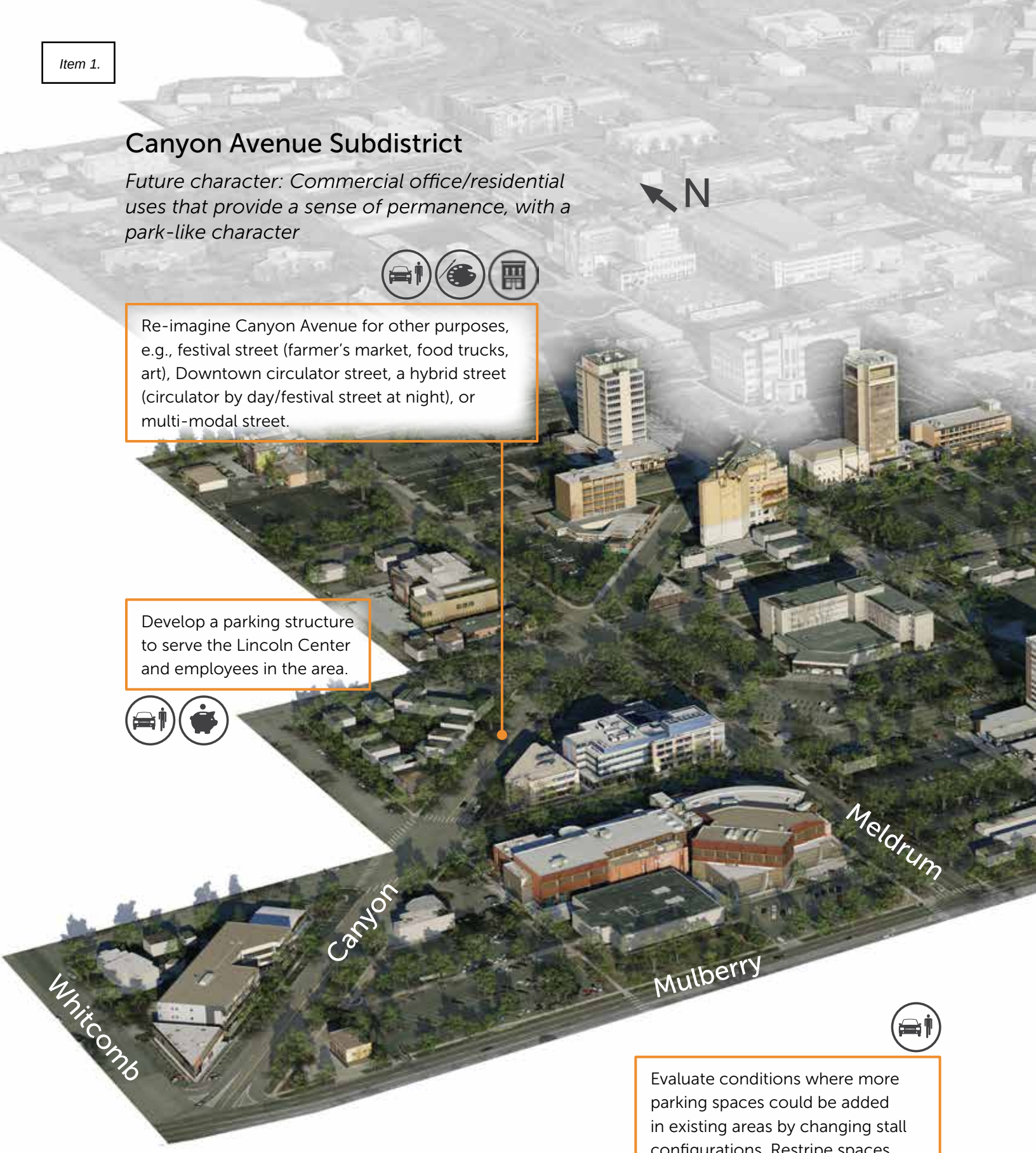


CORRIDOR GOALS & OBJECTIVES
1- Increase Parking Throughout Corridor
2- Facilitate Safe Bike And Pedestrian Movement
3- Enhance/Maintain Existing Parkway With Significant Tree Canopy (Minimize Impact To Existing Trees)
4- Re-Imagine Intersections With Bulb-Outs To Shorten Pedestrian Crossing And Create Colorful Corner Treatments And Art Locations
5- Create Gateway Intersection At Corner Of Mulberry & Canyon
6- Maintain Existing Curb Lines Between Intersections

Canyon Avenue's unique opportunities: a parking street; art walk linking the Historic Core and Lincoln Center; and an attraction in itself as a festival street

Canyon Avenue Subdistrict

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



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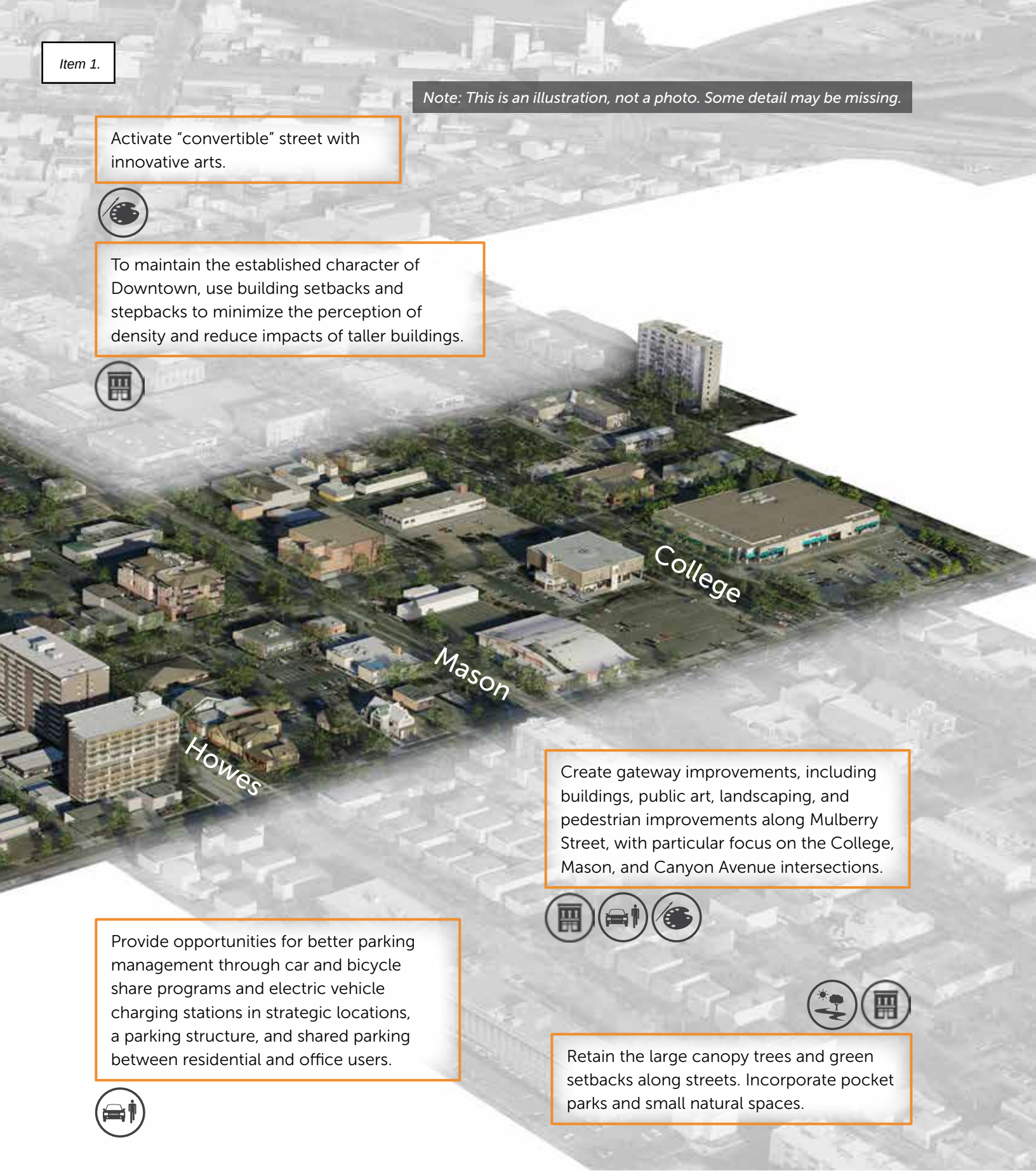

Activate "convertible" street with innovative arts.

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

Create gateway improvements, including buildings, public art, landscaping, and pedestrian improvements along Mulberry Street, with particular focus on the College, Mason, and Canyon Avenue intersections.

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

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

Historic Core Subdistrict

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

Existing Character

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

The Old Town Historic District was added to the National Register of Historic Places in 1978 and has become the primary image of Fort Collins in community promotions. Most of the historic buildings throughout the area have been restored through extraordinary public-private partnerships; and numerous new buildings have been fitted harmoniously among the historic buildings and established character.

The area's existing character has been built up through an exceptional legacy of extraordinary individual efforts, special funding mechanisms, and management entities that have evolved since the 1970s. Careful administration of a historic preservation program and design guidelines for physical changes have also been central to the area's revitalization and existing character.

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

Future Character

Continuation of successful efforts to protect and enhance the Historic Core is the approach to managing ongoing changes. The established historic character and enhanced pedestrian environment will be maintained. Changes will continue to be carefully programmed and designed to ensure that they extend the positive unique qualities that define the area. Changes that dilute or detract from the character and identity will be avoided. Notable efforts that should continue include:

- Thoughtful administration of development standards and design guidelines.
- Rehabilitation, building maintenance and adaptive reuse programs that preserve and protect the value of historic buildings.
- Public-private partnerships and incentive programs for special public benefits in development projects such as historic preservation, façade upgrades, outdoor spaces, energy-efficiency improvements, public access and publicly available parking.
- Numerous programs already in place to address existing and emerging issues.

A number of potential opportunities exist for redevelopment, infill and building additions. New structures will complement existing defining building typology, while including design differences so that the new structures reflect their own era and yet are compatible with the character of the historic structures.

Other notable aspects of future character include:

- Street parking — will be managed for turnover as appropriate to support business patrons and adapt to growing demand.
- Parking supply — will be continually managed to promote appropriate availability through parking structures, permit programs, and transportation demand management solutions to address both short-term customer parking and longer-term employee and resident demand.
- Enhanced pedestrian alleys — additional alleys will be transformed per the DDA's 2006 *Downtown Alleys Master Plan* depending on budget programming.
- Other, non-enhanced alleys — increased cleaning, maintenance, and incremental improvements will be explored in response to increasing pedestrian use in high-activity alleys.
- Convertible streets for events — e.g., Linden Street will be adapted with appropriate design features to support conversion to enhanced pedestrian-only space for community events.
- Addition of new courtyards and pocket parks in underutilized spaces.

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Historic Core Subdistrict

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

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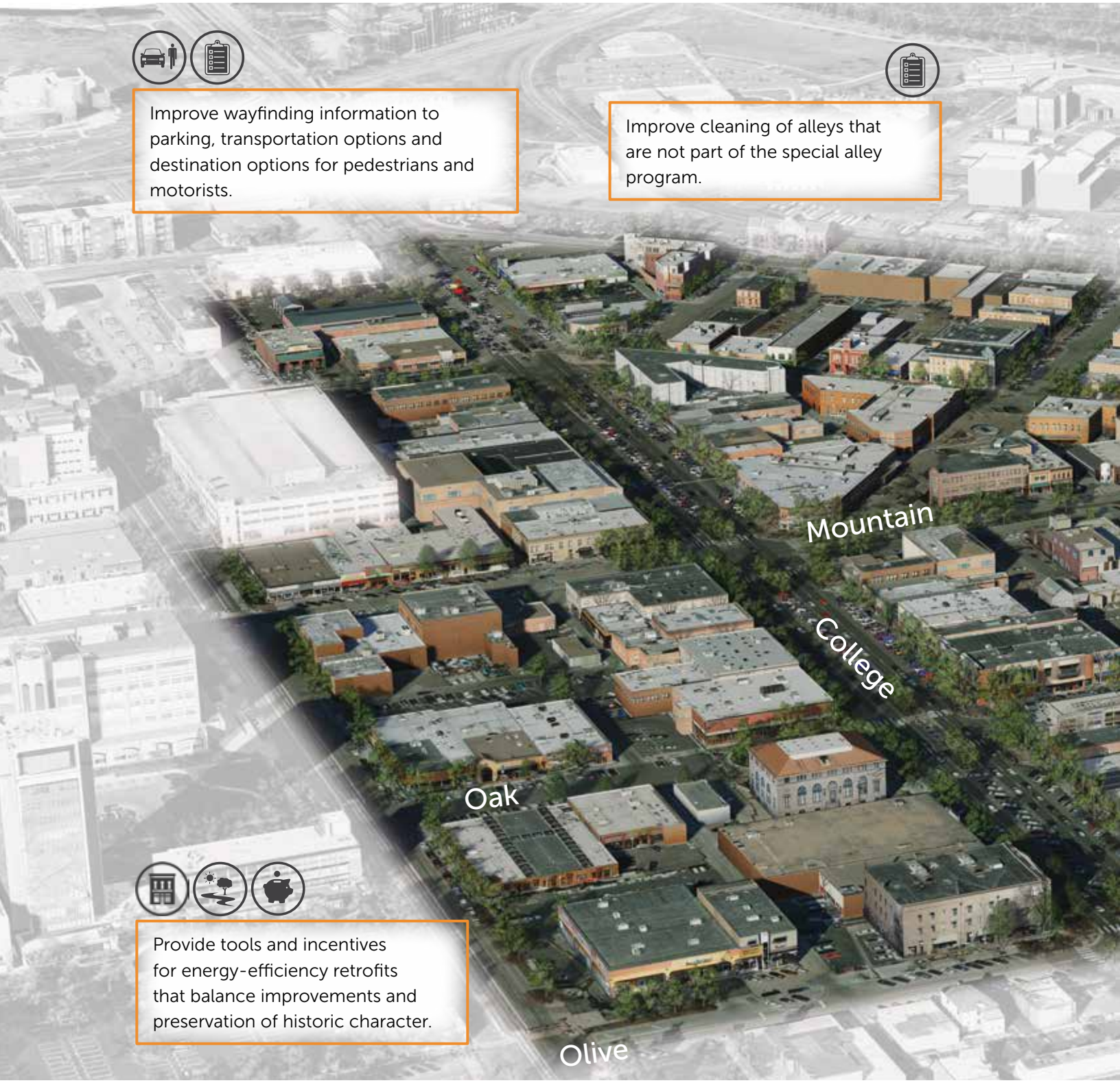

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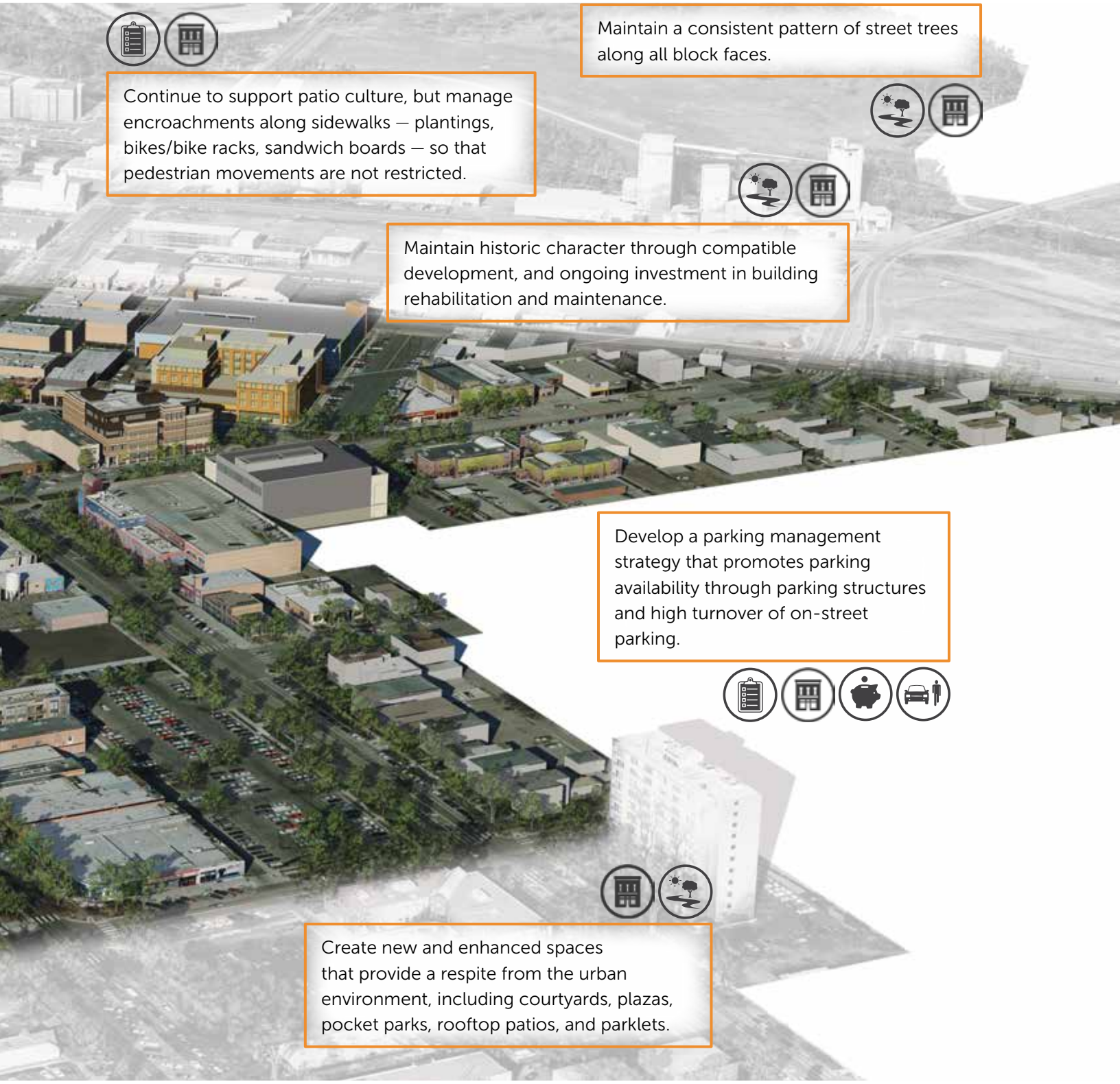


Campus North Subdistrict

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.

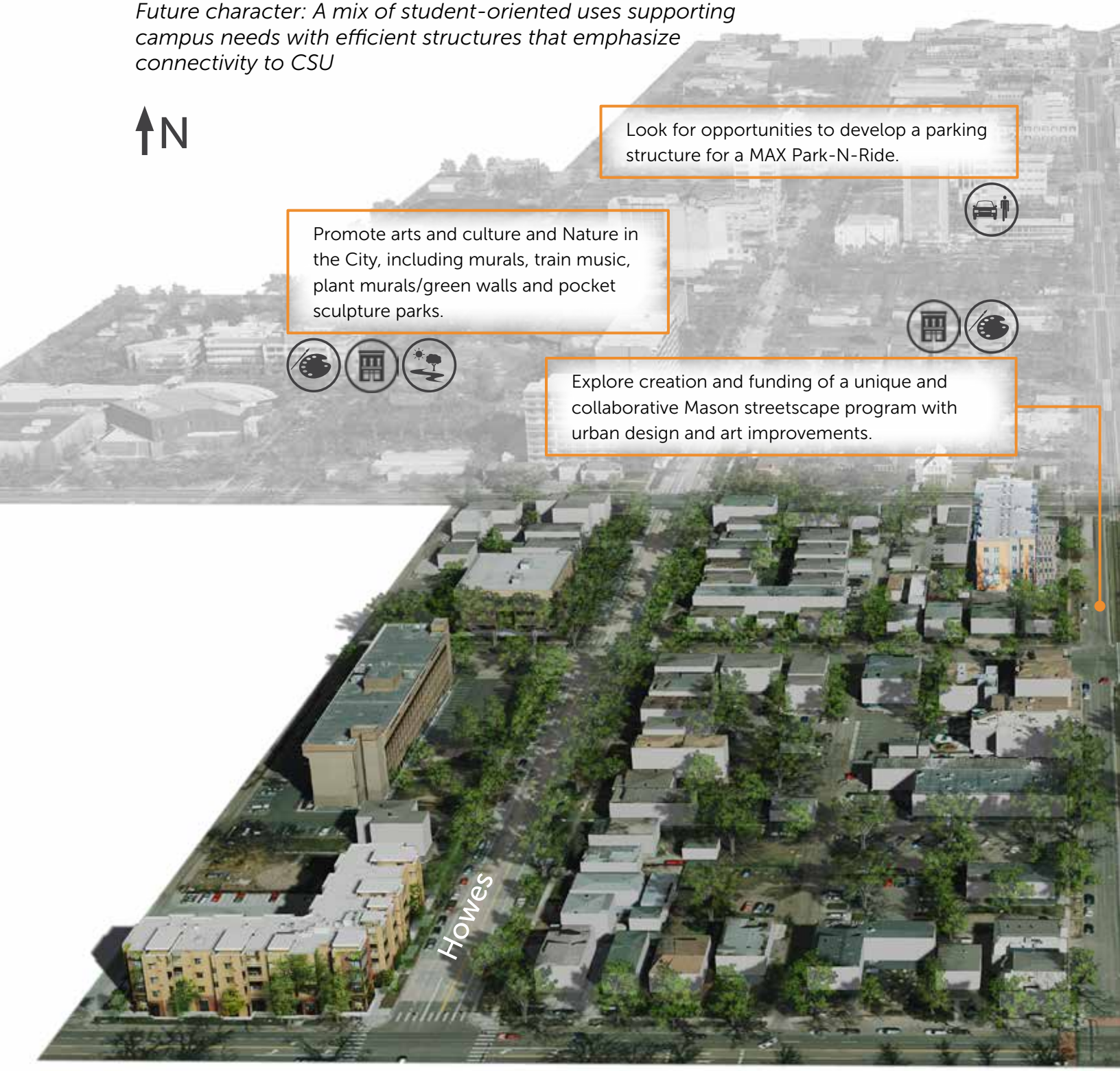
Redevelopment of non-historic properties with larger, more efficient new buildings will occur where space for parking can be found, possibly including parking within structures. Compatible massing proportions, building bays, materials, and design of any larger new buildings should complement the charm 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



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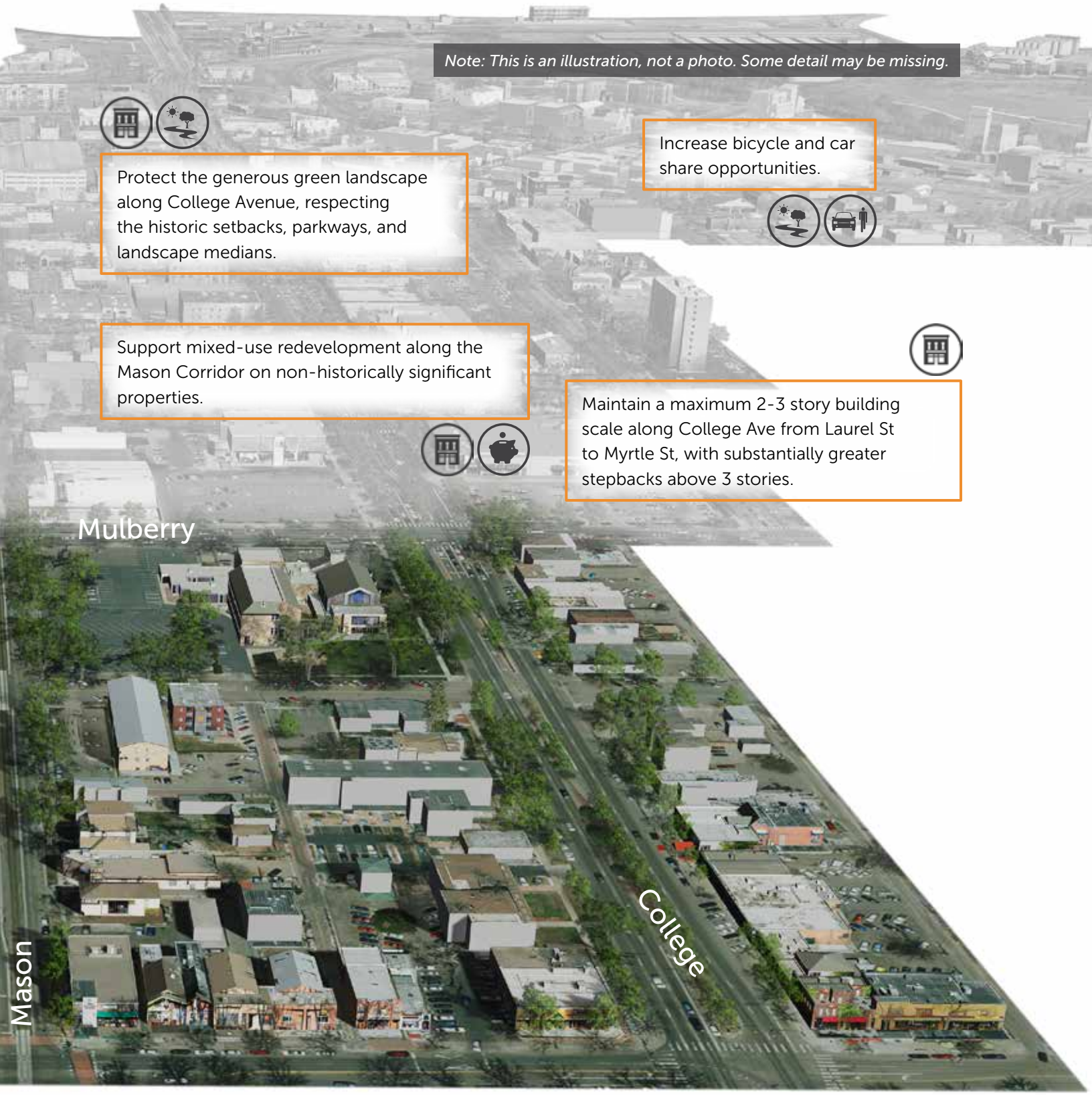
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Protect the generous green landscape along College Avenue, respecting the historic setbacks, parkways, and landscape medians.
Increase bicycle and car share opportunities.
Support mixed-use redevelopment along the Mason Corridor on non-historically significant properties.
Maintain a maximum 2-3 story building scale along College Ave from Laurel St to Myrtle St, with substantially greater stepbacks above 3 stories.
Mulberry
College
Mason

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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.

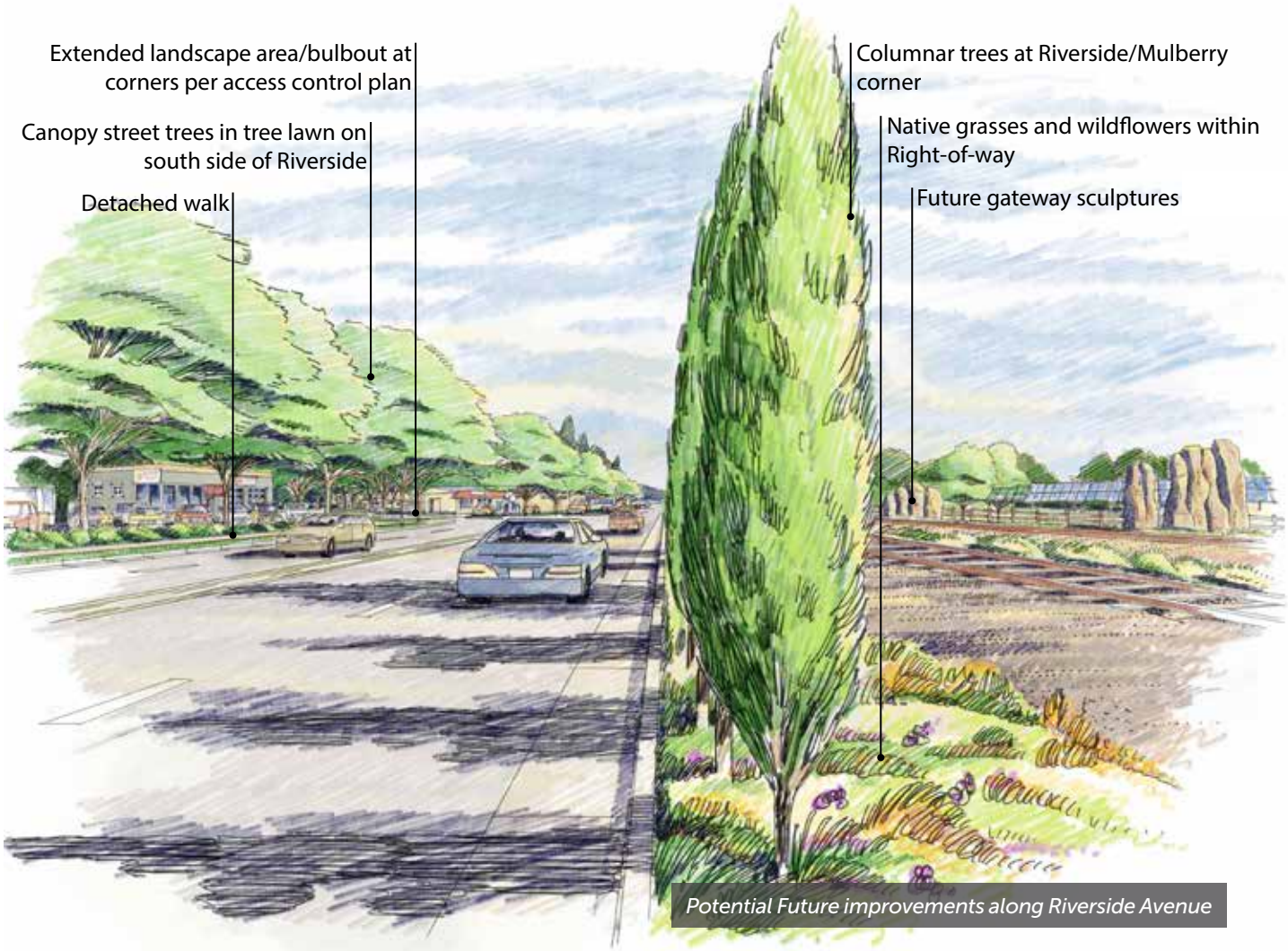
Additional improvements should include gateway landscape elements at the Mulberry Street/Riverside Avenue intersection to highlight the entrance to the greater Old Town area.

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.



Potential Future improvements along Riverside Avenue

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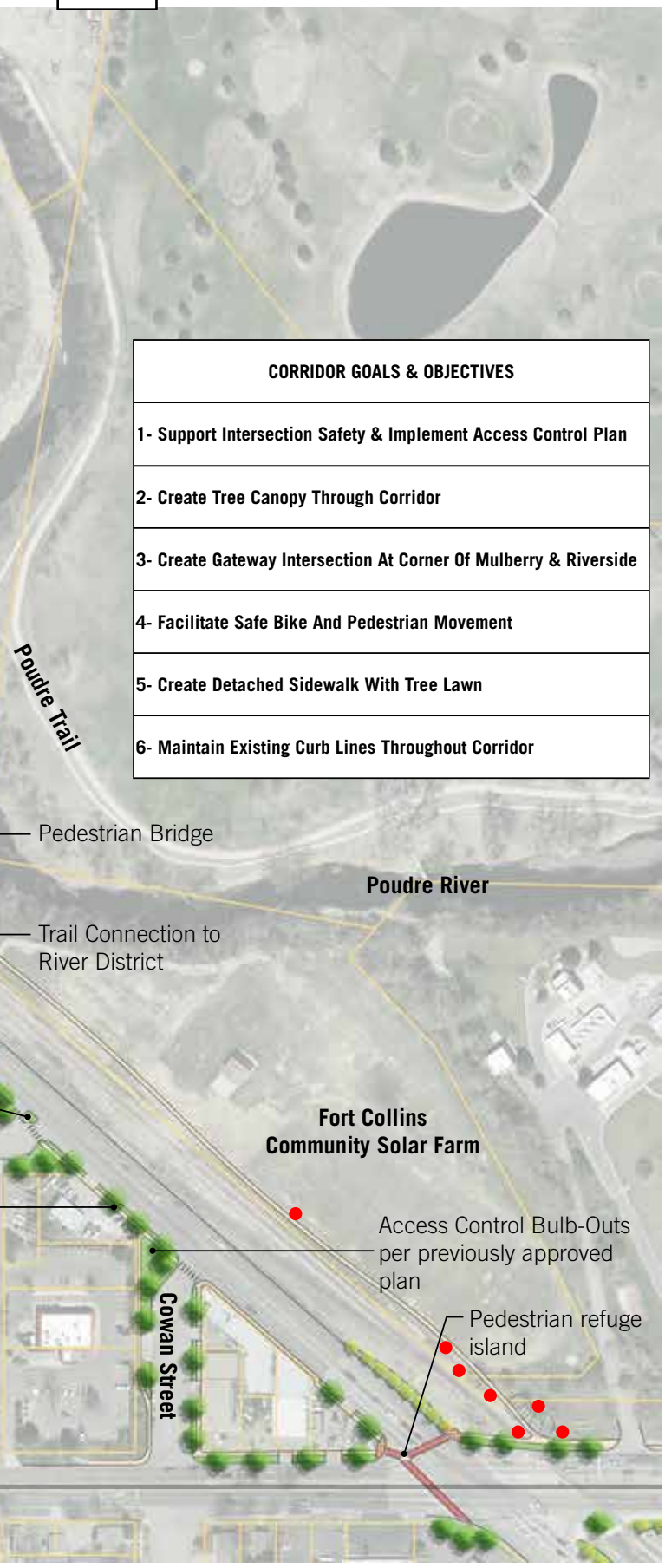
Potential Future improvements along Riverside Avenue
Udall Natural Area
Downtown Plan Boundary
Oak Street
Access Control Bulb-Outs per previously approved plan
6' Wide Parkway, w/ 6' Wide Sidewalk
Railroad
Proposed Dead End, Turn-around
Olive Street
Riverside Avenue
10' Wide Parkway, w/ 6' Wide Sidewalk
Proposed Dead End, Turn-around
Pedestrian Refuge Island
Magnolia Street
6' Wide Parkway, w/ 6' Wide Sidewalk
Peterson Street
Whedbee Street
Smith Street
Lilac Lane
Stover Street
Mulberry Street



CORRIDOR GOALS & OBJECTIVES
1- Support Intersection Safety & Implement Access Control Plan
2- Create Tree Canopy Through Corridor
3- Create Gateway Intersection At Corner Of Mulberry & Riverside
4- Facilitate Safe Bike And Pedestrian Movement
5- Create Detached Sidewalk With Tree Lawn
6- Maintain Existing Curb Lines Throughout Corridor

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

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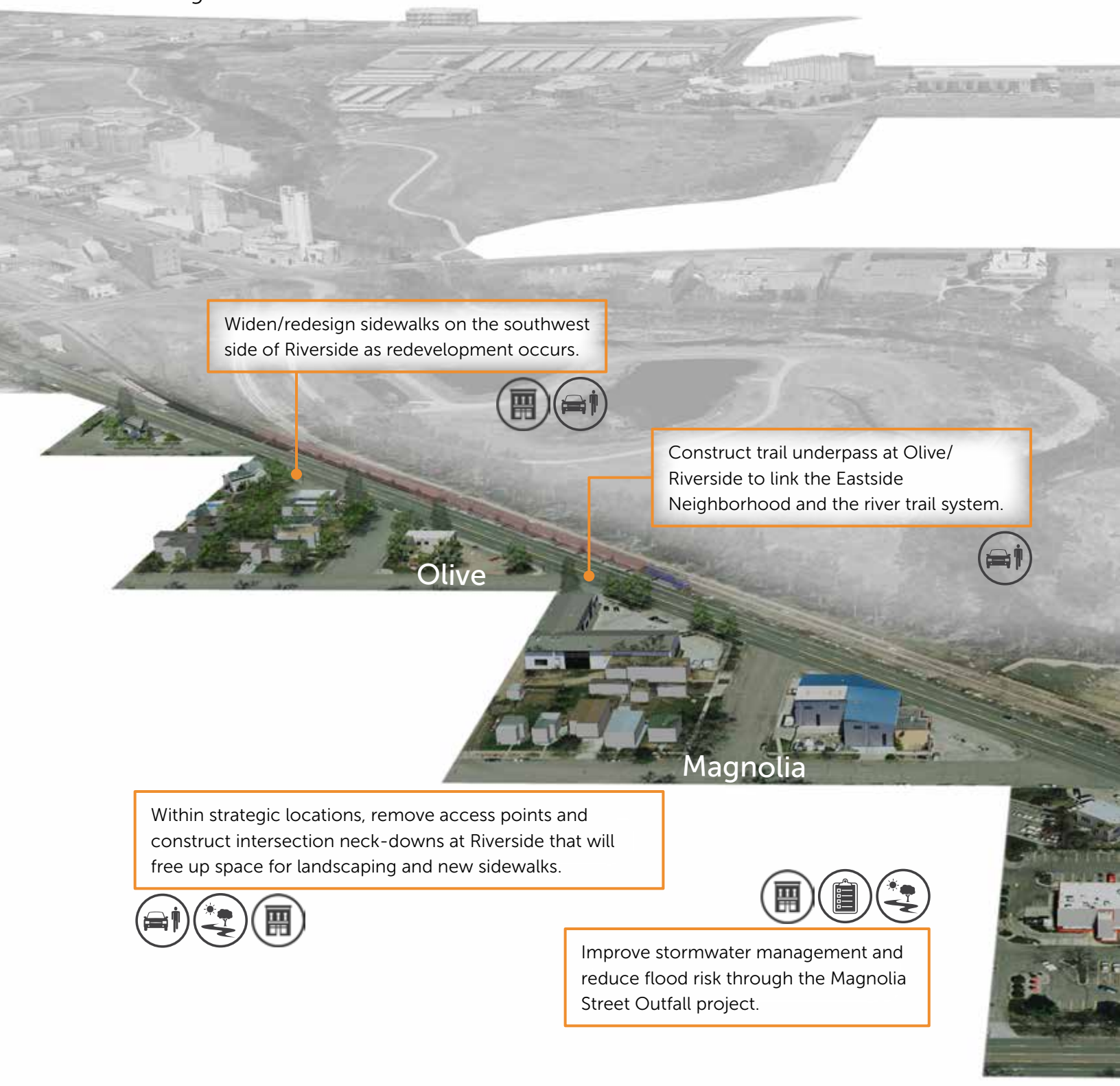

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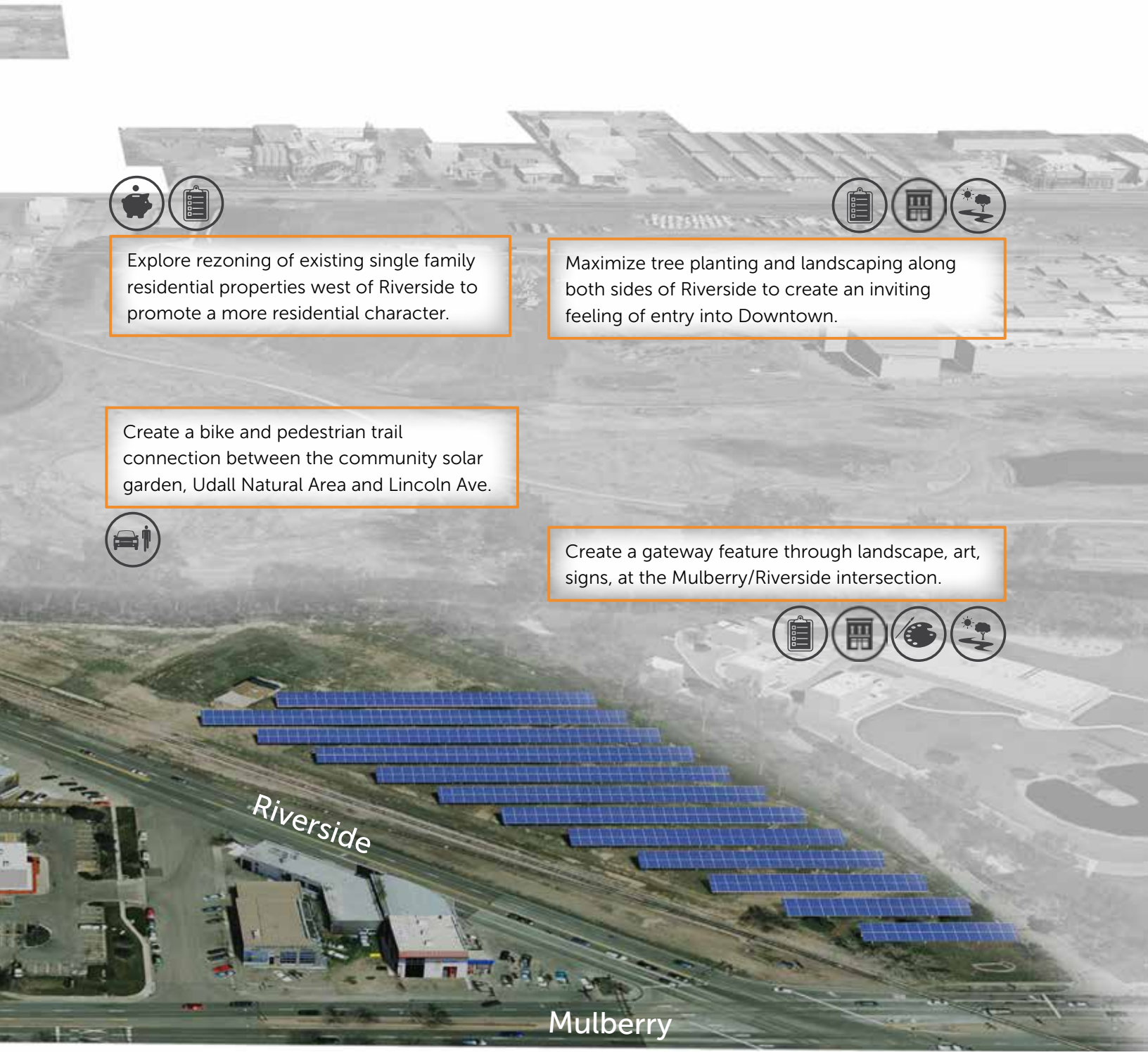

Section 4:
Implementation

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)	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: • 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 The process for the 2019-20 budget will begin in 2018.
Keep Fort Collins Great (City)	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.
Enterprise Funds (City Departments)	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.
Art in Public Places (City)	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.
Voter Approved Sales Taxes (City)	New capital improvement programs or other initiatives funded by voter-approved sales taxes could be additional sources of funding in the future.

Source	Description
Community Capital Improvement Program (City)	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: • 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)	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.
Nature in the City Program (City)	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.
Neighborhood Improvement & Community Building Grant Fund (City)	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.
Street Oversizing Fund (City)	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.
Downtown Development Authority (DDA)	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: 1. Enhanced public infrastructure like alleyways, plazas, streetscapes, parking structures and arts/culture facilities 2. Building facades, utility improvements and upgrades 3. Programs, plans and designs for the Downtown area with the City of Fort Collins and other strategic partners.
Downtown Business Association (DBA)	The Downtown Business Association (DBA) provides funding for events and programmatic support to Downtown businesses.

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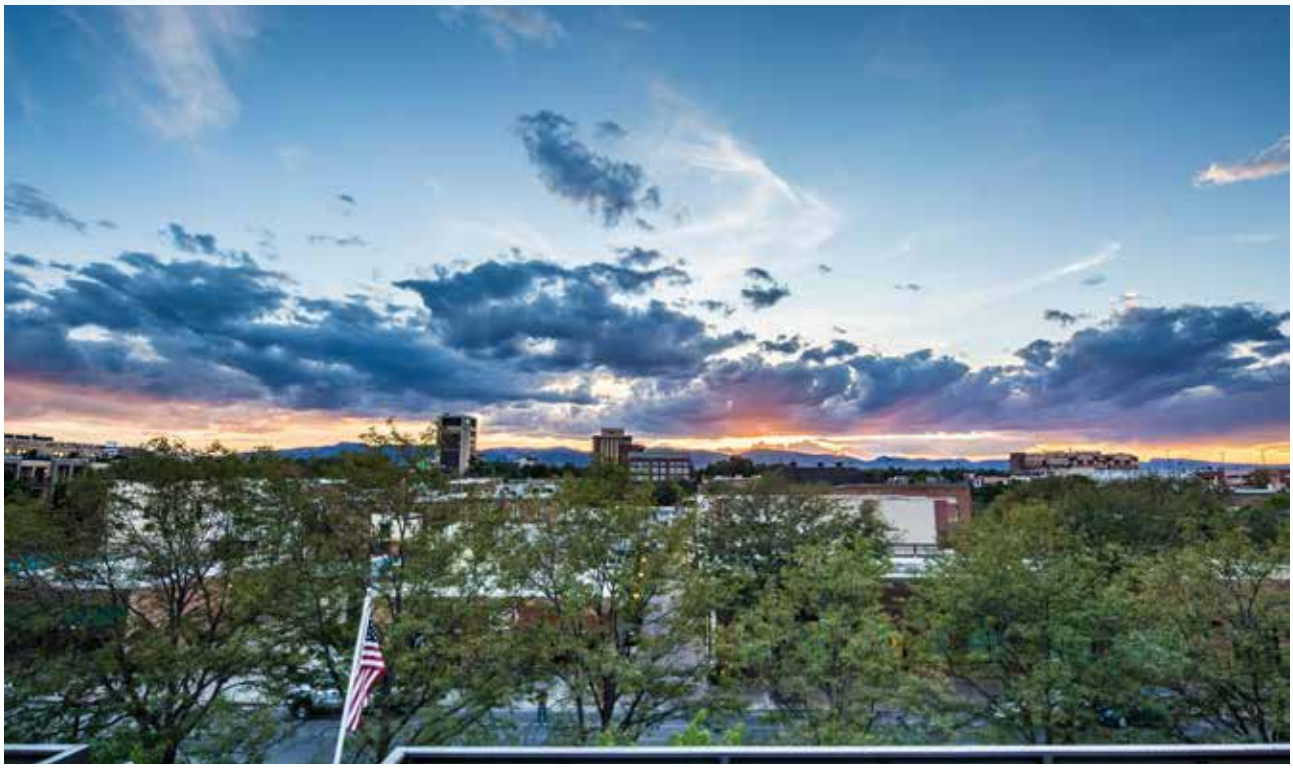
Source	Description
General Improvement District (GID)	Downtown property owners voluntarily created the GID in 1976 for the purpose of funding parking, pedestrian and street beautification improvements in the Downtown area. The GID assesses an additional 4.94 mill property tax on property owners within 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	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. 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.
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	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. 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. Other federal grant funding sources could include: • 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)

	Action Items	Responsibility	Potential Funding
Regulations & Guidelines	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)

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
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
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

Plans & Studies

Monitoring & Evaluation

Coordination

Immediate Actions (2017-2018)

	Action Items	Responsibility	Potential Funding
Coordination	MM 6a (1): Continue collaboration regarding funding, events, initiatives, and other issues that arise, and continue to seek areas for improvement.	DDA, DBA	Staff Time, DDA, DBA

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Short-Term Actions (2019-2020)

Regulations & Guidelines

Action Items	Responsibility	Potential Funding
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

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Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding
UD 4a (1): Revise the Land Use Code regulations to protect and complement the unique character of historic Downtown buildings and designated districts.	City - Planning	Budgeting for Outcomes
UD 4a (2): Revise the definition of adjacency as it relates to the physical relationship of new buildings to historic structures.	City - Planning, Historic Presentation	Budgeting for Outcomes
UD 4b (1): Update and distribute the Downtown Buildings historic building inventory.	City - Planning, Historic Presentation	State & Federal Grants, General Fund
UD 4c (1): Revise the Sign Code to include provisions to recreate historic signs if sufficiently documented.	City - Planning, Historic Presentation	Budgeting for Outcomes
UD 5a (1): Develop Land Use Code regulations that identify performance standards for design elements that activate buildings and private outdoor spaces along public streets.	City - Planning, DDA, Private interests	Budgeting for Outcomes
UD 5a (2): Amend the Sign Code to require pedestrian-oriented signs.	City - Planning	Budgeting for Outcomes
UD 5c (1): Amend Article 3 of the Land Use Code to ensure that all site and parking area design standards match the intent of this policy.	City - Planning	Budgeting for Outcomes
UD 6c (1): Amend the Land Use Code to clarify the required quantity and location of private open space amenities.	City - Planning	Budgeting for Outcomes
UD 6d (1): Amend the Land Use Code to include shadow analysis for all private outdoor spaces to maximize solar access during winter months.	City - Planning	Budgeting for Outcomes
TP 1e (2): Amend the Land Use Code to integrate car share and/or bike share to reduce required on-site parking and support multi-modal options.	City - FC Moves, Planning	Staff Time
TP 1l (1): Identify and pursue a funding mechanism for transportation improvements Downtown (e.g., General Improvement District or potential parking benefit district; see also paid parking revenue policy in TP 2f).	City - Planning, Transfort, Parking	Staff Time

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Short-Term Actions (2019-2020)

Regulations & Guidelines

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

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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

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Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Regulations & Guidelines	EE 3c (1): Incorporate best lighting practices and dimming capabilities into street, pedestrian and building lighting. Select lighting sources with appropriate intensity, color output, color rendering and lighting distribution designed to support public safety, reduce glare, reduce light trespass and skyglow, and minimize health impacts (such as the impact of blue wavelength light on circadian rhythms).	City - Operations Services, Utilities	Property Owners, Developers, Light & Power Enterprise Fund
	EE 3c (3): Complement the primary uses of various Downtown character subdistricts with lighting that fits the context and priorities for each area (e.g., minimal lighting and wildlife protection along the river corridor vs. entertainment and holiday light display in the historic core).	City - Planning, Building Services	Staff Time
	EE 3c (4): Utilize dimming, automatic timing and motion sensor technology to reduce lighting levels along streets and at public buildings, while maintaining visibility, safety and security.	City - Operations Services, Utilities, Planning, Building Services	Property Owners, Developers, Light & Power Enterprise Fund
	EE 4c (2): Further integrate floodplain regulations into the planning process to create a more informed public and more disaster-resistant community.	City - Utilities, Planning	Staff Time
	MM 1a (1): Review and update guideline brochure for café railings in the sidewalk right-of-way.	City - Engineering, Planning	Staff Time
Programs	UD 4b (2): Encourage use of preservation tax credits, grants for structural assessments and programs that may incentivize the retention and reuse of historic buildings.	City - Historic Preservation	State & Federal Grants, General Fund
	UD 4c (2): Provide grant opportunities for historic sign rehabilitation or reconstruction.	City - Historic Preservation DDA, Private interests	State & Federal Grants, General Fund
	TP 1a (1): Expand the "Downtown" boundary used in the Pedestrian Improvement Program prioritization process to be consistent with the Downtown Plan boundary.	City - Engineering	Staff Time
	TP 1e (1): Continue to expand car share and bike share in the Downtown area.	City - FC Moves	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District

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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

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Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Programs	AC 2a (1): The City of Fort Collins will hire a Director of Creative Industries within the Cultural Services Department with connectivity to the Economic Health Office.	City - Cultural Services	Budgeting for Outcomes
	AC 2a (2): The Office of Creative Industries will be housed in the Creative Community Center in the historic Carnegie building, which is already dedicated to community arts and creative uses. The City will also facilitate centralized resources for the creative industries at that site.	City - Cultural Services	Budgeting for Outcomes
	AC 2b (1): Convene regular meetings of creatives to garner a complete understanding of their needs, identify resources that support those needs, engage creatives in policy discussions, and provide a united voice for the creative community.	City - Cultural Services	Budgeting for Outcomes
	AC 2c (1): Promote the centralization and availability of resources, information, announcements, and opportunities related to the creative industries at the Community Creative Center.	Office of Creative Industries, DBA, DDA, Visit Fort Collins	Staff Time, General Fund, BID
	AC 2d (2): Sponsor and support programs/events that promote entrepreneurs and encourage innovation and collaboration.	Office of Creative Industries, DBA, DDA	Staff Time, General Fund
	AC 3b (1): The City will cooperate with the Downtown Business Association, Visit Fort Collins and the Downtown Creative District to create a campaign that will facilitate interest in Downtown's art and culture scene.	DBA, Visit FC, Office of Creative Industries, Creative District	Downtown Business Association
	AC 3b (2): Support and promote the Creative District and its activities that attract entrepreneurs and an educated work force.	DBA, Visit Fort Collins, Office of Creative Industries	General Fund, BID
	AC 3c (1): Support existing and future efforts to create innovative programming and business opportunities Downtown, such as kiosks or pop-up art studios.	DDA, Office of Creative Industries	Budgeting for Outcomes
	AC 5b (1): Evaluate the City's Art in Public Places Program for potential expansion, greater opportunities for artists and increased public engagement.	City - Cultural Services	Staff Time

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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

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Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Plans & Studies	TP 1i (1): Develop station area plans for all MAX stations.	City - Transfort	Federal Grant
	TP 2a (1): Develop a bike parking management plan, including monitoring rack condition/usage, managing abandoned bikes, design guidelines, potential land use code updates, guidelines for on-street bike parking and for long-term (secure covered) parking. Balance parking needs with maintaining a clear area for pedestrians.	City - FC Bikes	Staff Time
	TP 2b (1): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other parking technologies such as pay by phone), identify implementation area and develop a comprehensive stakeholder education and communication plan.	City - Parking, Planning, DBA, DDA	General Fund
	TP 2d (1): Create a Transportation Demand Management (TDM) program and TDM Plan.	City - FC Moves, Planning, Transfort, DDA, DBA	Budgeting for Outcomes
	TP 2j (1): Identify and inventory gaps in safety in parking structures and surface parking. This should include secluded areas, limited access areas and poorly lit areas.	City - Parking, Planning	Staff Time
	TP 3a (2): Develop a comprehensive, integrated mobile app ("Downtown at a Glance") that provides information for different modes of travel and parking availability (including street closures and construction information).	City - FC Moves, Transfort, Parking, IT	Budgeting for Outcomes
	ME 1e (1): Identify potential redevelopment opportunities that could be appropriate for multi-story, mixed-use buildings or that could be prime employment sites. Identify and address barriers to redevelopment of these sites.	City - Planning, Economic Health	Budgeting for Outcomes
	ME 1f (5): Inventory and monitor the types and prices of housing Downtown; analyze the affordability of existing Downtown housing.	City - Planning, Social Sustainability, Economic Health	Staff time
	ME 2b (4): Analyze the rate of the City's occupation tax and the procedures for distributing the revenues generated to better support Downtown's maintenance and policing needs.	City - Finance	Staff Time

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Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding	
AC 3a (1): Engage the creative community in co-creating updated Cultural Plans expected in 2017-2018.	City - Cultural Services	Budgeting for Outcomes	Plans & Studies
AC 3a (2): Further examine the feasibility of new venues, including an 1800 – 2200 seat performing arts center Downtown, which was the highest priority in the previous Cultural Facilities Plan.	City - Cultural Services	Budgeting for Outcomes	
EE 4a (2): Determine feasibility and reduce barriers for implementing new sustainability approaches and technologies within the right-of-way (e.g., geothermal, solar, low-impact development, broadband internet, streetscape enrichment, Nature in the City, bike and pedestrian improvements).	City - Utilities, Engineering, Streets, Stormwater	Staff Time	
EE 4d (2): Determine an equitable financing mechanism for upgrading smaller, deteriorated public water and sewer lines.	City - Utilities	Staff Time	Capital Projects
UD 5b (1): Construct the Jefferson Street Streetscape Enhancements project.	City - Engineering	General Improvement District/CDOT/ Federal	
UD 7a (1): Develop a final engineering and landscape design for the Riverside (Mulberry to Mountain) Streetscape Improvements.	City - Engineering	General Improvement District/CDOT/ Federal	
TP 1a (6): Implement a more fine-grained pedestrian network through the use of safe and clear connections (e.g., alleys, other midblock connections).	City - Planning, FC Moves, DDA	KFCG, CCIP, DDA	
TP 1f (2): Identify and construct intersection improvements that are beneficial for cyclists (e.g., in the Loomis, College corridors), as funding allows.	City - FC Bikes, Traffic Operations, Engineering	Budgeting for Outcomes, State and Federal Grants	

Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Capital Projects	EE 1b (1): Support implementation of the projects and priorities identified in the Poudre River Downtown Master Plan, such as the Poudre River Heritage Walk, river restoration projects, pedestrian connections and the Poudre Whitewater Park.	City - Park Planning, Parks, Natural Areas, Utilities, Planning, Engineering	Budgeting for Outcomes, CCIP, Dedicated Sales Tax, State & Federal Grants, Other
	EE 1c (1): Create additional sidewalks, trail connections and gathering places along the river that allow people to view and experience the Poudre River corridor while minimizing impacts to sensitive natural resources.	City - Park Planning, Parks, Natural Areas, Planning, Engineering, Private Development	BFO, CCIP, Dedicated Sales Tax, State & Federal Grants, Developers, Other
	EE 2g (5): Include EV charging and car sharing stations in new and existing public parking garages. Identify additional locations for EV parking areas and charging stations.	City - FC Moves, Parking Services, Utilities	Public-Private Partnership, Private/ Business, Budgeting for Outcomes
	EE 3b (2): Proactively plant trees to replace those that may be lost to drought, disease (e.g., emerald ash borer), or other causes.	City - Forestry	Budgeting for Outcomes
	EE 4a (4): Work with private sector companies and public agencies to test new wireless telecommunication and internet systems Downtown, as appropriate.	City - Utilities, Engineering, Private Partners	Public-Private Partnerships
Monitoring & Evaluation	TP 1m (1): Regularly compile and analyze signalized intersection counts by mode, transit ridership, as well as safety data.	City - Traffic Ops, FC Moves, Transfort	Staff Time
	TP 1m (2): Compile travel survey data (e.g., from ClimateWise, etc.).	City - FC Moves, Utilities	Staff Time
	TP 1m (3): Establish mode split baseline.	City - FC Moves	Staff Time
	TP 2e (1): Work with the DDA to develop an inventory of private lots, including occupancy, rate and lease information.	City - Planning, Parking, DDA	Staff Time
	ME 1h (2): Identify key metrics and data sources and create a Downtown-specific economic dashboard to evaluate and monitor Downtown's economic health.	City - Economic Health, DBA, DDA	Budgeting for Outcomes

Short-Term Actions (2019-2020)

Action Items	Responsibility	Potential Funding	
EE 2b (2): Develop a coordinated energy benchmarking and data transparency program based on the EPA Portfolio Manager system to track electric and natural gas usage for Downtown businesses and help customers leverage their energy score as an added value for improvements. Require participation for buildings larger than 20,000 square feet (short term) and consider requiring for smaller buildings (longer term).	City - Environmental Services, Utilities, CSU, Private Partners	Budgeting for Outcomes, Staff Time	Monitoring & Evaluation
UD 5b (3): Clarify the strategy for design and construction of right-of-way encroachments, including street furniture, paving treatments, planters, landscaping and similar improvements.	CDOT, City - Utilities, Utility Providers	Staff time	Coordination
UD 5e (1): Uphold adopted Access Management Plans for state–controlled streets Downtown and amend Article 3 of the Land Use Code to ensure that all site, parking area design and engineering standards match the intent of this policy.	City - Planning	Staff time	
TP 1h (1): Assess existing ridership and develop strategies for implementing additional service and service changes through the Transit Master Plan update (planned for 2017-2018).	City - Transfort	Staff Time	
TP 1i (2): Identify funding mechanisms for joint development/shared use opportunities (e.g., public/private partnerships).	City - Transfort	Public-Private Partnerships	
TP 3b (1): Convene all interests to define an initial trial installation of physical, digital, and mobile wayfinding aids for visitors, considering all modes of travel.	City - Parking, Planning, FC Bikes; DDA, DBA	Staff Time	
ME 1e (3): Market the development incentives and financial assistance programs the City currently operates to encourage production or rehabilitation of affordable housing units.	City - Economic Health, Social Sustainability	Staff time	

Short-Term Actions (2019-2020)

	Action Items	Responsibility	Potential Funding
Coordination	AC 1a (1): Create formal and informal partnerships among organizations involved with arts and culture such as Colorado State University, Poudre School District, philanthropic organizations, art advocates, Downtown Development Authority, Downtown Business Association, City of Fort Collins, affinity groups (outdoor, craft spirits, tech) and traditional industries (healthcare, agriculture).	Office of Creative Industries, DDA, Art Organizations	Staff Time
	AC 1c (1): Consult with the creative industries to consider potential impacts and to gain insights when making decisions on investment and regulations.	Office of Creative Industries	Staff Time
	AC 1c (2): Engage artists and creatives in policy creation and decision making to leverage their creative problem-solving skills.	City - Cultural Services, DDA	Staff Time
	AC 2b (2): Once hired, the Director of Creative Industries will support and facilitate the Creative Industries Partnership.	Office of Creative Industries	Staff Time
	AC 2d (1): Support business education for creatives through partnerships with existing organizations such as Small Business Development Center (SBDC), Front Range Community College (FRCC), Colorado State University (CSU), or other providers.	Office of Creative Industries	Staff Time
	EE 4a (1): Encourage cooperative approaches to sustainability innovations, such as renewable energy production and smart grid technologies, to pilot and test new methods and distribute financial risk among various departments, agencies and parties, especially as it relates to achieving the community's climate action goals. Create an interdepartmental group that brings together all departments involved in construction to identify partnership opportunities, improve coordination and reduce barriers to implementing forward-thinking approaches to utility service.	City - Utilities, Engineering, Streets, Stormwater, Planning, DDA, DBA, CSU, Places of Invention Innovators' Network, Private Partners	Staff Time
	MM 3a (1): Publish and share frequent, coordinated information about efforts to address homeless-related issues.	Homeward 2020, DDA/DBA, City - City Manager's Office, Social Sustainability	Staff Time, Foundations, DDA, DBA

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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

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Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Regulations & Guidelines	UD 1a (2): Establish guidelines for character subdistrict improvements that support the unique identity of the subdistrict.	City - Planning	Budgeting for Outcomes
	TP 1n (3): Explore options to reduce drivers "rolling coal."	City - Traffic Operations, Police	Staff Time
	TP 2h (1): When a sustainable funding source for new parking is in place, explore revisions to the Land Use Code allowing new development to pay a fee-in-lieu for of part or all the on-site parking requirements.	City - Parking, Planning	Staff Time
	ME 1c (4): Support the development of larger floorplate office and commercial spaces to attract incubator graduates and growing primary employers.	City - Economic Health, DBA, DDA, SBDC, Chamber	Budgeting for Outcomes
	ME 1d (1): Encourage the development of small-format retail spaces in infill and redevelopment projects to provide opportunities for unique shopping options, creative studio/ gallery spaces, and other small-scale retail uses.	City - Planning, DDA	Budgeting for Outcomes
	ME 1f (1): Support creation of housing at higher densities in key Downtown areas (for example, the Mason corridor).	City - Planning	Budgeting for Outcomes
	ME 1f (3): Evaluate and adjust neighborhood compatibility standards and parking standards in order to encourage higher densities in key areas of Downtown.	City - Planning	Budgeting for Outcomes
	ME 1g (1): Encourage multiple uses near or inside government facilities to generate pedestrian traffic outside of typical business hours.	City/County/State/ Federal Government Facilities, City - Operation Services, Planning	Budgeting for Outcomes
	ME 3a (1): Develop new policies and modify current policies, procedures and practices to reduce and resolve barriers to compatible infill development and redevelopment. Emphasize new policies and modifications to existing policies that support a sustainable, flexible and predictable approach to infill development and redevelopment that respects and maintains existing character.	City - Planning, Historic Preservation, Engineering, Building Services, Utilities	Budgeting for Outcomes

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Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding	
EE 2f (2): Require radon testing and mitigation for new residential development, redevelopment, and remodels. Consider requiring testing and mitigation for commercial development projects.	City - Environmental Services, Building Services	Staff Time	Regulations & Guidelines
EE 4e (1): Encourage use of the Net Zero Water Planning Toolkit by property owners and developers to evaluate water footprints for properties, identify opportunities to reduce water demand and help property owners save on utility costs.	City - Utilities, Planning, Environmental Services	Staff Time	
TP 2e (2): Determine pricing and develop an online "marketplace" that allows customers to purchase parking in private facilities, as available, or utilize existing services like "ParkHound" to curate a "one-stop shop" for parking.	City - Planning, Transfort, DDA	Budgeting For Outcomes	Programs
AC 1b (3): Consider a "cultural sites trolley" that can circulate around Downtown to the various cultural facilities.	City - Transfort, DDA, DBA	Budgeting for Outcomes	
AC 4a (1): Inventory existing spaces and buildings that could be used for affordable start-up, live and/or work space and invest in public-private partnerships to develop new affordable creative spaces.	City - Economic Health, DDA, Office of Creative Industries	Budgeting for Outcomes, Downtown Development Authority	
AC 4b (2): Explore the use of flexible funding streams for arts, cultural and creative uses.	City - Economic Health, DDA, Organization of Creative Culture	Staff Time	
AC 4b (3): Provide data/information to developers and landlords on the value of retaining a mix of creatives in Downtown.	Office of Creative Industries, Culture Services, DBA	Staff Time	
AC 5a (1): Inventory micro-urban space such as alleys, parking lots, and other utility areas to incorporate art and develop public and/or private art programs for those spaces.	Organization of Creative Culture, DDA	Budgeting for Outcomes	

Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Programs	EE 2b (1): Develop informational and educational resources on clean energy (solar, geothermal, hydropower, wind or other technologies) that acknowledge the unique constraints and opportunities Downtown.	City - Utilities, Environmental Services, Historic Preservation, Planning, Economic Health, DDA	Budgeting For Outcomes, Staff Time
	EE 2g (1): Develop a business electric vehicle (EV) charging station incentive program to increase installation of EV charging stations at existing businesses and institutional facilities.	City - Utilities, Environmental Services, FC Moves	Budgeting For Outcomes, Staff Time
	EE 2g (4): Explore opportunities for block or district-scale electric vehicle (EV) programs.	City - FC Moves, Parking Services, Utilities, Environmental Services, DBA	Public-Private Partnership, Private/ Business, Staff Time
	EE 2g (6): Identify partnership opportunities for providing real-time EV charging station availability information.	City - FC Moves, Parking Services, Environmental Services, Utilities	Public-Private Partnership, Budgeting For Outcomes
Plans & Studies	TP 1a (5): Evaluate pedestrian bulb-outs to enhance walkability and reduce crossing distance at key intersections.	City - FC Moves, Engineering	Staff Time
	TP 1b (1): Building off the Arterial Intersection Prioritization Study, do a more detailed analysis within the Downtown area to evaluate and prioritize potential improvements for various modes at intersections.	City - FC Moves, Traffic Ops, Engineering	Staff Time
	TP 1n (4): Pursue more efficient ways of managing deliveries Downtown.	City - Traffic Operations	Staff Time
	TP 2f (2): Research and identify preferred vendor and meter type (e.g., single- space or multi-space; pay by space, pay by license plate; cell phone only).	City - Parking, Planning	General Fund
	TP 2f (3): Develop a technology specification, research vendors (including initial investment, maintenance costs, installation, and integration with other existing parking technologies).	City - Parking, Planning	General Fund

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Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
TP 2f (4): Identify implementation area and develop a comprehensive stakeholder education and communication plan.	City - Parking, Planning	Staff Time
TP 2f (5): Identify specific use of revenue generated from on-street paid parking fees that support City policies.	City - Parking, Planning	Staff Time
TP 2g (1): Identify conditions that warrant the development of new parking structures.	City - Parking, Planning, Economic Health	Staff Time
TP 2g (2): Explore various funding sources for development of parking structures such as public-private partnerships, parking district, tax increment financing (TIF), parking fee-in-lieu, on-street paid parking, and other creative fundraising techniques such as memorial bricks and advertising rights.	City - Parking, Planning	Budgeting For Outcomes
TP 2g (3): Explore development of parking structures to encourage primary employment on the fringes of Downtown.	City - Parking, Planning, Economic Health	Staff Time
TP 2i (1): Create a comprehensive regulation document for public parking facilities (on street and structured) in Downtown.	City - Parking, Planning	Staff Time
TP 2i (2): Analyze appropriate triggers for removing on-street parking in favor of bike parking, car share, and/or bike share spots in the context of the overall supply and availability of parking.	City - FC Moves, Parking, Planning,	Staff Time
TP 2k (1): Begin conversation in the City Plan and Transportation Master Plan update planned for 2017- 2018.	City - Transfort, Parking	Budgeting for Outcomes
ME 1e (2): Examine fee structures for redevelopment (permits, capital expansion, street oversizing, planning, etc.) to encourage the development of mixed-use buildings with smaller, more affordable units. Ensure that fee structures reflect the unique context of Downtown development.	City - Planning	Budgeting for Outcomes

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Mid-Term Actions (2021-2028)

Plans & Studies

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

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Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding	
EE 2g (7): Explore the transformation of the Mason Street Corridor from a designated "enhanced travel corridor" to a "transportation innovation corridor" that integrates and supports new transportation technologies and products (e.g., driverless cars, shared cars, electric and alternative fuel vehicles).	City - FC Moves, Planning, Utilities	Budgeting For Outcomes, Public-Private Partnership	Plans & Studies
EE 3d (2): Identify possible locations acceptable for limited food production in strategic locations along the Poudre River and throughout Downtown.	City - Natural Areas, Parks, Park Planning, Stormwater	Staff Time	
MM 2a (2): Continue to seek and support initiatives, programs and staffing to build proactive relationships and understanding regarding related issues, and assist in reducing conflicts in public space related to disruptive behavior (see also Policy MM 3b).	City - Parks, Natural Areas	Staff Time	
TP 1b (2): Implement multi-modal intersection-related improvements identified in TP 1b (1), including identifying and pursuing funding within the larger citywide project prioritization process.	City - FC Moves, Traffic Ops, Engineering	Budgeting for Outcomes, KFCG, CCIP	Capital Projects
TP 1d (1): Construct the full design of the Lincoln Corridor Plan.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District	
TP 1d (2): Update and implement the Riverside Access Control Plan, building on the Jefferson Street Design and the with updated design from Downtown Plan; see the Entryway Corridor Subdistrict section on page 213.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District	
TP 1d (3): Implement the Jefferson Street Design.	City - Engineering, FC Moves, Traffic Operations	Budgeting for Outcomes, Developers, DDA, GID, BID, Special District	
TP 1j (1): Design and construct potential access improvements for buses, particularly for exiting off Maple and turning south onto Mason.	City -Transfort, Traffic Operations, FC Moves	Budgeting for Outcomes	

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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

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Mid-Term Actions (2021-2028)

Action Items	Responsibility	Potential Funding
ME 1b (2): Work with existing Downtown businesses that are interested in relocation; facilitate opportunities for adaptive reuse and redevelopment.	City - Economic Health	Staff time
ME 1f (2): Support reform of the construction defects claim legislation to encourage development of for-sale condominiums.	City - Economic Health	Staff time
ME 1f (4): Public-private partnerships should be used to achieve key community objectives, including parking, sustainable design, and affordability.	City - Social Sustainability, Economic Health	Public-Private Partnerships
ME 2a (2): Educate the public and stakeholders in the City organization about the impact of investments that have been funded through TIF resources.	City - Economic Health, DDA	Staff Time
AC 3a (3): Support the creation of a community-centered use in the Car Barn	City - Economic Health	Budgeting for Outcomes
AC 4a (2): Support and promote existing creative spaces, both public and private, so they remain a resource for creative industries.	City - Economic Health, DDA, Office of Creative Industries	Staff Time
MM 2a (4): Identify opportunities to increase recreational use of parks and natural areas where concentrations of illegal activity and encampments are a problem, to provide higher visibility and make spaces more family-friendly (e.g., disc golf course in Gustav Swanson Natural Area).	City - Parks, Police	Staff Time
MM 4a (2): Prepare a report for City Council and others summarizing key budget forecast issues to inform biennial budgets and the programming of new improvement projects.	City - Parks, DDA	Staff Time
MM 4c (1): Ensure that aging improvements (e.g., trees and plants, special paving, planter walls, pedestrian lights, street furnishings, holiday lights infrastructure, irrigation, fountains) are maintained by responsible parties.	City - Parks, Planning	Staff Time
MM 4e (2): Work with haulers to explore cleaning, maintenance and litter clean-up as part of their service for enclosures.	City - Environmental Services., DDA, Parks, Business	Staff Time

Coordination

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Mid-Term Actions (2021-2028)

	Action Items	Responsibility	Potential Funding
Coordination	MM 4e (3): Provide educational information and signage regarding waste reduction, waste management and recycling.	City – Environmental Services, DDA, Parks, Planning, Private/ Business	Staff Time
	MM 4e (4): Work with individual property owners to reduce waste, coordinate with neighbors on waste collection and utilize best practices for waste management.	City – Environmental Services, DDA	Staff Time
	MM 4e (5): Explore reducing the frequency of large waste vehicles Downtown by identifying opportunities for shared resources, coordinated collection schedules, single-provider contracts, bicycle-based recycling and food waste collection, and other actions.	City – Environmental Services, DDA, Private/Business	Staff Time
	MM 4e (6): Explore options and technology for year-round drinking fountains to reduce beverage container waste.	City - Parks, Environmental Services	Staff Time
	MM 6b (2): If a base of initial support emerges, explore a public deliberation process to discuss BID concepts and potential suitability for Downtown or parts of Downtown.	DBA, DDA, City - Economic Health	DBA, Staff Time, DDA

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Ongoing Actions

Regulations & Guidelines

Action Items	Responsibility	Potential Funding
AC 5d (2): Explore opportunities for artwork to stand in lieu of design requirements.	City - Planning	Staff Time, New Development
EE 1a (2): Continue to conserve land along the Poudre River to protect floodplain areas and optimize carbon sequestration through floodplain requirements and natural habitat buffers.	City - Natural Areas, Parks, Park Planning, Stormwater	Staff Time
EE 1b (2): Continue to ensure new development creates an adequate transition between Downtown and the river, with special consideration for avoiding negative impacts of development projects on the aesthetics and character of the Poudre River.	City - Planning	Staff Time
EE 2b (7): Promote and incentivize the use of passive urban cooling strategies, such as tree canopies, reflective roofs and pavement, living walls and green roofs, and shading canopies and devices over windows, walls, parking lots and other open areas.	City - Planning, Utilities, Natural Areas, Environmental Services	Developers, Private/ Business, DDA
EE 2d (2): Promote green building practices that support community goals when providing public financing for new development or redevelopment projects (e.g., LEED, Energy Star, Living Building Challenge, WELL Building and Net Zero Energy Building strategies).	City - Planning, Building, Economic Health, DDA	Staff Time
EE 3a (2): Incorporate pocket parks, plazas, courtyards, safe children's play areas, green roofs, living walls, and opportunities to enjoy nature into new development, existing properties (public and private), streetscapes, alleyway improvements and other projects.	City - Planning, DDA, Parks, Engineering, Natural Areas	Developers, DDA, Budgeting For Outcomes
EE 3a (3): Incorporate landscaping that benefits birds, butterflies, pollinators and other urban adapted wildlife species into new development, existing properties, streetscapes, alleyway improvements and stormwater management projects.	City - Planning, Parks, Engineers, Natural Areas, DDA	Developers
EE 3a (4): Incorporate setbacks or varied edges into large infill buildings to create a green edge and publicly accessible gathering spaces where appropriate for the context and desired character of a block or subdistrict, while considering any impacts to affordability of development projects.	City - Planning, Parks, Engineers, Natural Areas, DDA	Developers

Ongoing Actions

Action Items	Responsibility	Potential Funding	
EE 3b (1): Continue to incorporate street trees and high-quality landscaping in all development. Continue to maintain the health and longevity of the existing, mature tree canopy Downtown.	City - Planning, Forestry	Developers, Budgeting For Outcomes	Regulations & Guidelines
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*	Programs
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

Programs

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

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Ongoing Actions

	Action Items	Responsibility	Potential Funding
Programs	EE 4c (3): Continue to work with stakeholders to educate the community on flood safety and property protection techniques.	City - Utilities	Staff Time
Plans & Studies	TP 1n (2): Pursue ways to mitigate train horn noise.	City - Traffic Operations, City Manager's Office	Staff Time
	ME 2b (2): Create and maintain an inventory of prioritized public improvement needs for the entire Downtown Plan area. Ensure that implementation of public improvements is distributed throughout the Downtown subdistricts as appropriate.	DDA, GID, BID (if created)	Budgeting for Outcomes, General Improvement District, DDA
	EE 2b (4): Identify buildings and sites with the greatest and most effective opportunities to integrate photovoltaic and solar thermal systems, including self-storage, warehouses, large office buildings, and other uses with suitable roof space. Create education, incentives, rebates, demonstrations, and partnership opportunities to facilitate participation.	City - Utilities, Private Partners	Staff Time, Budgeting for Outcomes
	EE 4d (3): Ensure that infrastructure is sized to allow for planned or future development and adequately accounts for potential impacts to the water and wastewater system.	City - Utilities	Staff Time
Capital Projects	AC 5a (2): Program "convertible" streets that can be used for art events (Canyon Avenue, 200 block of Linden and 200 block of Howes).	Organization of Creative Culture, DDA, City - Planning	Budgeting for Outcomes
	EE 2a (4): Showcase art, clean energy, and nature together through Art in Public Places projects and other artistic installations.	City - Art in Public Places, Utilities, Natural Areas	Art in Public Places Fund
	EE 2b (6): Develop subdistrict- or community-scale solar gardens that are available to both business and residential subscribers. Consider installation on top of parking garages, sites with limited development potential and other suitable sites.	City - Utilities, Private Partners	Public-Private Partnerships, Business, Budgeting for Outcomes, Subscribers/ Ratepayers

Ongoing Actions

Action Items	Responsibility	Potential Funding	
EE 4a (3): Seek private and other creative funding sources for innovative capital projects that support multiple sustainability goals.	City - Sustainability Services, Utilities, Engineering, City Manager's Office, Places of Invention Innovators' Network, Private Partners	Staff Time	Capital Projects
TP 1n (1): Use crash data to monitor, evaluate, and identify potential improvements on an ongoing basis.	City - Traffic Operations, Police	Staff Time	Monitoring & Evaluation
EE 1a (1): Evaluate the impacts of water supply storage and delivery projects on the aesthetics, ecological functions and natural character of the river.	City - Utilities, Natural Areas, Planning, Environmental Services	Staff Time	
MM2a (3): Evaluate local efforts and best practices from other cities (e.g., Street Outreach Team; Give Real Change campaign; Homeward 2020; Ambassador/Host Program) to inform the ongoing solutions in Fort Collins.	Funders, Service Providers, City - City Manager's Office, Social Sustainability	Staff Time, Foundations/ Philanthropy/Non-Profits, General Fund	
TP 1f (3): Continue to coordinate with the Street Maintenance Program (SMP) and other capital projects to add/improve bicycle facilities when opportunities allow.	City - FC Bikes, Streets, Traffic Operations	Budgeting for Outcomes, State and Federal Grants	Coordination
TP 1n (5): Continue coordinating with CSU to manage the impacts of large university-related events on Downtown.	City - Traffic Operations, Police, CSU	Staff Time	
ME 1c (2): Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation and recruitment of start-ups, maker spaces, artisan manufacturing, and other businesses that bring jobs and import income or dollars to the community.	City - Economic Health, DDA, DBA	Staff time	
ME 1d (3): Support the retention and recruitment of retailers and development projects that have a high potential impact on sales tax generation, specifically focused on increasing the amount of retail sales generated within the Downtown area.	DBA, City - Economic Health	Staff time	

Ongoing Actions

	Action Items	Responsibility	Potential Funding
Coordination	ME 1h (4): Regularly share Downtown economic information with the public, business owners and property owners in multiple formats.	City - Economic Health, DBA, DDA	Staff time
	AC 5b (2): Explore opportunities to collaborate with the Neighborhood Connections Program to develop a neighborhood-based public art program.	Neighborhood Services, Organization of Creative Culture, Cultural Services	Staff Time
	AC 5b (3): Convene all stakeholders to explore opportunities and structure that could support additional public and/or private arts initiatives.	Organization of Creative Culture, Art Organizations	Staff Time
	EE 2b (3): Explore a variety of funding sources and creative financing mechanisms to promote clean energy production Downtown, including public-private partnerships, Colorado Commercial Property Assessment Clean Energy (C-PACE), DDA incentives, attracting private investment such as the Solar Power Purchase Program, or other appropriate mechanisms.	City – Environmental Services, Utilities, DDA, DBA, CSU, Private Partners	Staff Time
	EE 2b (9): Engage innovative groups, such as the "Places of Invention Innovators' Network," in conversations about ways to encourage innovation, reduce risks, showcase local technologies and pilot university research.	City - Economic Health, Environmental Services, Utilities, CSU	Staff Time
	EE 3a (5): Showcase art, energy, and nature together through Art in Public Places projects and other artistic installations.	Office of Creative Industries, DDA, Art Organizations	Public-Private Partnership, State and Federal Grants, Private/ Businesses
	EE 4b (2): Coordinate implementation of the projects detailed for the Old Town Drainage Basin in the Stormwater Master Plan with other public and private development and improvement efforts. Major capital projects planned to remove structures from the floodplain and mitigate potential flood risks in the Downtown area include the Downtown River District (Jefferson/Pine) and Magnolia Outfall.	City – Engineering, Utilities, Natural Areas, Parks, Planning	Staff Time

Ongoing Actions

Action Items	Responsibility	Potential Funding
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

Section 5:
Appendices

Appendix A: SWOT Analysis

Appendix B: Meetings & Event Log

Appendix C: Online Questionnaire #1

Appendix D: Online Questionnaire #2

Appendix E: Online Questionnaire #3

Appendix F: History Timeline

Appendix G: Parking Community Dialogue

Appendix H: Downtown Market Assessment

Appendix A

Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

A SWOT analysis was used as the primary tool in Phase 1 of the Downtown Plan to build an understanding of the strengths, weaknesses, opportunities, and threats facing downtown – currently and looking to the future. The following definitions were used for guidance:

- Strengths: Characteristics of the downtown (and relevant organizations) that could help achieve the desired vision or goals for the area.
- Weaknesses: Characteristics of the downtown (and relevant organizations) that could interfere with achieving the desired vision or goals for the area.
- Opportunities: External factors or forces that could help achieve the desired vision or goals for the area.
- Threats: External factors or forces that could interfere with achieving the desired vision or goals for the area.

The following summary provides a compilation of the strengths, weaknesses, opportunities, and threats identified by working group members, stakeholders, and attendees at public outreach events. In many cases, participants discussed common themes or topics that related to more than one topic area.

Arts & Culture

Strengths

Art in public places

- Art in public places (murals, pianos, transformers, street performers)
- Incorporation of public art and in businesses (coffee shops)
- Informal arts – pianos, etc.
- The use of alleyways for art (+1)
- Pianos to be used by everyone
- Alleyway projects (UD)

Atmosphere/Character

- Inviting character of space
- The atmosphere
- Street atmosphere
- Family-oriented
- Vibrancy
- Vibrant
- Something for everybody – feels like a small town with big city amenities
- Downtown is a unique experience; one is constantly discovering new things.
- Focus on youth
- Place for children; a place of energy
- Culture
- Bikeability and culture (TP)
- Bike-centrism (as culture, as much as transportation) (TP)
- TRAIN! Like the train. Celebrate the train. (TP)
- Overall Culture and Energy
- Generally, high quality exists now, to be maintained and expanded upon
- Love watching people
- Vibe (culture history)
- Character of historic district
- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.
- Historic fabric through which the rest develops – a robust juxtaposition of historic and "hip"
- Historic structures and urban design (UD)
- Like all the people. CSU, Homeless, Okay.

Destinations/Venues

- Art and music venues
- Lincoln Center
- New Fort Collins Museum of Discovery (learng, community)
- Breweries
- Oak Street Plaza – a child space
- Outdoor gathering places

(e.g., Oak Street Plaza)
- Hidden spaces (alley)
- Old Town Square
- Dining, nightlife, festivals, venues
- Keep the Global Village Museum (200 W. Mountain) – City is looking to try and sell that building. Want to keep it a part of Fort Collins, big part of the community. Only international museum in the State of Colorado Downtown events
- Events that feature art
- First Friday
- Quantity and quality of festivals and events
- DDA and DBA, events and funding source
- Activity: Skating. Fountain. Playground is great. Children's things. Music. Family things.
- Festivals
- Events invigorate the space
- Great Plates
- Summer concerts are amazing
- FoCoMX
- New West Fest
- Festivals like New West Fest and First Friday
- FoCoMX, New West Fest are events that should stay

Economy/Creative District
- Talented Artists/Musicians
- Creativity, craftsmanship, entrepreneurship
- Strong economy - supportive businesses
- Creative businesses
- Various artist incubators/ galleries
- Innovative businesses (brewery-tech-art-music)
- Representation of different income brackets
- Entertainment, bringing business component
- Demographics - lots of millennials, young demographic living/working
- Significant pedestrian traffic
- Proximity to CSU
- Established cultural epicenter
- Tourist Destination
- Ability to hang out – inclusivity
- Mix of public and private ownership
- Eclectic Stores

Nature/Outdoor Space
- Proximity to river and natural public spaces (EE)
- Outdoors (EE)
- Beautiful flowers/plants (DM)
- Flowers and twinkle lights (DM)

Performing Arts
- Entertainment located in area
- Music
- We love music in the square and the historic feel!
- A Capella! [a barbershop quartet was singing nearby]
- The music and closeness of the community
- Magic John
- Love live music
- We need to keep Streetmosphere and Beet Street. They are the cultural icons of the city in my opinion.

Other
- Playing Modest Mouse
- ROYGBIV Atmosphere/ Character

Arts & Culture
Weaknesses

- Violence from late night patrons
- Scaring off families and more seasoned individuals due to late night shenanigans
- Restrictions that prevent "hanging out"
- Limitations on inclusivity

Destinations/Venues
- No flagship venue
- Need a good solid event location venue. Have been using Civic Park, Washington Park, Legacy Park not ideal. No infrastructure to support. Barely large enough for some events. Legacy Park requires bringing everything in.
- Art – feels like it's getting thin on galleries. Need a space for artists to be able to be and work at low cost. Possibly provided by City if necessary to keep it affordable.

Downtown events

- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key issue for the new DBA to discuss and clarify.
- Issues with drinking at events
- [Need] Afterhours/ comprehensive transportation to get to events
- Early MAX transit shutdown (TP)
- [Need] East/west public transit connections (TP)
- Winter-lack of drive by patrons, lack of marketing to get people to events
- How many festivals is too many? Fatigue…
- Events tipping point. Not sure what that is. Event fatigue is already an issue.
- Tension between business, breweries, and events
- Lodging [lack of] (ME)
- Carnival rides at New West Fest are often not local – should be restricted to local vendors (DM)
- Tour de Fat significantly hurts Farmers Market on "trifecta" (peaches, pears, apples) weekend (other events have little effect) (DM)
- Lack of parking, management of assets (TP)

Economy/Creative District

- High cost (rent for business and housing)
- Rising commercial values and rental pricing
- Expensive storefronts
- Lack of Creative office space
- Affordable housing [need for]
- Lack of funding
- Tons of underpaid creatives (music, theatre, visuals)
- Artists/musicians aren't staying here
- Invites economic activity over social/cultural space
- Perception of art as a means to an end (donations)
- Ego shields reality for working artists
- Lack of population to amass support
- Under-employment (7th in the nation)
- Hispanic and diverse communities don't come downtown
- Diversity
- Little cultural diversity

Performing arts

- Difficult to support arts (music via door/ticket)

Policy and Organization

- Arts council dissolved
- No umbrella, a cultural group (arts council)
- Drama and DBA- need strong leadership and collaboration
- Isolated groups overlap or not working together
- Decision-makers (overwhelmingly) not representative of artists
- Disconnect between "who decides" and "who does"
- Over influence on policy by the wealthy
- Listening too much to naysayers- vocal minority has too much influence
- Development policies
- Land use decisions
- Priorities of funding decisions
- Arts aren't managed in policy making
- [Lack of] Interest in furthering artistic opportunities from both community and government

Other

- Detroit Rock and Roll
- Cabs (though getting better w/uber) (TP)

Art in public places

- Things to interact and

Arts & Culture
Opportunities

entertain, e.g., Discovery Museum...a telescope? Scavenger hunt? Boulders in the river? The Farm is great. Saw a great Alice in Wonderland sculpture in [another city] that was really fun.
- Support more edgy art in the public art realm
- Some unique novelty feature? (example mentioned: Missoula's merry-go-round)
- Increase spectrum of "play" – for all ages – chess, bocce, kid's attractions
- More spaces for public art and artist expression (+1)
- More murals! I have been petitioning to paint the side of Millennium gallery! It's hard work but I'm going to keep trying!
- Graffiti park – that would be very cool.
- More art
- Increase spectrum of "play" – for all ages – chess, bocce, kid's attractions (DM)
- Atmosphere/Character
- Fostering hype with younger generation
- Local vibrancy and involvement
- Community involvement
- More sophisticated culture
- We need a variety of things to do. Not all bars. Creatives. More emphasis on "family outings". Not just drink and party. Galleries going away. How to support these things?
- History. Tie activity to historic design.
- Creative Thinkers
- Celebrate ethnic diversity of CO and history
- Interaction between people on the streets and the storefronts (UD)

Destinations/Venues

- Community building. Smaller scale, participation. Engagement. PLACES for people to gather, that are interactive. Support interesting interactions.
- Lincoln street event space
- Museum exhibit space in old trolley barn
- Performing Arts Center at Mountain and Mason
- Outdoor venue urgent. Could use an indoor venue also, but outdoor first. Need a conscious plan for that.
- Performance space in central area, like Rialto. Mountain/ Mason site fits this bill. Then CONNECT Lincoln center to downtown PAC site.
- Lee Martinez Farm is underutilized; could be better integrated
- Co-located spaces that are artistically centric
- Amphitheatre
- Movie place!!
- Cultural arts museum
- Arts museum
- Bring buildings, like museums
- Increase venues for arts
- Updated, larger, better music venues would be great.
- More outdoor activities.
- Opportunity for great music venue that is neighborhood-friendly [Oxbow District]
- Fountains and music venues [Civic District]
- Concerts, nice area civic center [Civic District]
- Need for a major market building (e.g. The Source in Denver's RiNO) including restaurant, bakery, butcher, art, merchants...
- Year round community marketplace. Local food=culture +agritourism
- Cultural development along the riverfront
- Develop riverfront for cultural use
- Add more galleries and museums – helps increase types of visitors and income downtown.More art galleries
- Galleries
- Galleries and museums

Downtown events

- Diversify events and winter-outfit patios (Prague Style)
- Strengthen focus on non-

alcohol-centric events
- Expansion of programming and private/public partnerships
- Seek partnerships relationships
- Seasonality of events
- Cultural events
- Expand festivals and events (like 1st Friday Artwalk) at a range of scales
- More events.
- Do Great Plates in conjunction with entertainment
- Craft events so that people want to stay longer
- Events: have one central agency for events. Clearinghouse with guidelines, criteria, mission. [Mark J. is hiring this person].
- Outdoor music and fun events
- Need more of a balance in terms of arts and culture. Less related to alcohol, party-related events and more high-culture
- More advertisements for First Friday so members of the community realize what is going on and are more encouraged to get downtown to enjoy the arts and culture.
- Food truck rallies as an event. Create a good location for that. Civic Center Park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of East Oak? Mason Lot? (DM)
- Enforcement to end all disruptive behaviors (DM)

Economy/Creative District
- Cultural tourism
- Integration of activities – Recreation/Work
- Better integration of Hispanic culture
- Diversity
- Expand retail, arts, and cultural opportunities
- Create a more affordable art district
- Arts in residence
- Activities to draw creatives to locate and work in downtown
- Art and cultural creativity/ diversity
- Creative industries and business
- Music district & new programming opportunities (w/sustainable funding)
- Focus on retaining artists in downtown. Pay affordable space living wages
- Pursuing a creative district for arts and culture – a State sanctioned designation, can come with some funding. Qualification criteria must be met.
- Arts are businesses too
- Growth of innovation economy and convergence with creative class
- Greater mix of employment and culture
- Tourism industry
- Package plans (tourism)… especially with MAX
- Encourage the arts and innovation.
- Connection to north college, live/work space
- Annexation of Mulberry corridor, live-work spaces
- Connection to south Fort Collins via campus north sub district (UD)
- Visual connection of walking area to Lincoln (UD)
- Infill development (UD)
- Smart growth (UD)

Nature/Outdoor space
- River District; kayak park (E/E)
- Activate the River. Accentuate the positive qualities of the River (E/E)

Performing arts
- Would like to see more street entertainers
- Cultural approach to public performance can be honed
- More shows

Policy and Organization
- Engage more working artists into policy creation
- Collaboration between downtown businesses growing and can be fostered
- Use what is working and shift it to promote local
- Taxing district
- Development policies can be revamped
- Connection to CSU
- Community calendar
- Wide scope of University participation
- Keep the dialogue open on arts and culture planning. I

get the feeling decisions are being made about arts and culture without asking the community.
- Dialogue on arts and culture

planning.

Other
- Resolve the pay to park to metered (TP)

Atmosphere/Character
- Fear of downtown not being family friendly squashes counter-culture
- Squash "counter culture

Arts & Culture
Threats

if over-policy"-too safe/ whitewashed
- Perception of panhandlers and homeless people. Unsafe at certain times of day

Destinations/Venues
- Run out of places to develop
- Downtown events
- Attitudes or mindset to events and gatherings
- Lack of cohesive support of events
- Community ego- too good to pay for events/too used to free events

Economy/Creative district
- Loveland art scene [competition]
- Regional competition
- Distance from Denver (too close)
- We are moving from town to city
- Fort Collins scene growing- people staying midtown/ south
- Private sector influences development
- Rising property values
- Is it within the scope of the plan to deal with rising rents, costs, and living abilities? Would like to learn more about that. Are "rent controlled" or lower rent spaces possible? Creative district needs planned spaces for people to work and live. RINO having similar problems with success driving out cool things.
- Continued increase of the disruptive downtown economy
- Civic noise and lack of a cohesive story. Arts create atmosphere that attracts biz=sustainable growth.
- Even less cultural diversity
- Continual lack of diversity
- Galleries close b/c of lack of business often, not a well-known town for people buying art
- Jewelry and crafts are bough often and continually but paintings are not
- Museums vs. galleries?
- Brick and mortar businesses in trouble because of rising rents (ME)
- Moms and pops leaving due to rising rents for commercial (ME)

Other
- Comfy lifestyle
- Climate changes, flood, and fires. Old Town has a considerable floodplain (E/E)

Access
- Foot traffic related to promos and events
- Ability to transition to a

Management & Maintenance

Strengths

walkable multi-use area
- Cheap Parking
- User-friendly, with good visitor center and website
- Accessible
- Very Walkable!
- Walkability + charm
- I think everything is in order right now, I don't know what change is necessary. They're doing an excellent job, and it's very easy for me to get around.
- Like walking downtown.

Atmosphere/Character

- Patio culture
- Keep the green space downtown, this is very important
- Little things create family activities and encourages coming down with your families
- Community support
- Love it!
- Love this town and all of its beauty and recreational opportunities.
- Love and respect
- Downtown works for us as daytime and dinnertime customers.
- We love the atmosphere and food
- Nice friendly downtown.
- Love downtown. Take my 6, 5, and 3 year olds downtown every week.
- Atmosphere!
- Vitality of downtown as the heartbeat of the city
- High energy events, a happening place
- Vibe= it factor
- Brewery culture
- Charm – warm feeling – energy in summer – music/ people
- Great people, great vibe. The life, attracts the community.
- Great people.
- Ability to hang out – inclusivity
- The people sometimes
- Friendly
- Energetic
- Family-friendly (+1)
- Everything
- Community
- Feel, lifestyle. Beautiful place. Places for meetings, like here! (Crooked Cup).
- Urban forest
- I like the atmosphere!
- The people
- We love working downtown because it's nice to be a part of Old Town!
- Sense of community! Love everybody.
- The atmosphere
- Cool place
- Good times You can hang out here and have fun!!
- Amazing town!!
- Dog friendly (+1)

Beautification

- Beautification- atmosphere, environment
- Flowers/landscape (+1)
- The lights during the winter are great. As well as the trees and greenery throughout downtown.
- Flower baskets are nice, and I love the lights in the winter.
- All planters and flowers – medians, pots, hanging pots – parks
- Greenery
- Christmas lights (+2)
- Planters and flowers
- Winter lights (+1)
- Flower baskets
- Lights on trees
- I like the lights in alleys and pianos!
- Beautiful lights!
- I love beautiful Old Town lights!
- Attractive – love the flowers! Love our city!

Cleanliness and Maintenance

- Cleanliness/up keep
- You don't often see piles of cigarette butts
- Cleanliness
- Smoke Free zone
- Clean buildings
- Love the solar belly recycling bins.

Destinations/Attractions

- Old Town Square Stage
- Central meeting place for the

DRAFT

community [Old Town]
- The Farm [at Lee Martinez Park]
- Gathering point [Old Town]
- Global Village Museum
- The water fountain
- I like the nature zone
- Breweries, restaurants, night life, historic
- Draw as entertainment and retail/restaurant hub
- Entertainment, bringing business component
- Beer
- Food is my favorite (+1)
- Cider!!
- Really good food. Yum.
- Awesome food (+1)
- Great food, wonderful people, bike & dog friendly!
- Outdoor dining
- Cute town. Best beer.
- Ice cream!
- Businesses open late during the summer
- Food trucks!!
- Equinox, Pateros, and Coopers
- Coopersmiths

Events
- WestFest is unbelievable
- Events
- Events/Festivals
- Brewfest and New West Fest pay for all the other events so they are worth it to keep all of those other events
- Bohemian Nights Festivals
- Fun events
- Great community events! Love FoCo!
- The festivals are nice as well.
- Statewide leader in culture and event production
- Events- fun/social, attractive
- Activity: Skating. Fountain. Playground is great. Children's things. Music. Family things.
- Festivals
- Informal arts – pianos, etc.
- Kid activities

Funding
- Funding-improvements investments
- DDA/city relationship
- All TIF all gone

Homelessness
- Serve 6.8 is a Timberline Church function and is leading a steps-to-success effort. Harvest Farm is part of it. Mike Walker is contact.
- Friday meal and showers and Mennonite Church
- Church helping with homeless issues
- Rescue Mission's Steps to Success job preparation program
- Homeless Issues: Discussions have been occurring. DDA sponsored. Focus is on BEHAVIORS. Educate. Monitor.
- Homeless Issues - mental illness: Touchstone tries to help. They have some pretty good response mechanisms for the specific issues. Dan Dworkin, Police, coordinates on this.
- Catholic Charities tries to get people ENGAGED. Offer places to engage, hang out, have a reading room, tell people they have to be respectful, provide civics education for the homeless.
- Rescue Mission tries to do well in their limited scope
- Catholic Charities
- Farmer's market accepts SNAP
- FC Rescue Mission Meals – emergency shelter served 93 the night before the interview
- Murphy Center
- Touchstone for mental/ medical issues – but they are extremely busy
- Homeless/Poverty Programs Catholic Charities: 1) residential shelter for 60 people up to 120 days. Goal to get people back to stable housing, and address issues with money, health, bills. Work closely with Julie Brewen on Redtail Ponds. 2) Overnight shelter for 24 men and 6 women, 10 pm-6:30 am. 3) Staff @ Murphy Center Day Shelter in the am, then day shelter services in pm. 4) Noon community lunch. Also, a 5) - utility assistance. City, energy outreach Colorado – help with bill relief. 6) Senior Services. Help with benefits, bill paying. All programs 30% AMI or less. All aspects of poverty and homelessness.
- Like all the people. CSU, homeless, okay.

Safety
- Safety-police presence, professional engaged,

appreciated
- Police District One Day Patrol, 2 plus sergeant; Night Patrol 6 + sergeant. Community outreach. Participation in discussions. Day focuses on behavioral issues, more related to homelessness and youth; night focuses more on bars and alcohol-related issues. Response to calls, and officer-initiated incidents.
- Clean and Safe
- Police Officers appreciate their ability to get out and interact personally w/citizens – presence on the ground. Firsthand knowledge deter relationship. Walk. Bike.
- Safe environment
- Relationship/building
- Professional policing compassionate
- Staffing #'s
- OTS ospp
- Safety
- It has been a lot safer since we added lights in the alleys.

Other
- I love my street family. Love you Steve, Josh, Train Wreck and all the drunks I hang with.
- Rams mascot
- Vision
- Generally, high quality exists now, to be maintained and expanded upon

Access
- I like everything but the construction
- There is not enough room to walk on the sidewalks – too many tables and sidewalk signs in the way. Really hard for mobility impaired!
- Need to address sidewalk obstructions – getting out of hand in some places, can hardly make it through. Trailhead West Mountain block. (UD)
- Parking (TP)
- Lack of turnover in the prime spots of parking (TP)
- 2nd floor tenants and retail employees
- Parks shop, facilities
- Way-finding and public perception of difficulties, accessing shops/food
- Multi-million investments in public space but not comfortable to use as intended (UD)
- Canyon MISSING a key bit of sidewalk at Magnolia. Do something better with it as a pedestrian connection. (UD)
- Lack of Lockers (esp. for homeless)
- Lack of public restroom access
- [Need] unlocked public restrooms

Management & Maintenance
Weaknesses

Atmosphere/Culture
- [Need] No outside smoking.
- 'No smoking on the patio' was a failure
- Concerns about selective enforcement of smoking ban
- Cruising on weekends

Cleanliness and Maintenance
- A little bit of broken glass and trash in alleys, a lot of it by Wash Bar. It's down to details – fix this sidewalk with the loose bricks.
- Inconsistency of snow removal
- Cleanliness
- Durability of projects and long-term planning: Calling Old Town Square decrepit after 30 years is scandalous. This is a nation-wide problem – we must think more like Europe

Destinations/Attractions
- Too many breweries in town. Don't like the image
- Too much alcohol

Events
- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key

issue for the new DBA to discuss and clarify.
- Need a good solid event location venue. Have been using Civic Park, Washington Park, Legacy Park not ideal. No infrastructure to support. Barely large enough for some events. Legacy Park requires bringing everything in.
- Tour de Fat significantly hurts Farmers Market on "trifecta" (peaches, pears, apples) weekend (other events have little effect)
- Issues with drinking at events
- Issues with drinking at events [– a strength?]
- Street closure for events is bad for business; likewise for trail closures.
- Get rid of Pro Challenge
- Get rid of Pro Challenge
- [Need] Fewer festivals
- We have enough festivals
- Communication between event organizers and city departments (police, parks, etc.)
- Manage festivals better
- Festivals aren't necessarily liked by downtown shops b/c they aren't often going into shops but just outside at festival and it deters people who would regularly be downtown
- Event facilities

Homelessness

- Among homeless, there is some marijuana traffic.
- Pot traffic, especially in summer, is bad for homelessness in the district... Summer increases homeless population by 100-150
- Benches with bumps
- Jefferson Park
- Homeless misbehavior and intimidation factor
- Library not used as intended - Downtown spillover, acts as homeless shelter
- Contradiction in approach to homeless and camping
- Homeless population/ panhandling
- Fort Collins is squeezing more and more quality out of homeless people's lives – don't like the current situation Profiling of the Homeless (packs, etc.)
- Businesses seem pitted against homeless
- Limitations on inclusivity
- Homeless issues are a factor. A few negative encounters can undo a lot of work and investment done over the years. Stay welcoming to all, but the key is to be welcoming for everyone. Some non-residents don't respect the community. They have infiltrated the library now. Old Town Square and library – huge investments, now not so appetizing.
- Misunderstandings about homelessness; blame and homogenizing views; stereotyping; systemic issue, but the homeless are held accountable
- "Travelers" are a minority, but the most visible, with no respect for the community.
- Among homeless, some mental illness, about 20% chronically. Abuse. Trauma.
- Responsible local people perhaps 50-60%. Situational, e.g. behind on bills, can't catch up. Lots of locals. One example: a landlord's property failed, person moved to redtail scared, did not want to be on the street, wants to follow the program.
- Dichotomy of hungry homeless and rising wealth
- Not all shelters serve all demographics (women, men, children, youth)
- Murphy Center Management Issues
- Homeless support institutions deal with negative perceptions of business, residential communities
- Sometimes a bus ticket to stable support is provided.

In general, people that are part of our community are OK with business owners. vs. those coming to a service utopia.
- Mental illness is a State issue. FCHA is trying to get some rooms in Redtail for these. Mostly locals.
- Panhandling rule's effect on Old Town and homelessness; how it effects choice of OldTown as a destination
- Rescue Missions reaching capacity; turning folks away
- Rescue Mission does not serve children and minors
- Rescue Mission "steps to success" job training
- Harvest Farm program for men (70 men); transitional program (20 people)
- Homeless Issues - Housing – concentration of poverty, like in Redtail has stigma.
- Really need to work on the homeless issue. Going to become more and more of a problem
- To some extent we can argue we've given too much services [to homeless population]
- Loitering by homeless people
- Attitude toward homeless
- Homeless facilities/policies
- Homeless congregation
- Expand to include library
- The homeless issues in Jefferson Park
- I do have occasional problems with homeless people/transients, but otherwise it's like Mayberry down here.
- Do more to remove the homeless people who panhandle. They can be aggressive not to mention annoying!
- Some unsavory characters at Jefferson Street Park after dusk.
- I have safety comments about transient population panhandling/loitering in the place I take my children. I feel it isn't very safe. I like seeing security/police downtown and in Old Town Square. It makes me feel safe with my family.
- FoCo café… apparently not serving the hungry… a disconnect?

Safety
- Events- large crowds
- Cruising noise, smoke, speeds
- Safety perceptions at night and daytime
- Safety? Carnival rides at New West Fest are often not local – should be restricted to local vendors
- Enforcement of Negative Behaviors [lack of]
- Safe in daytime, not as safe after 10pm. Love the energy of downtown. Don't prefer to see panhandlers on many corners, makes me feel uncomfortable.
- Family-friendly depends on the time of day/night. Same with safe.
- Safe- before 9pm. Family friendly: great prior to 8:30pm.
- Under-policing
- Customers feel unsafe at ATM (panhandling)
- Drinking and vandalism on the weekends from people walking (throwing rocks, tearing down signs, etc.), being loud late at night
- [Need] Less drunken walking after midnight
- Lot of alcohol
- Can be difficult (dangerous drinking and partying)
- Folks walking home drunk (vandalism)
- Safety-minimal police presence, unacceptable behavior, large crowds, traffic

Other
- Drainage/parking at CSU Powerhouse and Northside Aztlan Center
- Management of overall messages
- Community outreach and education
- Overall strategy

Access
- Connections to river and recreation
- Connections to CSU
- Cosmopolitan city, evening

Management & Maintenance

Opportunities

transition
- Change our parking model, On street paid parking, additional parking garage
- Better coordination of pedestrian lights
- Business hours [could be open later]
- Wayfinding. For peds; in garages; driving around; out on the highways.
- Way finding (+1)
- Maps – wayfinding, orientation. Saw the P's for parking, not sure what those meant.
- Tourists don't know [about] garages. Say "enclosed" on parking signs.
- Bike parking – more of it. More than car parking. Maybe someday more car-free areas.
- Downtown circulator trolley
- There needs to be more public transportation for people who don't want to drink and drive.

Atmosphere/Culture

- Utilization of new old town square as focal point of culture
- Increase spectrum of "play" – for all ages – chess, bocce, kid's attractions
- More kid-friendly (+1)
- Keep doin' what yer doin'! More bike paths/routes, more cools downtown attractive stuff!
- Wider inclusivity – especially in the square
- Diversity
- More physical activity options
- Retail chains – want to learn more about that. Is there any way to take a position? Should we? Not sure what I think about that. Having RETAIL of any kind is most important. Not sure I'm against change with more chains. RETAIL is more important than chain question. A destination shopping district requires – MORE RETAIL, relevant retail.
- Retail and business mix. Not enough retail in the mix. Retail destinations need a certain critical mass. Need a critical mass of retail. Sioux Falls had a business incubator.

Beautification

- More enhancements
- Extend tree lighting duration
- Holiday lights summer equivalent? Water? What could it be?
- Lights in trees all winter
- Have more plants
- Add more green space
- More parks as towers develop
- Holiday lights infrastructure -- if it's needed, get that into the plan. If it's on poles, could it relate to a banner signage system? Again, build in convenient Infrastructure.
- Poles: banner fittings, holiday light fittings if needed, wireless fittings.
- 'Adopt a Tree' program for downtown trees (by businesses?)
- Continued incremental improvements (alley projects)

Cleanliness and Maintenance

- How much do you want to clean everything up? – It's a fair question.
- Discreet smoking areas
- Smoking areas need to be addressed
- Smoke-free zone. Right now it [smoke] keeps you from coming, but maybe when they ban smoking it will keep those people from coming
- Trash consolidations
- Sidewalk improvements and repairs
- Downtown Restrooms funded through BFO
- Incentives for recycling and renewables technology
- Bathrooms!! (+2)
- More CLEAN bathrooms (+1)
- More public restrooms (+6)
- Lots of toilets!!!
- Keep it clean as Fort Collins grows

Funding

- $ follows good infrastructure

- Mechanisms to achieve goals – a BID? Pay parking?

Destinations/Attractions

- River district
- River front development
- More development along the river – Riverwalk
- Mason Street and Remington Development
- Outdoor venue urgent. Could use an indoor venue also, but outdoor first. Need a conscious plan for that.
- More food trucks. Love them. Use the parking lot behind Rio and make it work for that. Another great little space.
- Development of hotel/ conference center
- More fountains
- More things to do with kids, esp. decorative lighting
- A gathering point – Old town square – Expand
- Some unique novelty feature? (example mentioned: Missoula's merry-go-round)

Events

- Clarify the approach to events and any limits
- More events.
- Food truck rallies as an event. Create a good location for that. Civic Center park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of E. Oak, Mason Lot
- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key issue for the new DBA to discuss and clarify
- Designing standard for retail spaces for events and programs
- Expand festivals and events (like 1st Friday Artwalk) at a range of scales
- Manage festivals better

Homelessness

- Communication and understanding about the homeless
- "Multi-cultural diversity Retreat" to garner ideas about inclusivity
- Summer open house among homeless support institutions
- Bring all the different people working on homeless issues together – bring that whole homeless story together. Understand it, work on it.
- Public education to improve understanding of homelessness in the community
- Stronger ties with the university and transients with neighborhood groups to bring up issues with these locals and the CSU community
- Fruit trees – food in public places
- "Activate transients??"
- Homeless/Poverty Programs Catholic Charities: Coordination with Homeless Gear, providing survival food, gear, and education. Working to expand that. Coordination with Community of Christ, One Village One Family.
- Homeless/Poverty Programs Catholic Charities: Example of Police officers volunteering at lunch for travelers at Catholic Charities. Cuts down on fear, walls, etc.
- Homeless – help and support. Be ahead of it. How to support and still have a town people want to walk around. Library is working like a shelter. Build it in to the program if it's going to be like that. Maybe have the second floor be a shelter space?
- Homeless Issues : Vermont has a successful community outreach program. Jeremy Yonce knows about that
- Serve 6.8: Want win-win. Want to grow. Want to add women and children.
- Raise awareness about Rescue Mission – not fair to think it is responsible for homelessness; and raise awareness that not all homeless people are alike – that there are very different circumstances.
- Interagency cooperation on homeless issues (with police department, led to

Redtail ponds and widened involvement

- Partnerships and widened cooperation are key to homeless support… Library as a stakeholder
- Visitors/homeless need a win-win. Coexistence, integration, set up exchanges of help, knowledge, and culture.
- Cooperation between business and the homeless; [if businesses are worried about economic impacts of panhandling] businesses must be willing to work with/ employ the homeless
- Housing for the homeless
- Services for the homeless
- Homeless – don't shun or push out, but support… need a new type of homeless shelter; need job placement (City could be a trend-setter here)
- Catholic Charities 600 volunteers a year. Have a volunteer coordinator. Sign up online. Volunteers help offer meals. Dayroom monitoring, like a hotel desk clerk. Beautification. Users also help with that. Want to change perception of the facility (Serve 6.8) as the open sore in the area. Want to coexist and be a good neighbor. Be more involved in the area. Be clean, safe, and run a good program. Denver facility is an example of what that means. Growth came to that shelter. The Director there is getting to know people. Personal relationships are important. There's a new day shelter done in partnership with the City.
- Need accountability by users. Redtail Ponds is an example lacking accountability.
- Homeless Issues - Needs – education; enforcement; service provision
- Transfort Passes for Rescue Mission users
- Homeless Issues - mental illness: Continue involvement of many players – Police, Touchstone, Larimer County mental health. Interagency meetings with Sustainability Services, Dan Dworkin with Police. Homeless Gear. Brandi _____. Fort Collins Coalition for the Homeless - Cheryl with Bohemian?
- City leaders in partnership with homeless support institutions
- No bums
- Permanent supportive housing?
- Move the rescue mission, change plan to include library, modify on-street parking (but don't charge for it.)
- We need to address the homeless and policies for the homeless.
- We need to change our approach to the issue of homeless while differentiating between homeless, vagrants and transients. There are different types, and all should be addressed differently (Fort Collins is a good place for vagrants and transients)
- Work on homelessness
- We can move the rescue mission into areas of open space and we can set up tents and showers in those areas
- Off-site enforcement for homeless people harassing people not by punishment though.

Promotion of Downtown

- Mark Old Town with signs – like Chinatown, like Old Town San Diego – tell you you're there. Disneyland buildings info.
- We need to add more marketing and promotion. Perhaps more communication through social media; something that is going to reach a wide population.
- Advertise more for Great Plates as well.
- Managing message about night and day
- As discussed in past GID discussions – get a BANNER SYSTEM. Long term infrastructure for a managed banner program. Don't look outdated, make it easy to switch out banners. Old Town Square was the only place that had this and the City has relied on DBA for tying and piecing together a program. The City should step up and participate. Mark

the boundaries of pedestrian core area. The City has 3 horizontal banner locations currently. Maybe look for those along with poles.

Safety

- Getting rangers involved at MAX
- More complete staffing
- Maintain safe feeling
- Need more officers for night shifts
- Safety and Comfort for everybody
- Bring back Human Rights Officer
- Lighting for safety
- Clean makes you feel safe, makes you want to visit there
- Perhaps have more police available during festivals.
- More police patrols
- Alley lighting

Other

- Justice
- I don't think the boundaries are too large – it's a block
- Municipal Broadband and WiFi
- Wireless digital infrastructure!
- If digital infrastructure on poles is clutter, relate to banner infrastructure.
- Fiber internet

Access

- Parking
- Mid-town development
- Laurel area parking
- Population growth and downtown access

Atmosphere/Culture

- Avoid influx of chains businesses – "choice city" over "chain city".

Management & Maintenance

Threats

- Retail is (but should not be) pushed out by alcohol-related businesses.
- Starting to feel crowded
- Growth in population
- Corporatization and culture
- Public image
- Empty storefronts
- Work environment
- Affordable overhead for local business

Cleanliness and Maintenance

- Increased residential will reduce cleanliness of downtown
- Infrastructure
- Loss of D.T. maintenance facility
- Maint. funding for added enhancements -Increased demands to maintain more public space-river area parks
- Resources
- DBA does not necessarily represent business – directly include business in planning process.
- Need a DBA/DDA steering committee for Downtown. Avoid big money consolidating decision power.
- Downtown infrastructure not equipped to handle new development
- How much do you want to clean everything up? – It's a fair question.
- Uncleanliness – need more trash cans, power washing – reduce clutter due to sandwich boards garbage, people – need a clear sidewalk zone

Funding

- We need to figure out a different way to fund the city that isn't directly related to consumerism.

Events

- Potential of event fatigue in relation to festivals/street closures
- Lack of usable space for event functions
- Increasing volumes of events and street closures
- Events tipping point. Not sure what that is. Event fatigue is already an issue.
- How many festivals is too many? Fatigue…
- Alcohol events

Homelessness

- Panhandling
- ACLU
- Travelers
- Homeless and transient misbehavior and influx
- I have safety comments

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about transient population panhandling/loitering in the place I take my children. I feel it isn't very safe. I like seeing security/police downtown and in Old Town Square. It makes me feel safer with my family.
- Homeless population will eventually have a significant negative impact
- Homeless causing concerns of decreased visitation to downtown. Restrictions that prevent "hanging out"
- Address growing impact of homeless population on business and community; causing concerns of decreased visitation to downtown**
- Homeless Issues - Look for opportunities with developers. Some affordable units. Efficiencies. Get a bit of a mix, rather than isolating people.
- Hiding the homeless as a solution – don't do this
- If the homeless are pushed out of downtown, where will they go?
- Be careful with closing Jefferson Park. It could just push that use to the library.
- Homeless: Don't aim for Portland, Eugene, enabling a larger population. Don't overbuild capacity.
- Can the plan have any impact on WHERE homeless shelters go? The physical environment of Catholic Charities vs the Mission is a major difference.
- Panhandling rule's effect on Old Town and homelessness; how it effects choice of OldTown as a destination
- Address the homeless population expansion and impacts related to this expansion.
- The only way to really solve it is country wide, unfortunately.
- If we don't have housing they're going to be on Jefferson Street
- Gentrification (on viability of Rescue Mission; in Tres Colonias)

Safety
- Safe environment
- Family friendly
- Police outside of D1
- Police and public not recognizing the problems and then collaborating to actually solve those with the multitude of people and resources involved. Working at cross purposes.
- Drunks driving

Access to Nature and Recreation
- Nature incorporated into public spaces
- Poudre River Corridor
- Poudre River District
- Fly fishing access
- Trees
- Love this town and all of its beauty and recreational opportunities.
- Poudre River

Energy & Environment
Strengths

- River is still more or less natural. It's a refuge from downtown density
- Proximity to River
- Nature
- Parks
- Cycling – as culture, as transportation

Culture/Community
- Historical agriculture connection
- Sense of community- something for everyone
- Citizen engagement
- Brewery district- continue to tie in and create connectivity
- Intimate civic spaces

Emissions, Climate, and Water
- Climate wise presence
- Bike lanes and parking
- Density-reduces GGE
- Environmental awareness and stewardship

Resources and Infrastructure
- The research CSU can help and does
- Proximity to CSU
- Powerhouse and CSU's energy institute
- Wireless infrastructure utilities in general
- Poudre River floodplain in public ownership
- Utility
- Underground electric lines

Access to Nature
- Hard to access the River

Culture/Community
- Limited demonstration or examples of urban agriculture
- Too much partying-impacts experience

Emissions, Climate, and Water
- Too much parking

Energy & Environment
Weaknessess

- How much of College Ave traffic (statewide, not stopping in downtown)
- PRPA doesn't have plans or enough interest in renewable or our City's Climate Action Plan

Policy
- Need to align architectural standards with connected corridors such as Mountain Ave./Canyon Ave and other adjoining areas
- PRPA relationship/contract/ obligation
- Energy policy for new development and remodeling (historical preservation)

Resources and Infrastructure
- Organizational structures for electric utilities
- Fact that we don't have broadband yet
- Providing affordable housing and opportunities for homeless-not apparent now
- Aging infrastructure water and sewer
- Drainage at CSU Powerhouse and Northside Aztlan Center

Access to Nature
- More people near the river, the safer people will feel
- Nature in the city
- Additional tree canopy
- Connection to Poudre- showcase activities
- Specialty stores, movie theatre, mixed use
- Change in hydrology from

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Energy & Environment
Opportunities

2013 flood has led to very high fishing demand
- Care for preserving river/ riparian areas
- Make it more useable along the River
- The River needs to be cleaned up and utilized more
- Tying Old Town into the public greenspace along the river
- Activate the River.
- Focus on River as a "decompression area".
- Kayak park! Riverrestoration.org
- Pine Tree [missing from Old Town Square]
- Riverwalk
- Poudre River runs through the edge and that could give great recreational activities (e.g. kayaking)
- Open Space [Oxbow District]
- Access and mobility funding
- Connectivity through Mason
- Provide attractive gateways from Old Town to museum, Mountain Ave and college Ave as gateway from old to new
- Shields street bridge
- Want to live close to river/ natural areas (+1)

Agriculture
- Breweries organic waste that could benefit for City
- Urban ag for restaurants- more "farm to table" food options
- More food production (take advantage of our existing agricultural focus; compared to Boulder, which is less agriculturally-oriented but has a more advanced food production sector)
- Edible landscapes

Emissions, Climate, and Water
- Begin CNG DT Shuttle during peak hours with incentives to off-set parking issues Inclusion of CVB and organizations to promote unique events/features
- Bike parking – more of it. More than car parking. Maybe someday more car-free areas.
- Excessively wide streets, potential medians, landscaping, storm water RMP's
- Continue to incorporate pervious pavement
- Eco District as a pilot project in downtown area, framework for decision making, tracking progress multi-dimensional
- The new eco district initiative can help us emphasize energy, water, health, nature and livability
- Solar gardens
- Renewable energy increase
- More solar on roof tops
- Solar water heating
- Tesla in-home batteries solar power
- Showcase renewable energy opportunities
- Recycle bins No plastic! [shopping bags]
- More recycle bins
- Adding solar energy and other renewable energy sources
- Solar on roofs and parking lots
- Increasing the green space downtown, removing much of the traffic from downtown and pushing for larger emphasis on renewable energy and using our space more efficiently

Policy
- Include ECO-District vision with Downtown Plan
- Regenerative development, built environment projects that benefit our natural, social and economic systems (as opposed to degrading them)
- Systems approach
- Continued historic preservation
- Pilot Programs: Zero waste, Climatewise, grey water use, solar gardens, senior center extension located in downtown so they don't have to drive
- Develop energy management job sector

Resources and Infrastructure

- City owned broadband/Wi-Fi utility
- Opportunity for redesigning streets as utilities are upgraded
- CSU intellectual capital to realize big ideas- brain and trust

Access to Nature

- Overuse or high use of Poudre River Corridor
- Development that causes harm to the environment (building that break up or destroy existing ecosystems and corridors of biodiversity)
- Consequences of activating river for business and

Energy & Environment

Threats

infrastructure-heavy culture

- Don't want to lose diversity, brings richness to community
- Getting too close to the River and adding too much concrete

Economy

- Young people who can't find a job/afford to stay here
- Local business owners are worried about escalating rent rates
- Number of close-in parking spaces with increase in population tourism, etc
- Chronic and expanding homeless and biennial populations
- Address homeless issue in a positive manner

Emissions, Climate, and Water

- Conversion of water rights and moving upstream will change characteristic of river
- Significantly less water
- River flow perturbations
- Dependence on PRPA
- Old Town Floodplain Vs. Redevelopment
- How much water is used from fountains at Oak St Plaza and OTS?

Policy

- Council election cycle
- Developers emphasizing alternative energy should be cautioned, as this does not "pencil or pay back."

Atmosphere/Character

- Destination for the region "NOCO living Room"
- Vibrancy and energy
- Vibrant and fun
- Defined character
- Character and design
- Feeling / Small town feel
- Creativity, craftsmanship, entrepreneurship

Market & Economy

Strengths

- Generally, high quality exists now, to be maintained and expanded upon
- Downtown is a unique experience; one is constantly discovering new things.
- Something for everybody – feels like a small town with big city amenities
- Christmas lights

Community

- Tight/friendly business community
- Forward thinking community
- Community – small town in a big town
- Goodwill
- Events invigorate the space for businesses when inclusive of them
- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.
- Collaboration vitalizes businesses, within and among them (marketing,

Market & Economy
Weaknesses

development).
- Local community businesses
- Sense of community (local businesses)

Drivers
- Creative
- Innovation assets
- Private investments
- Retail growth
- Growing employment
- Encourage/maintain high density and mixed use** – important for 24/7 use of space
- Employment drives most elements – retail, restaurant, and housing
- Affordable retail rent
- Lower rents
- Great building stock
- Great amenities
- River runs through it
- Beautiful setting (flowers and trees)
- Easy to get around without car
- Generally renewed facilities
- Great streets

Employment Bases
- Microbrew mecca
- Gov't job core
- Variety of retail and restaurants
- University
- Otter Box, Woodward, major employers
- Maintain City and County presence as primary employment base. Crucial underpinning for everything else that follows. Private primary employers are great also – Woodward is a great addition to Downtown.
- Rescue Mission's Steps to Success job preparation program
- New Belgium Brewery
- Food Co-op.
- Government downtown

Mix of Uses
- Variety of activities all users
- Farmers Market
- Farmer's market accepts SNAP
- Great Plates
- Small (non-bar) places to shop (but they are disappearing)
- Lots of locally-owned businesses
- Thriving independent businesses
- Local businesses (why we feel sad for rents going up)
- Window Shopping (as pedestrian)
- Unique shops
- Independent restaurants
- Love the shops! (+1)
- Local products
- Love the choices to eat and shop
- Stores
- Owner run shops which is more difficult as rent goes up
- Good mix of retail, restaurant, office
- Local focus (businesses)
- Family Entertainment – Keeping downtown core a magnet for families – Residential and business mixed together
- Keep the presence of locally owned and operated businesses
- Restaurant/bar density
- Owner run shops, local, unique
- Owner run shops
- Presence of locally owned/ operated business
- Grocery shopping
- Grocery
- Mix of uses
- Mix of stores
- Locally owned shops and restaurants
- Keep shopping centers (shops like Ace) – use incentives here.

Access
- Parking planning
- Train noise
- Public transit
- Pedestrian safety
- Parking challenges
- Lockers for bikers (or walkers)
- Hard to find parking
- No place to park at New Belgium
- Street closure for events is

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Market & Economy

Opportunities

bad for business; likewise for trail closures.
- Business inaccessibility – Old Town East
- Parking, esp. employee parking and moving cars between 2 hour spots
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Tour de Fat significantly hurts Farmers Market on "trifecta" (peaches, pears, apples) weekend (other events have little effect)
- FoCo café… apparently not serving the hungry… a disconnect?
- Pressure by Otter and Woodward on Parking Supply

Atmosphere/Character

- Late night craziness
- Getting run down
- Issues with drinking at events
- Businesses seem pitted against homeless
- Things that are out of historic character. Sasquatch Lodge, Drunken Monkey. Things that are jarring like that.
- Tony's is a blight

Community

- DMA plaza is in flux – it had a lot of section 8, but rent is up a little and the Board is taking over management. Over 52, limited means. Advocacy for a more affordable DMA started with Downtown Merchants Association in 1970-72. The Board is a vestige of DMA.
- Inconsistent marketing
- Coordinated vision and plan
- Homelessness

Drivers

- Lack of affordable restaurants
- Lack of affordable housing
- Rising rents
- Infrastructure limitations (water, storm water, parking)
- Limited space for primary jobs
- Lack of Class A office space
- Event venues/locations [lack of]
- Expensive real estate
- Getting more and more expensive
- Unlivable wages
- Affordability: Residential and Commercial
- Rent is a struggle for local businesses, whose overheads are higher than chains ($60,000 more per year)
- Dichotomy of hungry homeless and rising wealth
- Too many high-end residential units is forcing a demographic change, forcing out long-time residents and businesses
- Local businesses can't afford rents
- Concerned about stores/ restaurants getting too expensive driving costs up for most people
- Floodplain and impact on ability to renew
- Few financing
- Limited vacancy
- Red tape for permits makes closing out projects cumbersome; costs passed to consumers

Market Opportunities

- Clothing
- Shoes
- Need grocery department store in downtown
- Better shopping – need to catalogue shop for clothes
- Variety in stores rather than breweries – shoes, clothes, more

Mix of Uses

- On the verge of too many bars and restaurants over businesses and retail
- Not enough retail in the mix of businesses.
- Walkable area but mix of businesses is turning into more bars and fewer restaurants because of rent going up (can sustain high rent, along w/ coffee shops), need to help restaurants
- Retail mix

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- Better retail mix
- Something to be done to get a better mix of businesses as you develop

Access

- Public transit usage
- Parking plan
- Walkability
- River Access
- MAX north of Old Town
- Available land for development
- Linden corridor
- Improve business accessibility, especially Old Town East and Lyric Cinema

Market & Economy

Threats

Café.

- Bring people from South of Drake to Downtown, esp. for Farmers Markets where 75% of customers live within 5 miles… part of this is parking perceptions
- Businesses would likely support a circulator
- Connect business to parking – shuttles? Circulator?
- Small business mortality rate… due to parking? "everyone wants to be in Old Town, but we can't properly service customers"
- Accessible, large event spaces
- Adequate parking is a key to JOB encouragement, and a step toward developers building in the district

Atmosphere/Character

- More food trucks. Love them. Use the parking lot behind Rio and make it work for that. Another great little space.

Community

- Homeless – don't shun or push out, but support… need a new type of homeless shelter; need job placement (City could be a trend-setter here)
- "Multi-cultural diversity Retreat" to garner ideas about inclusivity
- Food Cluster roundtable to bring markets together in collaboration. Their current relationship is "positive but separate"
- DBA mission and effectiveness. Relationships with City, owners, etc. Sponsorship vs membership. What it wants to be. It's in flux, starting with a mission statement.

Drivers

- Is it within the scope of the plan to deal with rising rents, costs, living abilities. Would like to learn more about that. Are "rent controlled" or lower rent spaces possible? Creative district needs planned spaces for people to work and live. RINO having similar problems with success driving out cool things.
- Consider Tax Increment Financing and Public Improvement Fees
- Establish a "small business development park"
- Tax Increment Financing - DDA Issue Bonds for district development
- Provide incentives, possibly through establishment of an improvement district.
- "Business improvement district" with parking, management assessed according to size
- Bob Gibbs – tax on liquor license (all sales) can cover costs and go to the general fund
- Continue to attract unique jobs due to quality of life
- High costs of development and exorbitant fees (prohibitive for beneficial projects)
- Expansion in general
- Innovation culture
- New investment
- DDA – extend down College across from the University, down to Prospect
- Downtown is successful. Why? Study what makes it vibrant. There is something about local businesses. Is

there a way to help local businesses stay?
- Ways to help local businesses continue to thrive. Are there ways a plan can help? What do they need? Coaching?
- The small individual shops are important. Rent pressures may drive them out. Understand how it works, values go up, able to get higher rents, but is there anything you can do about it? Would like to know what that is.
- 3rd party inspectors could cut costs of permit fees
- Keep rents downtown from going up
- Add transaction tax to commercial real estate to control speculation.
- Growth will happen – just keep it responsible
- Housing and employment growth to continue
- Commercial and residential rent control measures

Events
- Designate SOME key weekends as event-free. Example of Pro Challenge during week when CSU starts up. That hurts a crucial week for business. Other events also. Event fatigue is an issue. Understand the purpose of events but they also don't always actually help. A key issue for the new DBA to discuss and clarify.
- Events: have one central agency for events. Clearinghouse with guidelines, criteria, mission. [Mark J. is hiring this person].
- Food truck rallies as an event. Create a good location for that. Civic Center park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of East Oak? Mason Lot?
- More events.
- Do Great Plates in conjunction with entertainment
- Interaction between people on the streets and the storefronts
- More centralized promotion, communication, advertising
- More happy hours!
- More stuff to do
- Sporting events

Market Opportunities
- Fashion district
- Turn the trolley barn into a year-round indoor market
- Farmers market should have an indoor/outdoor space. Merge with FR. Market
- Community marketplace and Food Coops
- Need for a major market building (e.g. The Source in Denver's RiNO) including restaurant, bakery, butcher, art, merchants…
- More food production (take advantage of our existing agricultural focus; compared to Boulder, which is less agriculturally-oriented but has a more advanced food production sector)
- Convert trolley barn into a market
- Outdoor Market. #1 opportunity.
- Year-round public market
- Grow vendor-base for growers-only market (in its 40th year operated by CSU)… brought $30-40K in sales tax to city last year
- Permanent market structure; keep fees as low as possible for Farmers Markets
- Natural Grocer
- Better food co-op (better location; encourage growth)
- WANT GOOD GROCERY STORE DOWNTOWN! This is important. [lots of agreement from group]
- Fulfill need for essential services like an urban grocery store with deli and drugstore
- Grocery stores
- Businesses in homes on Lincoln (e.g. insurance)
- Tourism, "it's fun to show it off."
- Tourism industry
- Package plans (tourism)… especially with public transit (MAX)
- Huge opportunity to build retail and other businesses around Innosphere and Old Town North [Innovation District]
- Pull more development toward the River

- Growth in Old Town North, as a possible platform for the future movement of local small businesses
- Mason corridor as target area (re: benefits of MAX)
- Attract large/mid-size companies (employment centers); Otterbox campus is a good example
- Draw primary employers
- Larger tenant spaces of 3, 5, & 10 K sq ft
- National Tenants – retail and restaurant (anchors, to attract people to the downtown)
- Develop energy management job sector
- New project on Block 23: valet parking and parking garage (potentially lease to the City?) More highly individualized amenities like Bean Cycle/Wolverine, Bizarre Bazaar (a loss for downtown), Café Ardour, Paris on the Poudre (loss), Old Firehouse Books, Bike Coop, Food Coop, Avo's. These are loved by locals, and small.
- Lodging-conferences
- Hotel-Convention Center
- New hotel
- Downtown hotel
- Added hotels/motels
- Place to stay (motel)
- A hotel convention center
- Places for people to stay downtown! More hotel space in the area
- New businesses to visit!!
- Needs an apple store
- Pizza
- More beer
- Outdoor dining
- Skate shops
- Bodegas so I can walk to "the store"
- Strip club
- "Kid friendly" restaurants
- Need donuts
- Clubs
- Teen club
- A water park
- Splash park
- More gluten-free restaurants
- More gluten-free options and kid-friendly restaurants like Beau Jo's
- Restaurants – support more upscale culture along with everything else. Missing that component that you can find in other cities, even Boulder. e.g., the Kitchen in Boulder place has better food than Fort Collins'.
- Men's clothing (+4)
- More wine
- Incubators – multi-use space
- Bring together farmers, brewers, artists in Old Town Square… maximize shared space

Mix of Uses

- Balance housing with business growth
- More residential and all price levels
- Residential co-housing for businesses
- Focus on live/work environment as a key to vibrancy
- More live/work arrangements
- More loft development at higher price points
- Integration of activities – Recreation/Work
- Encourage affordable residential
- Construction of truly affordable housing. Some owned, mostly rental. More units like Legacy.
- City has to be willing to step up for Affordable Housing, but this will not happen downtown
- Balance of uses: retail/bars/ restaurants/ offices … more residential
- Increased home and business affordability
- Need more attainable office space, but don't need to compete with low rents in the Mulberry area
- More retail and therefore sales tax
- Retail mix local vs national
- No chain stores (+4)
- Retail chains – want to learn more about that. Is there any way to take a position? Should we? Not sure what I think about that. Having RETAIL of any kind is most important. Not sure I'm against change with more chains. RETAIL is more important than chain question.
- A destination shopping district requires – MORE RETAIL, relevant retail.
- Focus retail in "strip" or "promenade" to avoid competition/interspersal with bars and restaurants – create critical mass of retail. Limited

hours?
- Retail and business mix. Not enough retail in the mix. Retail destinations need a certain critical mass. Need a critical mass of retail. Sioux Falls had a business incubator.
- Industries to encourage: Shopping. Why not? MAX could encourage a retail chain to improve shopping. 1st National Bank is interested in more mixed use on their block. Incentivize a shopping district.
- Better retail and hotels
- Bigger and better retail, best in the State of CO
- Expand retail, arts, and cultural opportunities
- Expand of diversity 'local' options
- Focus on non-profits and locally-owned businesses
- Sidewalk sales should be a bigger deal
- Expand retail, restaurants, and entertainment
- Retail key: Building OWNERSHIP. Probably not much a plan can do about that.
- Protection to local businesses (can't afford rents)
- Need to keep basic shopping needs downtown
- Promote small retail over industrial and corporate
- Encourage the arts and innovation.
- Promote diversity of lifestyles and business models
- Fewer Bars
- The trajectory of food-business downtown should maintain its "local tilt".
- Don't want chain restaurants (+2)
- Move the police station
- More businesses off College Ave.

Access
- Accessibility (vehicles congestion)
- CSU stadium and the impact to downtown
- Parking prices; fluctuating prices
- Lack of on-street parking will kill retail
- On-street paid parking is undesirable.
- Atmosphere/Character
- Rents driving out small, unique businesses …

Market & Economy
Threats

danger of eliminating what we call special about Old Town… greed can drive out the jewels, leaving us with nothing
- Safety concerns
- Safety
- Behavior management
- Transient population
- Enabling the homeless population
- Homeless causing concerns of decreased visitation to downtown
- Panhandling rule's effect on Old Town and homelessness; how it effects choice of OldTown as a destination

Community
- People moving in from out of town – Republicans, wealthier to afford high costs, pushing residents out.
- Office and business parking threatens adjacent neighborhoods
- Tension between breweries/ cideries/distilleries and the historic neighborhoods over rights, responsibilities, and needs. Need for a community forum. Lincoln Corridor development showed this issue – should be addressed with non-City facilitation
- BDA does not necessarily represent business – directly include business in planning process.
- Need a DBA/DDA steering committee for Downtown. Avoid big money consolidating decision power.

Events
- Tension between business, breweries, and events

- Events tipping point. Not sure what that is. Event fatigue is already an issue.

Drivers

- Mall
- National retail scene
- Harmony corridor
- Regional growth
- Commercialization by corporate businesses
- Prop-value bubble
- Raising taxes
- Cost to develop-lease rates to support it
- Major business failure
- Business cycles Rising rent harming small local businesses
- Long term funding
- DDA funds sun setting
- Challenges of lending in DT… package plans may help
- Subsidies for large businesses like Woodward and Innosphere.
- Corporate subsidies and TIF
- City shouldn't spend tax money on what others are already doing
- CSU's growth projections – how much is predicated on a different in-state/out-of-state/ foreign ratio? May have too many out-of-town…
- CSU buying property in neighborhoods
- Apathy-think we are better than we are
- Gentrification
- High Rents
- Gentrification

Market Opportunities

- A year-round market would destroy Larimer County Farmers Market and Master Gardener program
- Downtown infrastructure not equipped to handle new development
- Avoid influx of chains businesses – "choice city" over "chain city".
- Growth at the expense of "class" and integrity
- FEAR = Boulder. Growth is positive; maybe inevitable; but don't price out the cool people. Don't shift to chains that are everywhere. Don't dilute local feel! IF inevitable, then sad. Like it the way it is, but know that change come.
- Not many options for developers
- Too much oversight on new developments
- Affordable space. Lawrence KS is an example of a nice downtown, but it has a bunch of corporate stores, the Gap and so on. Keep it local, small and unique. Don't want to lose that. Is there a way?
- Businesses in this area must be rent-controlled
- Increase in chains and upscale businesses at expense of local businesses
- Rising lease rates pushing out small business in favor of large, regional chains

Mix of Uses

- We need a variety of things to do. Not all bars. Creatives. More emphasis on "family outings". Not just drink and party. Galleries going away. How to support these things?
- Lopsided retail/bar
- Dominated by bars/breweries
- Lack of business that is not alcohol-driven
- Retail is (but should not be) pushed out by alcohol-related businesses.
- Retail becoming overwhelmingly boutique
- Local business leaving – outside investors/businesses taking over
- Limits placed on liquor licenses.

Access

- State Hwy 14
- Federal Hwy 287
- College/mountain intersection
- MAX access
- River/Trail
- Mason/Remington corridor
- Both bus systems
- MAX is an "asset"; is "wonderful"; is "great"; etc.
- Trolley
- TRAIN! Like the train. Celebrate the train.
- Transit and circulation - MAX is great. More things like that.

Transportation & Parking

Strengths

- I like the MAX
- Public transportation – expand
- MAX
- Love the MAX.

Bike + Pedestrian

- Relatively "low speed"
- Demographic mix with lots of use of multi rides
- FC Bike library
- Converted vehicle to bike parking
- Strong visible bicycle culture (racks, display in businesses)
- Alley improvements
- Pedestrian and bike friendly**
- Walkability, especially interaction between building activity and pedestrians
- Bike parking.
- High volume, functional bike parking, giving direct access to businesses
- Bikeability. Don't personally care about parking and cars.
- That you can come here to walk around and hang out with your friends
- Love the events and bike friendliness and bike to work day
- Small town feel, very walkable and accessible
- Bike infrastructure
- Walkability
- Accessibility
- Walkability
- This is the best town to bike in!
- Drove [today] but bike many times

Downtown as Destination

- Momentum
- Proximity to CSU
- Intentional destination
- Unique offerings
- Strong economy
- Local ownership of businesses to get action
- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.

Parking

- Strategic location of parking garages
- Free parking
- Parking my car in one spot while attending to multiple errands, meetings, and lunch on foot
- 15 minute parking spots work well
- It is much appreciated that the first parking ticket is a warning
- Parking meters
- Free on-street parking
- Free on-street parking

Access

- Way finding by mode of transportation
- Bus shelters at hi-use transit routes
- Bike to MAX transition
- Mason doesn't fully support
- Traffic/congestion Mountain and College
- No enforcement of no turn on right ln at Mountain and College
- Mason no left turn enforcement
- Too many traffic lights
- Road safety at district periphery
- Truck circulation (semis) not

Transportation & Parking
Weaknesses

adequately attended to
- Truck through-traffic creates a barrier between Jefferson and Riverside
- Truck circulation/access is at odds with pedestrian safety
- Semi traffic on downtown College Ave
- Train noise and access problems – need overpasses?
- Railroad and Intersections make it challenging to get Downtown
- You can't get there from here (railroad, construction, traffic)
- No one uses the MAX transit
- Need access to transit within less than a mile.
- SE Fort Collins – too hard to get to MAX to get downtown. Teenagers especially need to be able to get to MAX, not convenient – there's no bus service.
- Designated locations for care-share

Bike + Pedestrian
- Disregard of bike rules (dismount zone, road rules)
- Designated bicycle plan route
- Trail access
- More bike racks... Odell's rack outside of Trailhead
- College Ave- poor access for bikes
- Covered/secure bike parking
- Not enough bike parking during events/music
- Bicycle network connections
- More bike parking – covered parking?
- Bike Lanes
- Sidewalk signs blocking pedestrians
- There is not enough room to walk on the sidewalks – too many tables and sidewalk signs in the way. Really hard for the mobility-impaired!
- [Need] More places to bike
- Sidewalks are rough on strollers
- Need more cut-throughs in and around the square for pedestrians
- Need sidewalks on arterials – Timberline, Trilby
- Needs a bike lane and direct pedestrian access [Riverside Corridor]

Downtown as Destination
- Train noise
- Scary sections at night for employees
- Traffic – don't come up from Greeley often
- Trains!
- Loud Trains
- No streetmosphere
- Train – quiet, relocate...I know some think it adds to the charm, but it is disruptive. It's too loud, creates traffic blockage.
- Traffic and trains
- Street closure for events is bad for business; likewise for trail closures.
- [Need to have] Less traffic
- What did you say?? The train's too loud.
- Train noise/traffic
- Train noise/traffic
- Car traffic patterns
- Loud trains during rush hour make me sad
- Everything downtown, minus the train, is awesome. The train? Awful.
- The trains along Mason St. are very obnoxious, namely noise and blocking traffic.

Parking
- Few facilities for special transit pickup/large vehicle parking
- Diagonal parking front angled
- Too many cars/parking is difficult
- Parking restrictions not enforced Saturday/Sunday and in the evenings
- Parking is overused (20% employees).
- Parking, esp. employee parking and moving cars between 2 hour spots
- Public expectations for parking right in front of specific stores – drivers should be comfortable with parking on outskirts/ in garages and conducting errands on foot
- Visitors uninformed about Sat/Sun free parking
- Non-functional TOD parking

standards
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Parking – demand outweighs current provisions
- Drivers unwilling to use garages
- Small business mortality rate... due to parking? "everyone wants to be in Old Town, but we can't properly service customers"
- What's missing, should be added: Parking at College/ Mason/Mulberry. Per Parking Plan.
- Parking is the limiting factor
- People parking at places like the Lincoln Center and abusing parking
- Diagonal parking
- Parking is a bitch
- Please paint steps in parking garages YELLOW to prevent falls.

- Access
- More extensive bus routes/ times
- Late night transit service
- Sunday Transit service
- Need more bus shelters to make waiting more comfortable
- MAX on Sundays
- Rebuild Mulberry interchange
- Protect neighborhood streets from commercial traffic cutting through
- Trolley (downtown circulation)
- Extend trolley service
- Connect district edges (Linden, Willow, Lincoln...) into the core so that movement within and among them feels seamless

Transportation & Parking
Opportunities

- Wayfinding. For peds; in garages; driving around; out on the highways.
- Smoother multi-modal traffic flow (parking, bicycles)
- "Small regional transportation systems"
- Improve road safety (esp. along Lincoln and Willow; for all vehicles and pedestrians)
- Improve cross-town connectivity
- There is desire to run the trolley to new City Hall block.
- Circulator trolley for integration of Breweries, Woodward, and dining establishments
- Mason corridor as target area (re: benefits of MAX)
- Improve business accessibility, especially Old Town East and Lyric Cinema Café.
- Systematic small vehicle public transit to relieve congestion issues.
- Improve and maintain road surfaces especially at Maple and Laporte
- Reroute Oak street to be straight between College and Remington.
- People need to use the bus more rather than walk
- Make downtown Fort Collins free of vehicle traffic if we want to be progressive--this is what we should be planning for long term. We also need better public transportation. The railroad tracks also need to be moved.
- Easy accessibility
- More comprehensive public transit all over town
- Comprehensive public transit
- Downtown circulator trolley
- Railroad crossing gates [need]
- Add trolley car
- Buses should run more frequently and be smaller (the big ones don't get filled)
- Car share downtown
- New downtown [plan] needs to focus on transportation (light rails, buses, etc.). Less bars.
- Late night transportation should be more accessible.

Bike+ Pedestrian
- Bike share

DRAFT

- Bicycle master plan
- Mason corridor improve for bikes and pedestrians
- Develop more bike friendly corridor
- Developing bike plans with the intention of higher certification
- Bike Park – "Valmont Style"
- Make it walkable – no cars
- Right turn signals before pedestrians walk
- Enhanced biking lanes and areas for bikers
- Encourage bike-friendliness in new Downtown Plan – corridors for biking.
- Bike parking – more of it. More than car parking. Maybe someday more car-free areas.
- Improve pedestrian experience – codify privilege within district?
- Interaction between people on the streets and the storefronts
- Expand bike friendliness: remove curbs and reduce curb heights; make continuous bike lanes on every street; remove pedestrian bulbs and protrusions into intersections; allow all left turns
- Time signals to eliminate interference of pedestrian crossing with motor vehicle turning
- Need more bike parking (Walnut, Mountain, and College)
- Skate friendly sidewalks
- Bike lanes on College
- Artistic bike racks
- We love to walk in OTFC. Make Walnut a pedestrian area! And Linden, too!
- Make ALL of OTFC a pedestrian area
- Bikes + MAX/buses don't mix – need bike lanes on Mason or extend Mason trail.
- Skate friendly sidewalks and more areas to skate on without getting in trouble!
- Less need for auto – more active for transit
- We need to change the way we handle cyclists
- Bike lanes away from traffic
- More pedestrian friendly
- Add more bike racks, etc.
- Bike infrastructure
- Consider putting the roads as a beltway around Old Town and make it entirely pedestrian
- Bike parking could be improved
- Connect bike trail to Windsor
- More park benches, especially near the MAX, would be super great along with more places to lock up the bikes!

Downtown as Destination

- Way finding
- Relationship to river
- Proximity to river
- 700 employees/consumers from CSU to attract to Old Town
- Woodward consumers
- Food Resources
- Package plans (tourism)… especially with public transit (MAX)
- There needs to be more public transportation for people who don't want to drink and drive.
- Keep doin' what yer doin'! More bike paths/routes, more cools downtown attractive stuff!
- Ambassadors, esp. tied to pay parking if that happens. At the DBA, we have hired holiday greeters for directions, info. Gave out candy.

Parking

- Parking garage at Foothills Mall
- Use of empty surfaces (private for parking)
- Close off more segment (Mason, Old Town Retail)
- CSU parking garage at Hughes with a shuttle
- Establish employer-mandate parking for employees.
- Make validate parking known and available.
- Adequate parking is a key to JOB encouragement, and a step toward developers building in the district
- Mapping of groundwater by the City – give predictability to owners and developers – would inform discussion of parking below grade
- Implementation of a parking fee to subsidize public parking? Move parking to Downtown's perimeter.
- On-street paid parking – start at rate equal to parking

garage
- Heavy business days (e.g. Black Friday): valet parking by parking enforcement staff
- Consider a parking improvement fee/fee in lieu
- Perimeter parking structures at low cost; more expensive parking on the street
- Parking suggestion: 3 hours free in parking garage; 1 hour at the curb; 2 hours at the center island
- We think parking may sometimes be used as a scapegoat for business difficulties. Not sure if that's what causes failure. Maybe it sometimes prevents a business from coming here. Of course, we don't know who's not coming to our business because of parking, but business is growing and doing fine. We have noticed people don't complain as much as they used to. Our back door on the alley with access to the garage seems to be helping. Parking seems to be different for old timers and new folks. Parking pay on-street – we're in an informal retailers group and that group is divided on pay parking.
- Parking - make the garages more FUN.
- Paid parking is "inevitable"- on-street should pay; structures presently charge too little
- Mechanisms to achieve goals – a BID? Pay parking?
- Regulate oversized vehicle parking (monster and muscle trucks), which take up car spots and pose a danger to bikes.
- Incentivize garage parking modify on street, but not paid
- Enforce no parking after 3, but give residents parking emblems
- More parking
- Parking is an issue that I would like to see more parking
- Garages – add more!
- A lot of the garages aren't full now
- Small dispersed garages more effective than large ones
- More parking
- More parking
- Depends on how much you charge [willingness to pay for parking]
- Depends on price! [willingness to pay for parking]
- Don't do it!!! [willingness to pay for parking]
- If reasonable. Paid parking might make people walk further away to avoid paying for parking fyi. [willingness to pay for parking]
- Just have a time restriction [willingness to pay for parking]
- Maybe make garages free.
- Overnight parking
- Please do not tax the poor [willingness to pay for parking]
- More parking
- More parking
- YES! [re: More parking]
- More parking options
- More easy 2 hour parking
- Better parking
- More parking "squares"
- More free parking
- More parking, particularly structures – Structure north of 215 Mason within 5 years
- Don't personally care about parking and cars – focus on bikeability
- Parking - do bikes compensate for parking? Maybe a bit.

Access
- I-25 vs local roadway investment
- College and Mason inflexible for this planning effort
- Demand=^$
- Traffic/congestion
- Too many cars
- Traffic
- Increased traffic congestion
- Traffic
- Control of traffic
- As downtown gets busier, there will be more traffic as people commute in, with more pressure on road infrastructure.
- Unintended impacts of development on traffic (e.g. Howes between Magnolia and Mulberry)

Bike + Pedestrian
- Increased growth without proper support for peds/ bikes/transit

Transportation & Parking
Threats

Downtown as Destination

- Too many festivals and events
- Woodward doesn't own us!
- Homogenous growth
- River corridor encroachment
- Dominated by bars and restaurants
- Relaxed development review
- Retail/entertainment imbalance
- Noise
- Traffic; parking; 'too many closed eyes to growth' will occur
- Unintended consequences of change are very important to try and find and consider!
- Impact on traffic and being sensitive to how change will impact traffic, especially for those living downtown
- I work downtown and people do not obey the traffic laws (+1)

Parking

- Taking away vehicle parking to provide bicycle parking
- On-street paid parking is undesirable (reported by business owners)
- Lack of on-street parking will kill retail
- MAX – high density developments without enough parking

Access

- MAX BRT
- Walkability
- Housing within close proximity [to Old Town]
- Parking
- Good bike parking
- Connection to parks
- Walkability and interaction between building activity and pedestrians
- Walking and Biking
- It's compact, not spread out like LoDo

Atmosphere/Character

- Kid/family friendly
- Summer events
- Hub of activity
- Culture
- Community (I always see someone I know)
- Vibrancy
- Vitality
- Perception from those outside the community
- Place you take your out of

Urban Design
Strengths

town guests
- Good human scale – feels good to be there
- Something for everybody – feels like a small town with big city amenities
- Sense of Place
- Attracts young and old
- Density
- Great people, great vibe. The life, attracts the community. Feel, lifestyle. Great people. Beautiful place. Places for meetings, like here! (Crooked Cup).
- Generally, high quality exists now, to be maintained and expanded upon
- River District and other surrounding areas represent city at large
- Compact with amenities and resources for a range of needs
- Growing diversity
- Source of City identity – authentic/specific while a "kaleidoscope" of diversity
- Diversity and unique opportunities for living and business, many of which are unusual and cannot be found anywhere else
- Keep Old Town feel character of downtown, friendly, family, energetic
- [Old Town feel] Very much worth keeping, eclectic feel. Variety of housing, range of development over time, not all same feel
- Small town atmosphere
- Small town feel (+1)
- Small town old feel
- Small town flavor and appearance
- Small town vibe
- It's pretty Authentic place
- Sense of place

Architecture and Aesthetics
- Eclectic architecture and stores/businesses including – but not limited to – the historic buildings
- Beautiful, interesting buildings with or without historic charm – Nowhere else in the City are there buildings like this
- Eclectic variety of housing
- Example: East side of Remington, balance of growth and historic preservation
- Authentic architecture
- Intact historic building and signs
- Historic character mixed with contemporary buildings emphases on both
- Nationally Recognized Old Town Historic District
- Historic Buildings
- Prefer Downtown buildings – brick better than stucco, better colors
- Signage Regulations
- Downtown's architecture and streets give it a unique sensibility.
- History. Keep the historic facades.
- Historic. Beauty. Community mix, with the neighborhoods connected and close. People can bike to us.
- Historic fabric through which the rest develops – a robust juxtaposition of historic and "hip"
- Old is good. If it doesn't appear old, why would you come to Old Town? - Cultivate/stretch "Old" feel
- Keep it historic
- Love the historic charm
- Storefronts are beautiful
- I love the Trimble Court improvements
- Old Town! (+1)
- I'm 92! And I love Old Town! Beauty/history, good changes, accommodate all.
- We love the live music in the square and the historic feel!
- Love!! [Historic District]
- Great architecture [Historic District]
- I would like to keep the architectural integrities of buildings.
- Old building feel
- Beautiful old buildings
- All historic venues
- Nice architecture
- Old historic look

- Architectural integrity of existing buildings
- Historical character
- One of the best things about Fort Collins is the fact that developers have built AROUND the old-growth trees rather than uprooting them. Another is that much of the old architecture has been and continues to be preserved. Keep it up, FoCo!

Collaboration

- DDA
- Collaboration between non-profits, businesses, residents, city, school district, CSU, etc.
- Planning and educating for the district and people
- Planning department
- Existing planning guidelines

Development

- What makes downtown great is the density.
- Love the density! (+1)
- Not an intense urban feel: it would be odd to have 8 story buildings; 4 story is the right scale
- Room for higher density in urban core
- Low building height
- Scale of 2/3 story buildings gives small town feel - Want to keep it low
- Boulder has greater heights, this reminds of what is great about Fort Collins: since setbacks more generous here there is less extensive heights
- Setbacks, not high height
- Large setbacks, low heights (up to 5 or 6 stories)
- Scale=small town accessibility=lower heights
- Keeping houses small
- Low heights
- Authenticity –Historic scale and character (signage, architecture, and storefronts)**
- Spacious

Economy

- Economic draw of old town
- Key employers
- Recent employment growth
- Natural resources (non-mineral)
- North College Improvements
- Square Redevelopment is a huge deal, and a good example
- Good mix of retail, restaurant, office
- Linden being a little off the beaten path of the district keeps rents lower
- Three economies (day, evening, night life)
- Mixed zoning and use
- Business diversity
- Activity 24/7 - residential
- Diversity of amenity and offering
- Quality dining options
- Music
- Beer, bands

Infrastructure

- Street trees
- Wide streets
- Most of current wide streets
- Adequate infrastructure
- Wide streets
- Basic pattern of sidewalks and paths
- Wide streets allow room for taller buildings
- Cool alleys
- Great streets
- Beautiful trees (Mountain Ave, etc.) [Canyon Ave. District]

Places, Spaces, and Gateways

- Poudre River
- Artwork everywhere
- Complex/random "surprise" features (alleys, Oak Street Plaza, Art installations)
- Anchors the surroundings/ the city.
- Old Town Square as a central/gathering space
- Oak Street Plaza – a child space.
- Music. Family things. Things to interact and entertain, e.g., Discovery Museum…a telescope?…Scavenger hunt?…Boulders in the river?… The Farm is great…Saw a great Alice in Wonderland sculpture in [another city] that was really fun.
- Alleyways and little spaces. Medians, Fountains, little touches.
- The alleys are pretty cool – Interesting ways to cut through
- Awesome alleys and planters [Historic District]
- Love the alleys – especially at night with lights.

Access

- Lack of well integrated bicycle parking
- Some pedestrian connectivity issues- crossing canyon at Lincoln center, crossing at northeast corner college

riverside
- Access from I-25
- Public parking
- Parking evaluation
- Connection from old town to river district
- Trail connection between Lincoln and mulberry
- Mountain/Jefferson intersection
- Parking…
- Canyon MISSING a key bit of sidewalk at Magnolia. Do something better with it as a pedestrian connection. [Urban design, management]
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Train – quiet, relocate…I know

Urban Design
Weaknesses

some think it adds to the charm, but it is disruptive. It's too loud, creates traffic blockage. Solve earlier rather than later
- Accessibility includes lower heights of buildings because walking up flights of stairs is included in that category

Atmosphere/Character
- NIMBY
- Lack of ethnic diversity
- Family orientated character
- Late night drunkenness
- Train related negatives- noise, safety, visual
- Homeless population
- Vibrancy of Mason and E. Mountain
- Appearance and impression entering Old town
- College Ave appearance- Laurel to Mulberry
- Resistance to change

Architecture and Aesthetics
- People not understanding the value of their historic property and choosing to replace with something cheaper/new
- Lack of design guidelines for areas outside historic district
- Riverside corridor
- Unattractive signs that aren't pedestrian oriented
- New buildings lack charm
- Lack of attractive private spaces-roof top decks, plazas
- Some existing building are poorly designed yet still have plenty of life in them
- Bland new buildings, with no charm. Make architecture engaging. Civic Center garage an example of what to avoid – that's a dead stretch. NW corner of Oak and College.
- Narrow design variety
- Things that are out of historic character. Sasquatch Lodge, Drunken Monkey. Things that are jarring like that.
- Destruction of historic homes

Collaboration
- LPC is a barrier to development downtown – shouldn't be used as a tool against development
- Resistance to zoning changes
- Government regulations
- Conviction of council to support growth
- Reduced capacity/benefit of DDA
- Red tape for permits makes closing out projects cumbersome; costs passed to consumers
- Too much control is exercised by Historic Preservation; they should "answer to a higher power."
- NoPro's secession from SoPro, pursuant to "50 years of outrageously poor choices in Fort Collins city planning (or lack therof)"

Development
- Limited room to grow
- Hurdles to new infill development and redevelopment
- High costs of development and exorbitant fees (prohibitive for beneficial projects)
- Need more room in Old Town

DRAFT

Economy

- Completion of midtown mall for retail and shopping

Environment/Natural Resources

- More urban growing walls, heat island mitigation, growing food in urban core that fills the voids of local CSA
- Energy inefficient buildings
- Drainage/parking at CSU Powerhouse and Northside Aztlan Center

Housing

- Lack of affordable housing
- Issues with commercial uses bleeding into single family residential and significantly changing the character, congestion, parking etc of the neighborhood
- Transient and non-transient housing options
- Work/live integration
- Housing affordability in community in general
- Available "coach house" apartments
- Emergency shelters for homeless close April 1
- Not all shelters serve all demographics (women, men, children, youth)

Places, Spaces, and Gateways

- Homeless population impacting public spaces
- Lack of central park/green space
- Mason Corridor – not attractive from Campus South – not enough landscaping, etc.
- Need to enhance gateways at boundaries. Deal with Lincoln/Jefferson/Mountain blighted entry - carry past plans forward and implement them.

Access

- Enhanced bikeways
- Signage and way finding
- Improved mobility/walkability
- Leverage transit
- More opportunities to bike to downtown
- Improved bike parking and car parking
- Ability to take advantage of the MAX line
- Increase pedestrian zones- give people a feel for walkable communities
- Pedestrian safety
- Large surface parking lot
- Linden – discuss making it closeable. Interesting, host farmers markets etc.
- Circulator trolley for integration of Breweries, Woodward, and dining establishments
- Benches and bike parking
- Need to address sidewalk obstructions – getting out of hand in some places, can hardly make it through. Trailhead West Mountain block. [Urban design, management]
- Improve business accessibility, especially Old Town East and Lyric Cinema Café.
- Maybe connect Lincoln Center to Downtown better. MAX>B-cycle station>Lincoln Center. Might help.
- Connect N. College via pedestrian bridges to Old Town… and keep designing the alleys to downtown.
- Connect district edges (Linden, Willow, Lincoln…) into the core so that movement within and among them feels seamless

Atmosphere/Character

- Enable growth and higher population density without compromising the Old Town feel
- Increase ethnic diversity
- How much do you want to clean everything up? – It's a fair question.
- Solutions to address homelessness
- Old is good. If it doesn't

Urban Design
Opportunities

appear old, why would you come to Old Town? - Cultivate/stretch "Old" feel
- Desired character or vision: variety.
- Campus North – Identity Crisis!
- North College: new streetscape is nice, but still a lot of old, rundown buildings. [NW District]
- Wouldn't go here [NW District] unless there were multiple things to do within walking distance.
- Avery House and St. Joseph's are nice, but the area around them is different, distracts a bit [Civic District]
- Vitality, mixed shops, architecture, median parking [Civic District]
- Keep more of the historical feel
- Align character of new development, especially the "industrial zone", with downtown.

Architecture and Aesthetics

- Restoration of historic buildings
- DDA just approved criteria describing the design enhancements they will be looking for in building proposals. Innovation is the key. Should promote design that hits across the plan categories (e.g. energy, market & economy, urban design); and reflects our time. Smart design.
- Dynamism in other urban areas – comes from CONTRAST. Height, variety in massing.
- But still focus on the comfortable streetscape. Trees.
- Keep signage discreet and not on top of buildings
- Charming new buildings
- Low rise buildings
- Keep buildings at low height
- Diversity in architecture: Historic rehab and contemporary
- Enhanced landscape architecture
- Hold Downtown to highest design standards – good architecture should be encouraged
- New buildings should have their own charm; don't have to be historic per se. But protect the character with design standards or regulations.
- Variation in design
- Better design – greater emphasis on Low Impact Development and architectural style/materials that match desired character
- Avoid design getting pretty stodgy and a little dated relative to other places. Promote good design, not compatibility. Good design = use of rhythm, proportion, lines...but not matching materials or style. Be careful of trying to re-create the past.
- Create NEW history, don't replicate the old. It's a balance, because TOO edgy can be scary.
- FoCo Café-ish design concepts
- Maybe don't need new RULES, maybe need a PROCESS fix. An Architectural Review Committee, using goals rather than rules? Go back to goals and objectives.
- Or, maybe NOT an ARC but rather build in flexibility for good design in existing process.
- LPC and LUC 3.4.7 in particular, do not allow for needed flexibility. These critieria raise major questions about design. Need to consider tradeoffs with historic preservation.
- 1st Bank modernistic building at College and Mountain is now seen as worthy of preserving, but wouldn't be allowed to be built.
- Buildings could be more urban, edgy. Need more latitude in code for innovation. If not an ARC, provide a way for applicants to SHOW WHY something is good design. PDOD seemed to get at that. More like LDGS criteria. Allow ways to ignore stated rules if something is good design.
- The River District design guidelines come close as a good example of design guidance.
- New buildings may get watered down design because architects don't

want to fight the battle of compatibility review. Can't tell what is worth bringing forward and what will be shot down. It would help to clarify how much flexibility there is in design. Have seen examples where this exact question is a determining factor in design. Need variety. Not a formula.

- Architecture
- Be careful of trying to re-create the past.
- Mason/Mulberry – back sides should open to Mason. Don't latch onto historic preservation of, say, the gull wing roof, at expense of adapting the back to orient to the key intersection. Example of need to consider tradeoffs with historic preservation. Maybe keep the swoop in front, but allow the building to be updated.
- Seeing examples of building touches in other cities that make you stop and do a double take. Fun little things to get more interaction. Little recent example of painted people up against walls. Places sto be surprised. Kansas City Plaza example of variety with a unifying sameness.
- Re Austin hodge podge quality – love the hodge podge!
- Infill down to Laurel in the next 20 years – shouldn't have to look like historic downtown.
- Change is good!
- Retain historic preservation controls

Collaboration

- Urban connecting more with rural communities, even outside of county
- Town and Gown partnerships
- Additional public/ private cooperation and development partnerships
- Retain all publicly-owned land for future city growth
- Pursuing a creative district for arts and culture – a State sanctioned designation, can come with some funding. Qualification criteria must be met.
- "Business improvement district" with parking, management assessed according to size
- Increase downtown's ties to the University
- Communication about what is happening downtown
- More education/ interpretation of historic buildings in downtown – punchcard for finding buildings, historic sites
- Make sure kids continue to learn about the history of Fort Collins
- Keep an active preservation group
- Keep a preservation group to keep looking at these things like looking at places that need to be kept and restored

Development

- Inventory of re-development opportunities
- Taller building at the downtown perimeter that take advantage of views
- Value of land is pushing increased height and density, which affects character
- Many parcels have potential for redevelopment
- Nice building materials; setbacks; limiting mass
- Encourage/maintain high density and mixed use** – important for 24/7 use of space
- Make it easier for developers with tax incentives, utility incentives
- Development of Howes as "civic spine" connecting CSU to City Hall
- Tie in the new Stadium
- Spread commercial area East and West
- Build another downtown in south Fort Collins (e.g. high density), take pressure off downtown.
- Density (especially residential) enable growth of higher density without having tons of high buildings, etc.
- Have a balance to the density increase and building height increase
- Scale of 2/3 story buildings gives small town feel - Want to keep it low
- Have rules for developers. And stick to them. NO MORE VARIANCES. To come here, meet local rules.
- Creating underground rather

than building up (i.e. "social" bar in square)
- HEIGHT OF BUILDINGS know we're heading to more height so 4/5 is more doable here in FOCO w/ wide streets than it was in Boulder
- When will Old Town Square be restored??

Economy
- Attract large/mid-size companies (employment centers); Otterbox campus is a good example
- Bring in retail that moved out- groceries, office supply
- Support current locally owned businesses that create the biz fabric for Fort Collins
- Retail and business mix. Not enough retail in the mix. Retail destinations need a certain critical mass. Need a critical mass of retail. Sioux Falls had a business incubator.
- More dense mix use
- Build on integration of creative business
- Balance of uses: retail/bars/ restaurants/offices… more residential
- Variety of Retail and Restaurant and Officespaces
- Integration of activities – Recreation/Work
- Establish a "small business development park"
- Greater mix of employment and culture
- Focus retail in "strip" or "promenade" to avoid competition/interspersal with bars and restaurants – create critical mass of retail.
- Limited hours?
- Hotel-Convention Center
- Fulfill need for essential services like an urban grocery store with deli and drugstore
- Accessible, large event spaces
- Affordable, dense office space
- Community marketplace and Food Coops
- Bring together farmers, brewers, artists in Old Town Square… maximize shared space

Environment/Natural Resources
- Integration of low impact development techniques in site and building design
- Activate the River; Take advantage of River – "could be boom for downtown", - it is "natural to extend Downtown to the nature found along the River" – etc.
- River - view it as infrastructure. Highlight it, how it helps retain brewing industry. Relate river plans to water quality.
- Focus on River as a "decompression area"
- Celebrate sites along the River (unlike with Legacy Senior Housing)
- Mixed architecture; access to River [River District]
- Connect to Poudre [River District]
- Nature close to downtown [Poudre District]
- Bike path close to river [Poudre District]
- Kayak park [Poudre District]
- Pueblo River Walk – better engage the river (OKC, San Antonio) [Poudre District]
- Fruit trees – food in public places
- Lee Martinez Farm is underutilized; could be better integrated
- Showcase renewable energy opportunities
- Integration of renewable energy/increase efficiency in building design
- The river

Gateways
- Connections to other districts
- Now to benefit midtown mall development
- Integrate university
- Extend historic district financial benefits of N&S College
- Downtown no longer has to pursue being compact. Boulder does a good job of allowing its expansion.
- Growth will happen – just keep it responsible
- Growth in Old Town North, as a possible platform for the future movement of local small businesses
- Continue North College improvements
- Riverside is a critical gateway – particularly with Woodward – A good location for office development
- Linking across Jefferson in a comprehensive view of the

full Downtown
- Implement Linden and Lincoln Bridges and Lincoln Boulevard – prosperity of Downtown affected by that.
- Themes and character for districts. Like the district map.
- What's missing, should be added: Parking at College/ Mason/Mulberry. Per Parking Plan.
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- FOCO has grown 4/5 times in these 45 years and the city is still very much the same, it is doable to continue this growth just has to be done right
- Downtown gateways
- Riverside Ave. conversions to visual asset

Housing
- Increase office/working spaces with residential
- Residential co-housing for businesses
- Increase residential use of downtown.
- More residential (+1)
- Affordable Housing
- City has to be willing to step up for Affordable Housing, but this will not happen downtown
- To get housing, you need height and density.
- Housing. Some interesting, really walkable housing with more interesting design. How to balance value for the developer with that. You can't really come back and facelift later. Some new buildings have looked a bit on the cheap side. New buildings should have charm. Doesn't have to be historic per se.
- Compatible Housing Design
- More small homes
- Is it within the scope of the plan to deal with rising rents, costs, living abilities. Would like to learn more about that. Are "rent controlled" or lower rent spaces possible? Creative district needs planned spaces for people to work and live. RINO having similar problems with success driving out cool things.
- More live/work arrangements
- Focus on live/work environment as a key to vibrancy
- Multi-generational living and ADU's
- Get students into student housing (esp. out of state students without residency) rather than rental housing
- Affordable housing for adults. Student housing?? Architecture – yes – keep it similar.
- Median income housing

Places and Spaces
- Larger public gathering space
- Small public spaces- pocket parks/plazas
- More pedestrian alleys
- Continued incremental improvements (in vein of alley project)
- Outdoor Market. #1 opportunity.
- Old Town Square larger. Close Linden. Less asphalt. More fun spaces.
- Community building. Smaller scale, participation. Engagement. PLACES for people to gather, that are interactive. Support interesting interactions.
- As discussed in past GID discussions – get a BANNER SYSTEM. Long term infrastructure for a managed banner program. Don't look outdated, make it easy to switch out banners. Old Town Square was the only place that had this and the City has relied on DBA for tying and piecing together a program. The City should step up and participate. Mark the boundaries of pedestrian core area. The City has 3 horizontal banner locations currently. Maybe look for those along with poles.
- Idea behind new City Hall concept plan: need a good civic park. Town to Gown, opposite the Oval on the south end... There is desire to run the trolley to new City Hall block.
- Holiday lights summer equivalent? Water? What could it be?
- Food truck rallies as an event.

Create a good location for that. Civic Center park has been used. Are there better locations? Don't infringe on businesses, but provide a place. Should be a flexible, multi-purpose space. Dynamic. Accommodate changes. Like Old Town Square. 100 block of East Oak? Mason Lot?

- Greater focus on alley improvements
- More grass and less pavement at Oak St Plaza
- Make all the alleyways modern and cute
- More chairs and sitting areas for eating or people watching outside
- Picnic tables
- The vacant lot at Pine/ Jefferson is an example of an opportunity for something new and exciting.
- Performance space in central area, like Rialto. Mountain/ Mason site fits this bill. Then CONNECT Lincoln center to downtown PAC site.
- Need a good solid event location venue. Have been using Civic Park, Washington Park, Legacy Park not ideal. No infrastructure to support. Barely large enough for some events. Legacy Park requires bringing everything in. Outdoor venue urgent. Could use an indoor venue also, but outdoor first. Need a conscious plan for that. Keep the goose fountain
- Basketball courts
- Outdoor "hang" spaces
- Hang spots
- Bigger fountain
- Heated sidewalks and patios
- Patio heaters
- Lots of unused space by Albertson's – great spot for some open space and office space/lofts [Riverside Corridor]
- Need for a major market building (e.g. The Source in Denver's RiNO) including restaurant, bakery, butcher, art, merchants…
- "rubberized" play area for kids

Access

- Railroad operation impacting livability
- Traffic management
- Constraints prohibitive of growth

Atmosphere/Character

- Losing character of old town
- Influx in new residents changing City culture
- Costs of high leases leads to homogenous business entities and chain stores- which then bleeds the local creative businesses that creates and supports the local character
- Loss of "sense of place"
- Small unique shops being replaces with chains
- Place of diversity with market forces and redevelopment
- FEAR = Boulder. Growth is positive; maybe inevitable; but don't price out the cool people. Don't shift to chains that are everywhere. Don't dilute local feel! IF inevitable, then sad. Like it the way it is, but know that change come.
- Tension between breweries/ cideries/distilleries and the historic neighborhoods over rights, responsibilities, and needs. Need for a community forum. Lincoln Corridor development showed this issue – should be addressed with non-City facilitation
- Downtown subsumed as another "student district" (esp.

Urban Design
Threats

with the many bars)
- [Overall people seemed to really want to keep the feel we have now of Old Town they like the local shops and not so much the bars. They don't want this "small town" feel of Old Town to be lost.]

Architecture and Aesthetics
- Inappropriate infill
- Architecture becoming a campus style theme and more diversity in design not allowed
- Architecture not well integrated into historic fabric
- Overshadowed patios.
- Avoid any reduction in density.
- Sleek/modern development (Should maintain OLD town character – historic, brick buildings) – need for sign guidelines
- Too much focus on historic replication would restrict continuation of diversity… should celebrate unique, newer ideas with flexible planning and zoning codes
- Update planning regulations/ building codes to encourage building diversity and avoid "monotonous campus feel" that exists in downtown Boulder
- Buildings being built in FC these days – what will be cherished?
- Historic buildings under threat
- Don't want feeling of "canyon" when walking downtown
- Historic buildings are aging and beginning to fall apart
- Investment in ongoing maintenance

Development
- Issues of height, especially in development of Riverside
- Appeals Board too lenient with variances, granting too much forgiveness
- Feeder Supply building doesn't match the River District Standard and Codes
- Stadium on campus? A great mistake!
- Redevelopment costs
- Cost of parking facilities
- Possible restrictions on economic incentives and tax increment financing
- Resistance to increased density and taller buildings
- Never repeat a stunt like that on N. N=College which forced Albertson's to close. I hope any attempt at a similar project will be met by a major lawsuit.
- CSU's growth projections – how much is predicated on a different in-state/out-of-state/ foreign ratio? May have too many out-of-town…

Economy
- Rising cost of commercial space
- Too many Old Town properties are owned by a small handful of firms/people.
- Real estate prices
- Midtown mall retail
- Loss of large employers (Otterbox, Woodward, etc.)
- Gentrification (on viability of Rescue Mission; in Tres Colonias)
- Retail Market: there's a north-south divide locally. How to pull in S. Fort Collins people. Transportation and parking are the key. Parking is crucial, even if it was at the edge with a shuttle.
- Income and housing that provide for both device and entrepreneurial industry

Environment and Natural Resources
- Effects upon river, natural areas, due to influx of people-increased density
- Don't build right on the Poudre River – Encompass
- Water availability

Infrastructure
- Aging infrastructure
- Downtown infrastructure not equipped to handle new development

Other
- Hiding the homeless as a solution – don't do this
- Not addressing homelessness

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Appendix B

Downtown Plan - Meeting and Event Log

Downtown Plan - Meetings and Events Log

Activity/Event	Date	Purpose
Planning & Zoning Board Work Session	11/7/14	Overview of project
Public Involvement Committee	12/4/14	Public Engagement Plan
Chamber of Commerce LLAC	3/13/15	Overview of project
Planning & Zoning Board Work Session	4/3/15	Issue Identification
Parking Advisory Board	4/13/15	Issue Identification
Community Issues Forum	4/15/15	Issue Identification & Keypad Polling
Stakeholder Interviews	April 2015	Issue Identification
Working Groups Roundtable #1	4/23/15	Issue Identification
PDT Open House	5/6/15	Issue Identification
Parking Advisory Board	5/7/15	Issue Identification
Planning & Zoning Board Work Session	5/8/15	Issue Identification
FoCo Future Forum #2	5/27/15	Issue Identification
Farmers Market Outreach	5/30/15	Issue Identification
Transportation & Parking Working Group Meeting #2	5/27/15	Priorities
Urban Design Working Group Meeting #2	6/2/15	Priorities
Market & Economy Working Group Meeting #2	6/3/15	Priorities
Downtown Management Working Group Meeting #2	6/4/15	Priorities
Energy & Environment Working Group Meeting #2	6/4/15	Priorities
Arts & Culture Working Group Meeting #2	6/4/15	Priorities
First Friday Event	6/5/15	Issue Identification
FoCo Future Forum #3	6/10/15	Issue Identification
Parking Advisory Board	6/8/15	Visioning
DBA Membership Meeting	6/18/15	Visioning
FoCo Future Forum #4	6/24/15	Visioning
Noontime Notes Concerts	June/July 2015	Issue Identification, Visioning
Urban Land Institute Event	6/25/15	Best Practices/Visioning

Updated 12/15/16

Downtown Plan
Meetings & Events Log

Activity/Event	Date	Purpose
Brewer's Festival	6/27-28	Visioning
Planning & Zoning Board Work Session	6/30/15	Visioning
Commercial Real Estate Brokers	7/16/15	Visioning
DBA Board Meeting	7/8/15	Visioning
Senior Advisory Board	7/8/15	Visioning
Walking Tour #1 – Canyon Ave. District	7/9/15	Visioning
Walking Tour #2 – Historic City Center	7/9/15	Visioning
Planning & Zoning Board Work Session	7/9/15	Visioning
Walking Tour #3 – Mason North & Civic Districts	7/10/15	Visioning
Walking Tour #4 – Campus North District	7/10/15	Visioning
Walking Tour #5 – Innovation, Oxbow, & River Districts	7/10/15	Visioning
Visioning Event	7/13/15	Visioning
Landmark Preservation Commission	7/22/15	Visioning
Electrify Your Summer	7/25/15	Visioning
Bicycle Advisory Committee	7/27/15	Visioning
Creative District Community Conversation	7/27/15	Visioning
Farmers' Market Outreach	8/1/15	Visioning
Neighborhood Night Out	8/4/15	Visioning
Market + Economy Working Group Meeting #3	8/5/15	Visioning
Energy + Environment Working Group Meeting #3	8/6/15	Visioning
Arts + Culture Working Group Meeting #3	8/6/15	Visioning
Urban Design Working Group Meeting #3	8/6/15	Visioning
Water Board	8/6/15	Visioning
Transportation + Parking Working Group Meeting #3	8/6/15	Visioning
Planning & Zoning Board Work Session	8/7/15	Visioning
City Council Work Session	8/11/15	Project Update
Human Relations Committee	8/13/15	Visioning/Choices
New West Fest	8/15-16	Visioning/Choices
Air Quality Advisory Board	8/17/15	Visioning/Choices
Art in Public Places Board	8/19/15	Visioning/Choices
Downtown Management Working Group Meeting #3	8/20/15	Visioning

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Downtown Plan
Meetings & Events Log

Activity/Event	Date	Purpose
Parks and Recreation Board	8/26/15	Visioning/Choices
Commission on Disability	8/27/15	Visioning/Choices
Affordable Housing Board	9/3/15	Visioning/Choices
Energy Board	9/3/15	Visioning/Choices
Planning & Zoning Board Work Session	9/4/15	Choices & Strategies
DDA Meeting	9/10/15	Choices & Strategies
Working Group Character Charrette (Meeting #4)	9/14/15	Choices & Strategies
Character District Drop-In Workshop	9/15/15	Choices & Strategies
Natural Resources Advisory Board	9/16/15	Choices & Strategies
Economic Advisory Commission	9/16/15	Choices & Strategies
Transportation Board	9/16/15	Choices & Strategies
Open Streets	9/20/15	Choices & Strategies
Landmark Preservation Commission	9/23/15	Choices & Strategies
City Comforts with David Sucher	9/24/15	Choices & Strategies
Planning & Zoning Board Work Session	10/2/15	Choices & Strategies
Parking Focus Groups	10/14/15	Choices & Strategies
Parking Focus Groups	10/15/15	Choices & Strategies
Joint DTP/OTNP Workshop	11/4/15	Choices & Strategies
Planning & Zoning Board Work Session	11/6/15	Choices & Strategies
DDA Meeting	11/12/15	Choices & Strategies
Landmark Preservation Commission	11/18/15	Choices & Strategies
Planning & Zoning Board Work Session	12/4/15	Choices & Strategies
Urban Lab First Friday Open House	12/4/15	Choices & Strategies
Market + Economy Working Group Meeting #5	12/9/15	Choices & Strategies
Energy + Environment Working Group Meeting #5	12/10/15	Choices & Strategies
Arts + Culture Working Group Meeting #5	12/10/15	Choices & Strategies
Urban Design Working Group Meeting #5	12/10/15	Choices & Strategies
Downtown Management Working Group Meeting #5	12/10/15	Choices & Strategies
DDA Meeting	12/10/15	Choices & Strategies
Transportation + Parking Working Group Meeting #5	12/11/15	Choices & Strategies
Downtown Think Tank Presentation	1/4/16	Choices & Strategies

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Downtown Plan
Meetings & Events Log

Activity/Event	Date	Purpose
Market + Economy Working Group Meeting #6	1/6/16	Choices & Strategies
Transportation + Parking Working Group Meeting #6	1/8/16	Choices & Strategies
Planning & Zoning Board Work Session	1/8/16	Choices & Strategies
Transportation Board	1/20/16	Choices & Strategies
Choices Open House	1/25/16	Choices & Strategies
Planning & Zoning Board Work Session	2/5/16	Choices/Plan Development
Parking Advisory Board	2/8/16	Choices/Plan Development
Commission on Disability	2/11/16	Choices/Plan Development
Art in Public Places Board	2/17/16	Choices/Plan Development
Superboard Meeting	2/18/16	Choices & Strategies
Landmark Preservation Commission	2/24/16	Choices/Plan Development
Choices Workshop #1	2/25/16	Choices & Strategies
Choices Workshop #2	3/2/16	Choices & Strategies
Planning & Zoning Board Work Session	3/4/16	Plan Development
City Council Work Session	3/10/16	Project Update
Parking Advisory Board	3/14/16	Recommendation
Energy + Environment Working Group Meeting #6	3/30/16	Choices/Plan Development
A+C, Creative District, Community Creative Center Meeting	3/30/16	Choices/Plan Development
Cultural Resources Board	3/31/16	Choices/Plan Development
Planning & Zoning Board Work Session	4/1/16	Plan Development
Parking Advisory Board	4/11/16	Plan Development
DDA Meeting	4/14/16	Plan Development
Transportation Board	4/20/16	Plan Development
Working Group Roundtable #2	4/28/16	Plan Development
Planning & Zoning Board Work Session	5/6/16	Plan Development
DBA Board Meeting	5/11/16	Plan Development
Urban Design Working Group Meeting #6	6/2/16	Plan Development

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Downtown Plan
Meetings & Events Log

Activity/Event	Date	Purpose
Planning & Zoning Board Work Session	6/3/16	Plan Development
Market + Economy Working Group Meeting #6	6/8/16	Plan Development
DDA Meeting	6/9/16	Implementation & Adoption
Council Work Session: Parking Recommendations	6/14/16	Implementation & Adoption
Council Finance Committee: Parking Appropriation	6/20/16	Implementation & Adoption
Landmark Preservation Commission	6/22/16	Plan Development
Planning & Zoning Board Work Session	7/8/16	Plan Development
Senior Advisory Board	7/13/16	Plan Development
Air Quality Advisory Board	7/18/16	Plan Development
Natural Resources Advisory Board	7/20/16	Plan Development
Planning & Zoning Board Work Session	8/5/16	Plan Development
Parks and Recreation Board - Done	8/24/16	Plan Development
Landmark Preservation Commission	8/10/16	Plan Development
Water Board	8/18/16	Plan Development
Bicycle Advisory Committee	8/22/16	Plan Development
Planning & Zoning Board Work Session	9/2/16	Plan Development
Senior Advisory Board	9/14/16	Plan Development
Planning & Zoning Board Work Session	10/7/16	Plan Development
Natural Resources Advisory Board	10/19/16	Implementation & Adoption
Chamber of Commerce LLAC	10/21/16	Implementation & Adoption
Chamber of Commerce Young Professionals	11/2/16	Implementation & Adoption
Planning & Zoning Board Work Session	11/4/16	Implementation & Adoption
Landmark Preservation Commission	11/9/16	Implementation & Adoption
Parking Advisory Board	11/14/16	Implementation & Adoption
Draft Plan Open House (DTP/OTNP)	11/14/16	Implementation & Adoption
Draft Plan Open House (DTP/OTNP)	11/16/16	Implementation &

Updated 12/15/16

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Downtown Plan
Meetings & Events Log

Activity/Event	Date	Purpose
		Adoption
Art in Public Places Board	11/16/16	Implementation & Adoption
Natural Resources Advisory Board	11/16/16	Implementation & Adoption
Transportation Board	11/16/16	Implementation & Adoption
DBA Board Meeting	11/17/16	Implementation & Adoption
Water Board	11/17/16	Implementation & Adoption
Air Quality Advisory Board	11/21/16	Implementation & Adoption
Bicycle Advisory Committee	11/28/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/1/16	Implementation & Adoption
Affordable Housing Board	12/1/16	Implementation & Adoption
Energy Board	12/1/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/2/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/6/16	Implementation & Adoption
Parks and Recreation Board	12/7/16	Implementation & Adoption
DDA Meeting	12/8/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/8/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/9/16	Implementation & Adoption
Planning & Zoning Board Work Session	12/9/16	Implementation & Adoption
Draft Plan Coffee Chat (DTP/OTNP)	12/10/16	Implementation & Adoption
Fort Collins Board of Realtors	12/13/16	Implementation &

Updated 12/15/16

Downtown Plan
Meetings & Events Log

Activity/Event	Date	Purpose
		Adoption
DBA Board Meeting	12/14/16	Implementation & Adoption
Economic Advisory Commission	12/21/16	Implementation & Adoption
Planning & Zoning Board Work Session	1/6/17	Implementation & Adoption
Landmark Preservation Commission Work Session	1/11/17	Implementation & Adoption
Landmark Preservation Commission Hearing	1/18/17	Implementation & Adoption
Planning & Zoning Board Work Session	3/10/17	Implementation & Adoption
Planning & Zoning Board Hearing	3/16/17	Implementation & Adoption
City Council Adoption Hearing	3/21/17	Implementation & Adoption

Key:

Boards & Commissions
Working Groups (WG)
Community Presentations
City Council
Public Events
Other

Total Reached Thru Surveys:

- Online Survey #1: 537, 469 complete responses
- Textizen Survey #1: 131
- Textizen Survey #2: 44
- Downtown Management Intercept Survey: 56
- Transportation + Parking Intercept Survey: 70
- Visual Assessment Keypad Polling: 117
- Online Survey #2: 701, 429 complete responses
- Parking Intercept Survey #2: 51
- Online Survey #3: 417, 336 complete responses
- Choices Workshop 1 Keypad Polling: 69
- Choices Workshop 2 Keypad Polling: 55
- Draft Plan Online Comment Form: 20 responses

TOTAL # REACHED THRU DIRECT NOTIFICATION:

- Email List: 915

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Appendix C

Online Questionnaire #1

Downtown Plan – Online Questionnaire #1

Is Downtown Headed in the Right Direction?

Summary

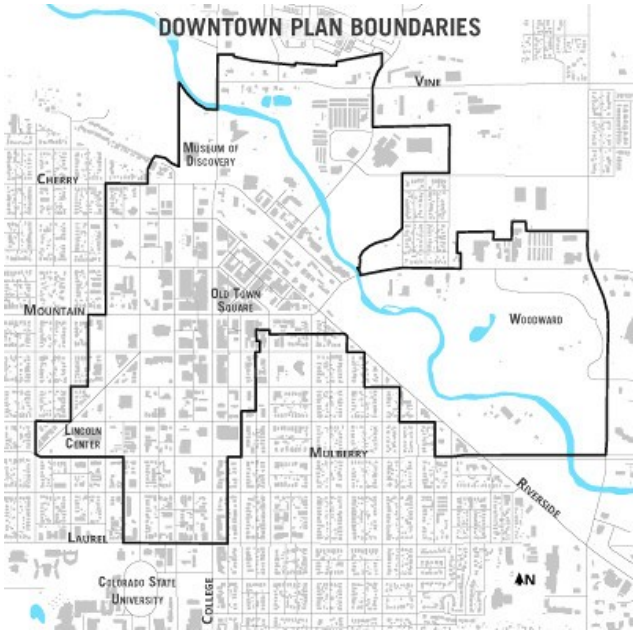
May 3 – June 7, 2015

Background

The Downtown Plan released an online questionnaire during the months of May and June 2015 to draw on community knowledge and opinions related to the downtown. This survey was one component of a public engagement campaign intended to collect input from a diversity of citizens and stakeholders through open houses, questionnaires, and interviews. The overarching question – "Is downtown headed in the right direction?" – sought a review of recent changes in the downtown area, its current use and identity, and opportunities for both protection of important features and new development in the next 10-20 years. Participation was advertised in businesses around Downtown, at open houses and other community events, through the Downtown Plan email newsletter, on the City's main home page and social media, and on the Downtown Plan website (fcgov.com/downtown).

The purpose of the forthcoming Plan is to update the 1989 Downtown Plan based on changes in the character, trajectory, existing conditions, and market trends affecting the commercial core of the city. The Plan hinges on six interdependent working areas, which include the range of issues identified for the Downtown:

- **Arts & Culture** includes downtown events, galleries, cultural institutions, venues, the Creative District, performance art, and Art in Public Places.
- **Urban Design** includes building heights, density, historic preservation, streetscape, landscape design, signage, and development guidelines.
- **Transportation & Parking** includes connections to the MAX bus rapid transit system, bicycle and pedestrian enhancements, intersection safety, and parking.
- **Energy & Environment** includes recreation and access to nature, land conservation and stewardship, urban agriculture, energy and water efficiency, energy production, and storm water and floodplain management.



- **Downtown Management** covers policing, safety, beautification, and programming, upkeep, and funding, with collaboration from the Downtown Development Authority, Downtown Business Association, homeless shelters and service providers, property owners, and businesses.

- **Market & Economy** includes tourism, employment, mix of uses, market capture, housing, retail, entertainment, and branding.

Online Questionnaire Summary

A total of 469 online questionnaires were completed during the response period. Many questions included an optional open response – "Other" – and a space for other comments. In the case of Question 4 – "what do you love most about downtown? – all responses were open. These open responses were coded into categories for comparison. Some specific comments have been highlighted in the body of this summary to illuminate the data displayed in graphs and charts.

The following summary is organized in three main sections:

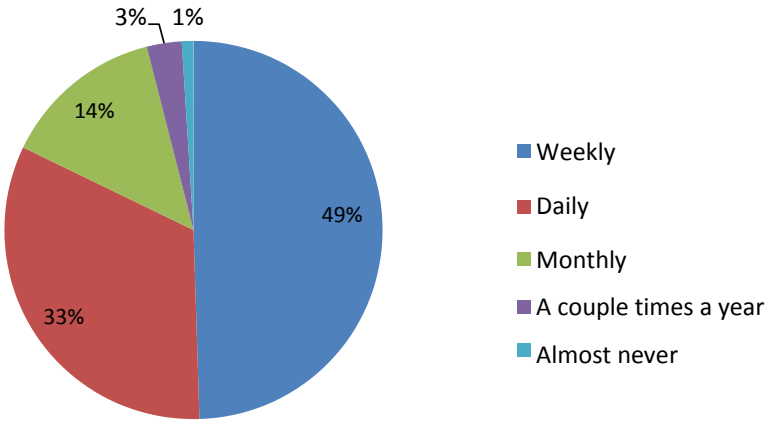
- Section A – Relationship to Downtown
- Section B – Feedback and Vision
- Section C – Demographics

Questions 4 and 5 have been reordered in the summary to suit the organization of the analysis.

Section A – RELATIONSHIP TO DOWNTOWN

Q1. How often do you go downtown?

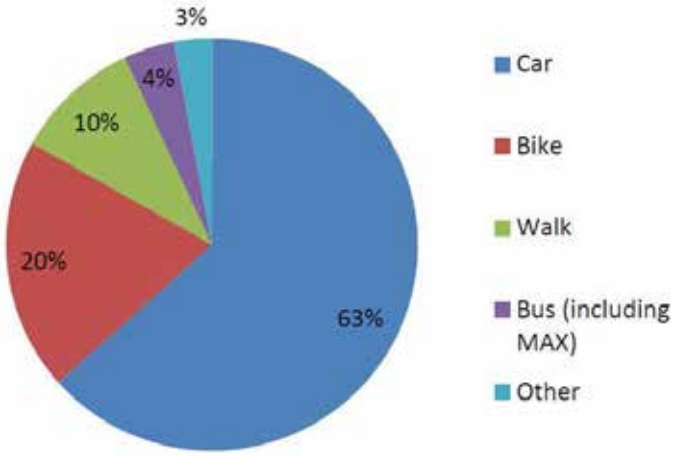
Visitation to Downtown



Questionnaire participants have a range of visitation habits when it comes to downtown. Half of participants visit on a weekly basis, and a full 96% visit on at least a monthly basis. This level of acquaintance likely demonstrates a strong interest in the downtown area. The questionnaire was open and advertised to infrequent or even one-time visitors, but this group was less represented in the questionnaire responses.

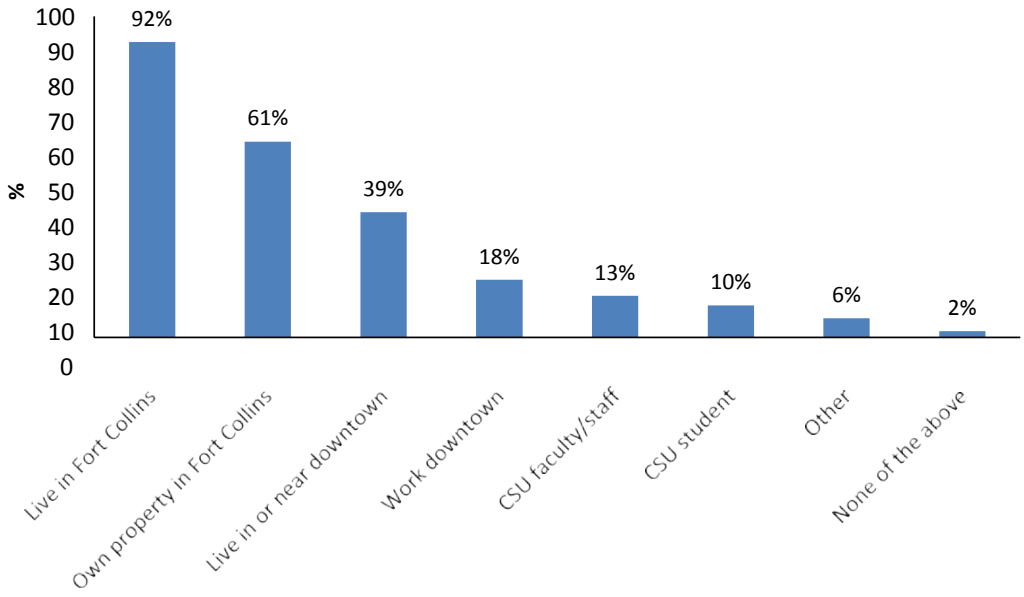
Q2. How do you get downtown most frequently?

Mode Share of Visits to Downtown



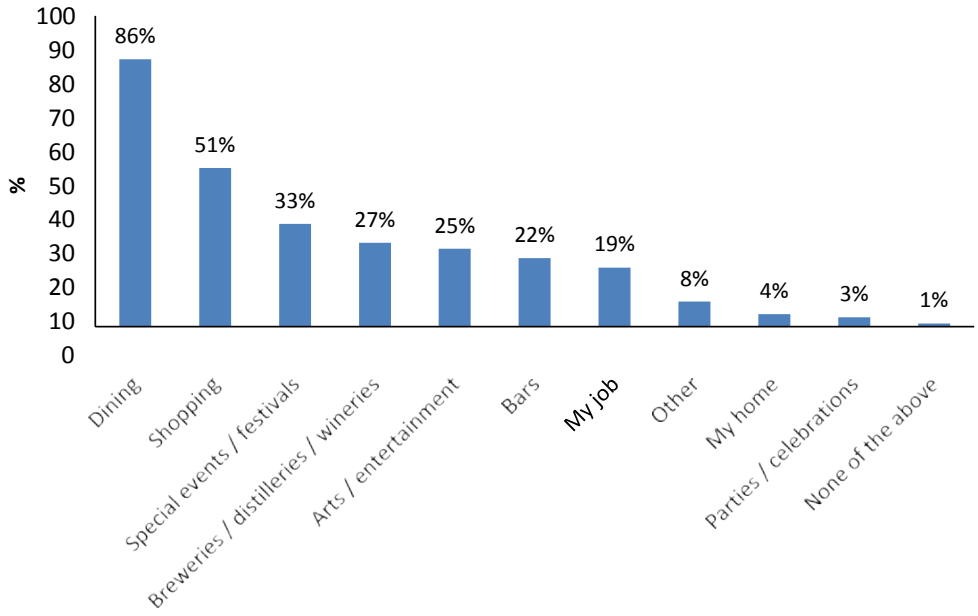
Comments indicate that many who frequent downtown use a variety of modes, depending on the purpose of their trip and other factors. For instance, one participant reported driving when commuting to work, but otherwise choosing to bicycle. This question asks about initial access to downtown, and does not reflect the share of visitors who walk *within* downtown once having reached it.

Q3. Which of the following apply to you (select all that apply)?

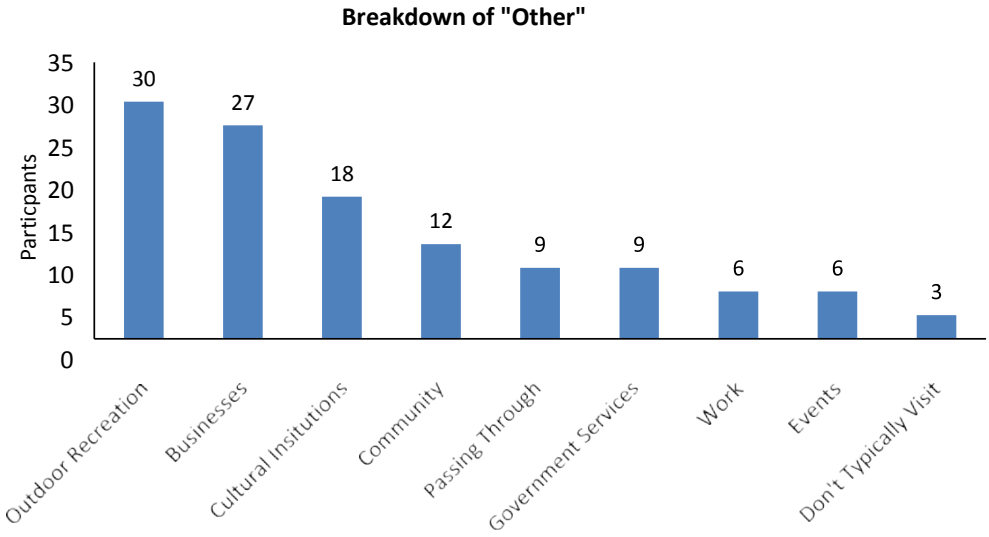


A range of associations connect participants to downtown Fort Collins. A majority are both residents and property owners in the city. The number of CSU students who participated may be lower as a result of the questionnaire being open and advertised during May and June, at the juncture of the University's final exams, graduation, and summer vacation. Importantly, 18% participants were employed downtown. Not working or living in Fort Collins does not exclude participants from a strong knowledge of the area – one participant reported that that he/she lives in Wyoming, but comes to Fort Collins to "work and play."

Q5. What typically brings you downtown (choose your top 3)?



As anticipated, restaurants and retail prove the largest draw in bringing people into the downtown. However, a diversity of needs and desires are served by businesses of all kinds in the district, and by other qualities that are not necessarily associated with a particular business but are supported by the vibrancy of the area overall, such as walking and people- watching. As one participant noted, “the banks, post office and library are big draws and should have been included on this list.” Arts and entertainment often takes the form of a singular, well-advertised event, which draws on populations that may not otherwise visit downtown.



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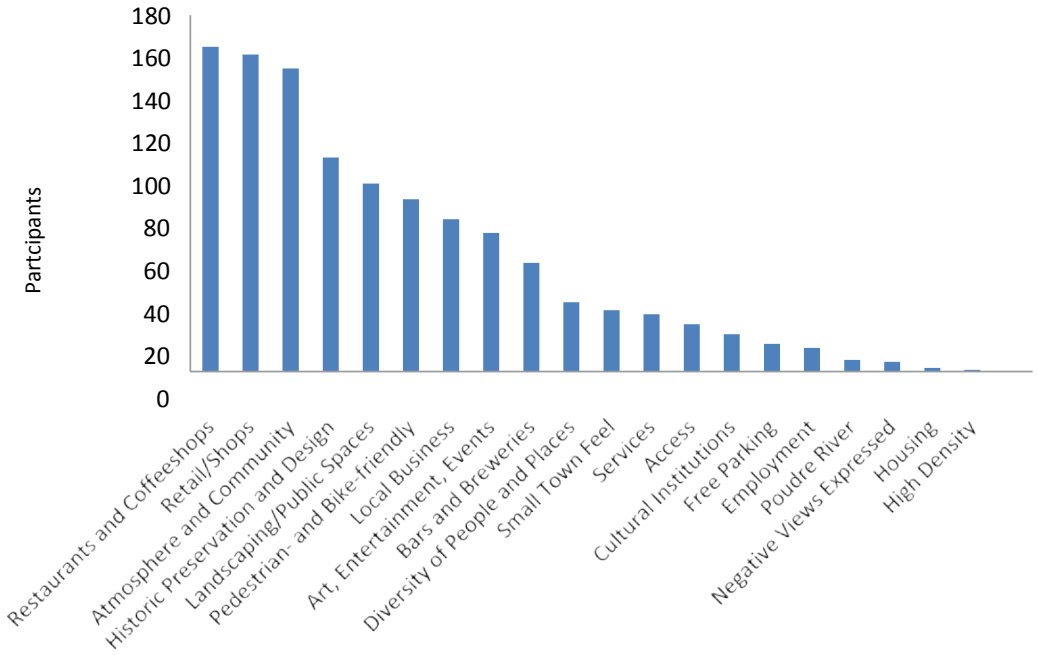
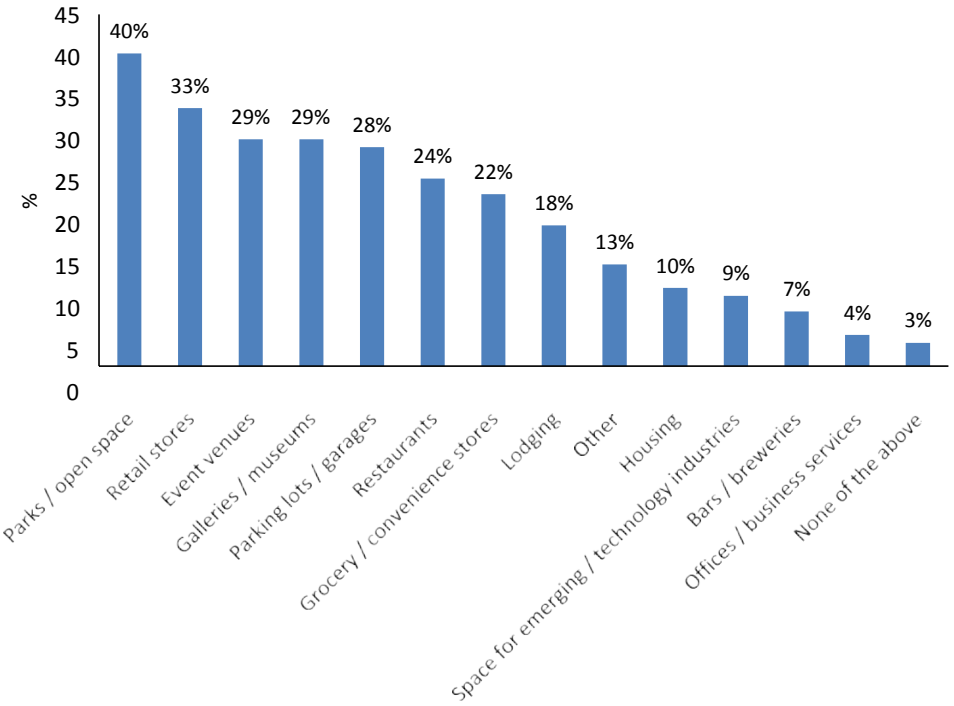
Section B – FEEDBACK AND VISION

Q4. What do you love most about downtown? (Analysis of open-ended responses only)

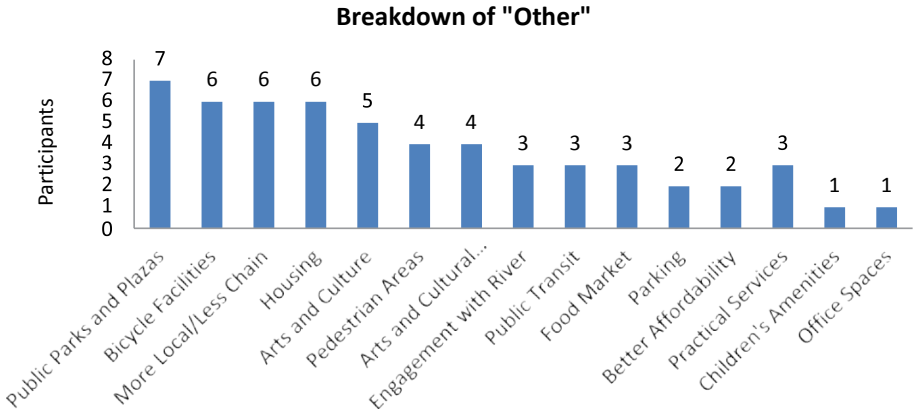


Responses to this key question align with the bulk of positive feedback about downtown that has arisen during the Issue Identification Phase. Restaurants and retail shops are pillars of downtown's success, but not just any establishments are welcome, according to commenters; well-regarded downtown establishments fit a certain typology that differentiates them from other business centers in town, with an emphasis placed on local ownership and diversity. The resulting "variety of local establishments" is associated with the atmosphere, historic character, and quality of downtown as a destination and as a practical source of goods and services. Praise was also awarded to the preservation and adaptation of historic buildings, the quality of streetscapes, and the public gathering places such as Old Town Square and Oak Street Plaza, the fruits of which can be enjoyed without spending money. Most frequently, commenters drew associations across categories, suggesting a framework in which the success of institutions, businesses, public spaces, and design qualities are interdependent.

Q6. If you were in charge, what would you add downtown (choose your top 3)?



Whereas restaurants and retail stores ranked highly among Downtown's assets, participants expressed a desire for spaces outside of the commercial range. Calls for a "public space where people can meet… without spending money" and for cultural institutions like galleries and event venues overshadowed the desire to expand on shopping, eating, and drinking amenities. Many used this question to call for changes that weren't additions to downtown, such as a reduction in bars and breweries. And while a number of commenters used this part of the questionnaire to ask that "local" be retained and expanded upon, another participant suggested a national department store. Expanded parking and bicycle facilities also received heavy attention. Parking in particular is seen as a limiting factor downtown, with some participants suggesting that further additions to the district could not be of help unless parking services were also expanded to accommodate additional visitors.



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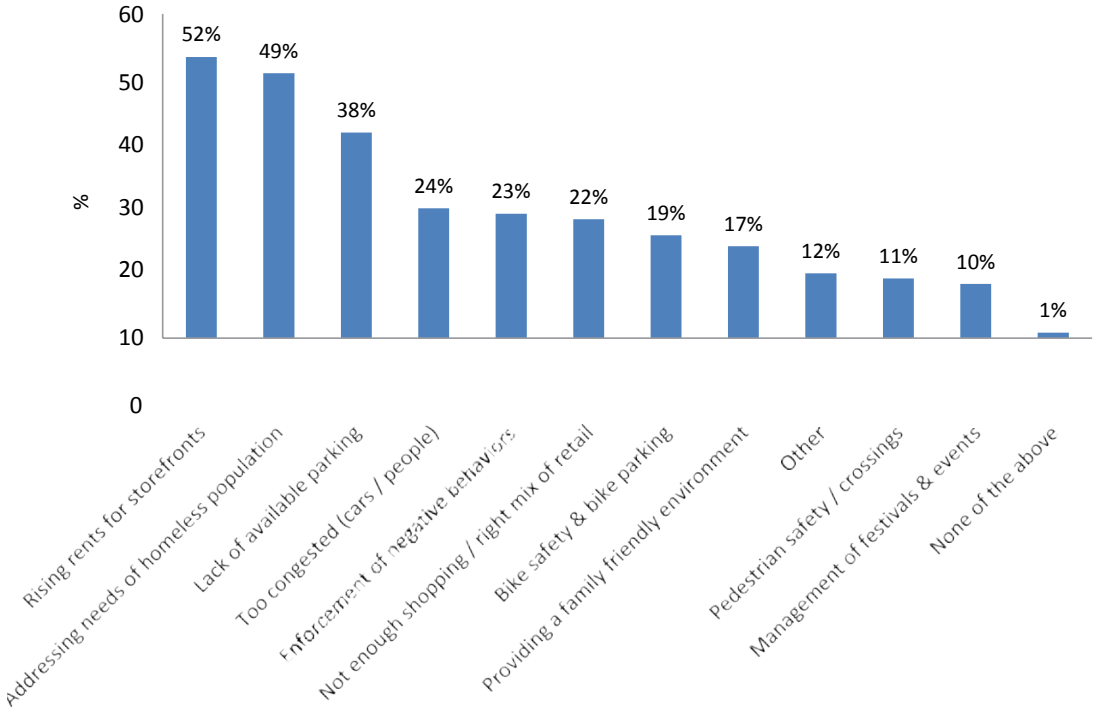
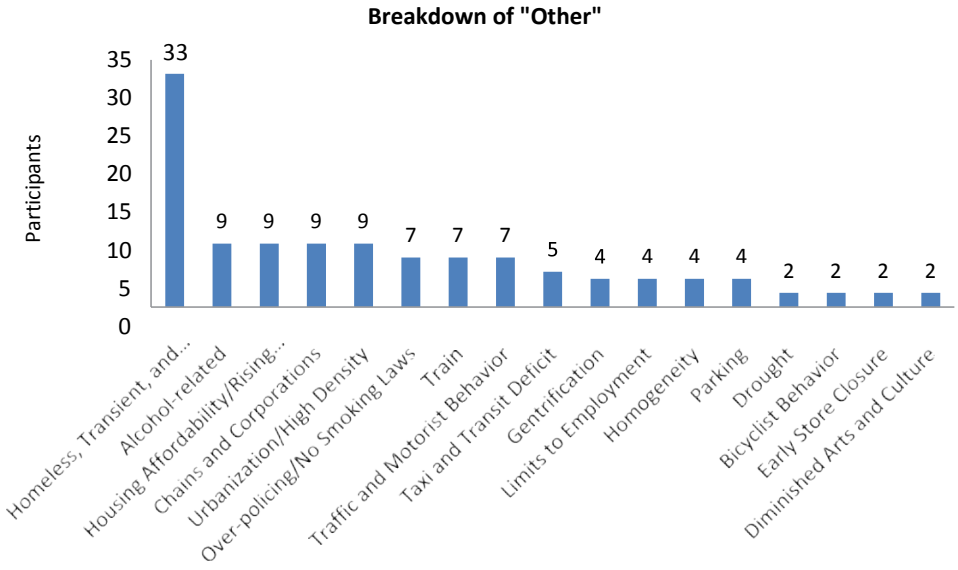
Q7. What are the top challenges facing downtown (choose your top 3)?



As with other questions, parking and congestion are primary concerns for downtown. Participants identified rising rents for storefronts as the major threat to local business, the fundament of which is established in Question 4 – this feeling was often expressed as a fear of corporate intrusion into the district. Conversely, fears of social and economic devaluation downtown were connected to the unmet needs of the homeless and transient population, whose growing presence downtown has generated a range of humanitarian concerns, anxieties over personal safety, and worries about the viability of business in a district where panhandling deters pedestrians.



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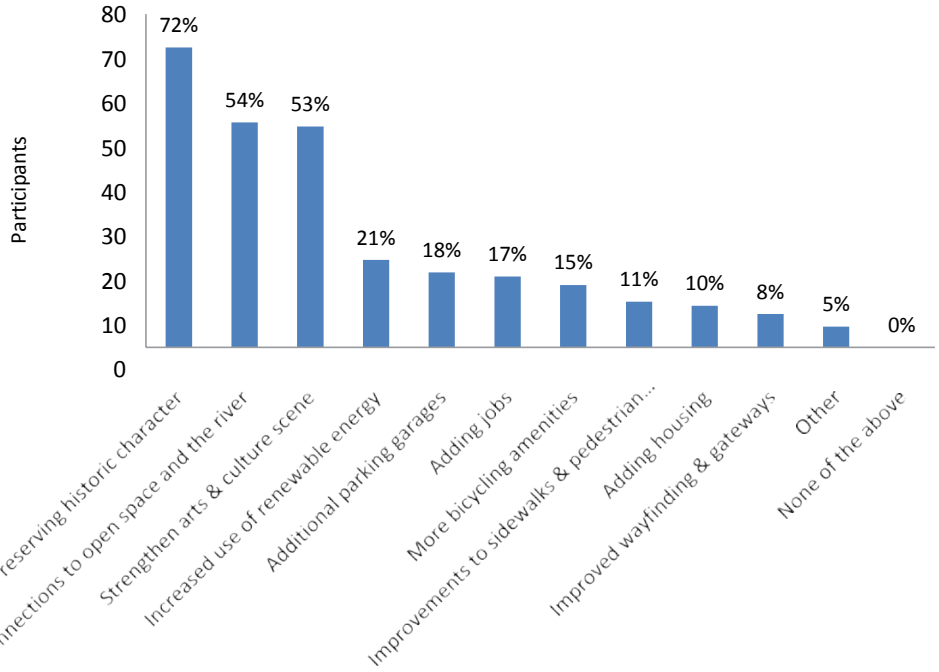
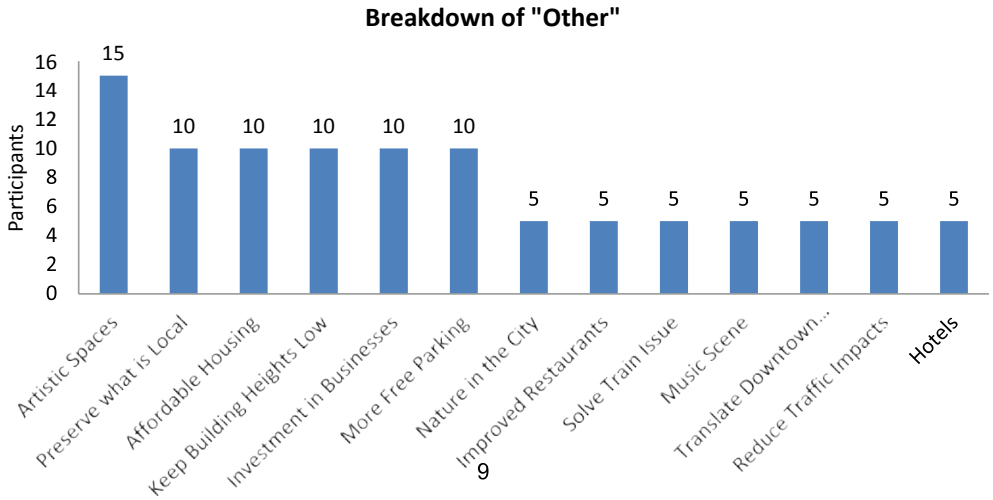
Q8. What are the top opportunities for downtown (choose your top 3)?



In identifying opportunities for the downtown, participants responded differently than when asked about present assets and potential additions to the district, instead relating downtown's present condition to the assets of its near future. Respondents pointed out that preserving the historic feel is essential to the ongoing atmosphere of what most commenters preferred to call "Old Town" rather than downtown. The Cache la Poudre River and the natural areas associated with it are viewed as a peripheral feature of the district that can and should be better incorporated into downtown's distinct pedestrian footprint.

The arts and culture sector is also highlighted as an area of opportunity by participants who see the abundance of artistic energy and the market for it as a partially-tapped resource, presently constrained by inadequate space for artists to live, work, and share their productions.



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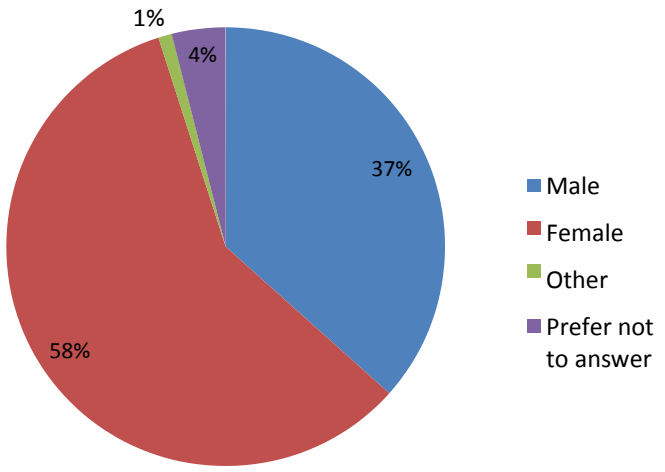
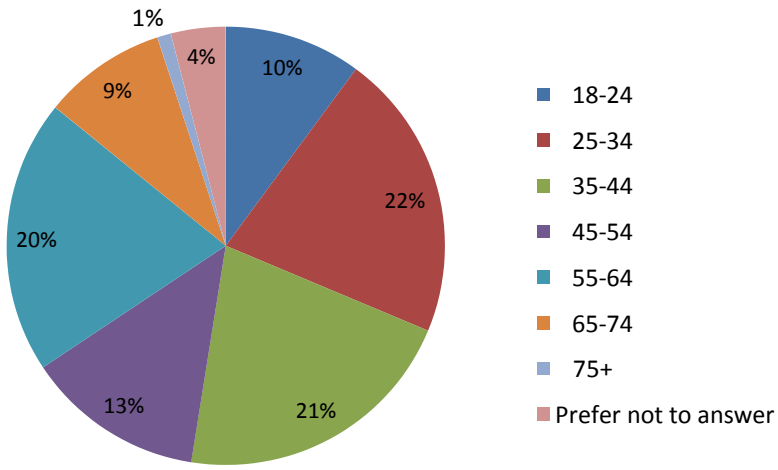
Section C – DEMOGRAPHICS

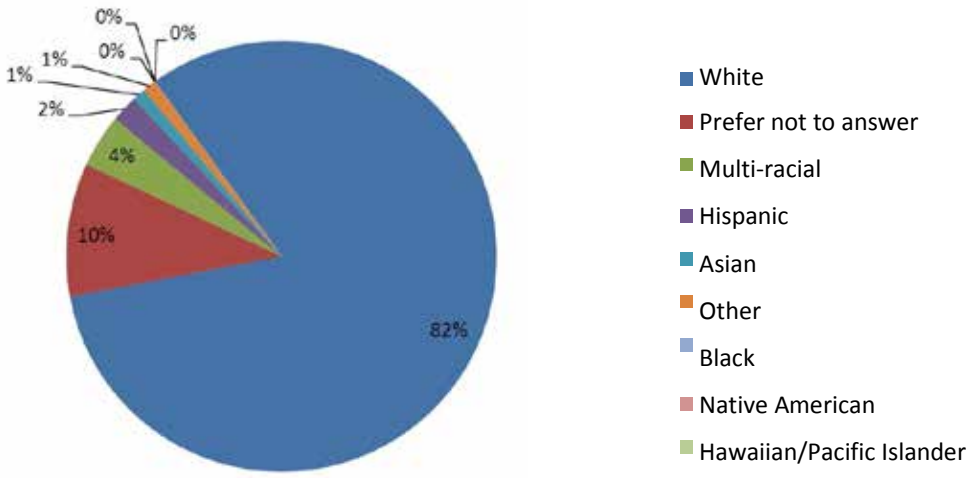
Q9. With which gender do you identify?



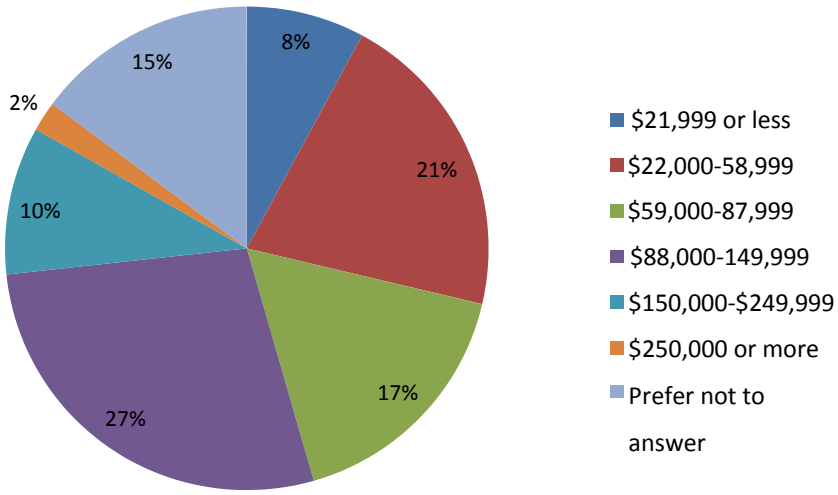
Q10. What is your age?



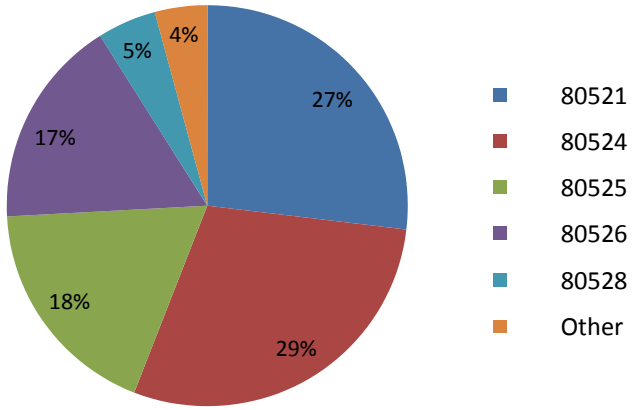
Q11. What is your race?



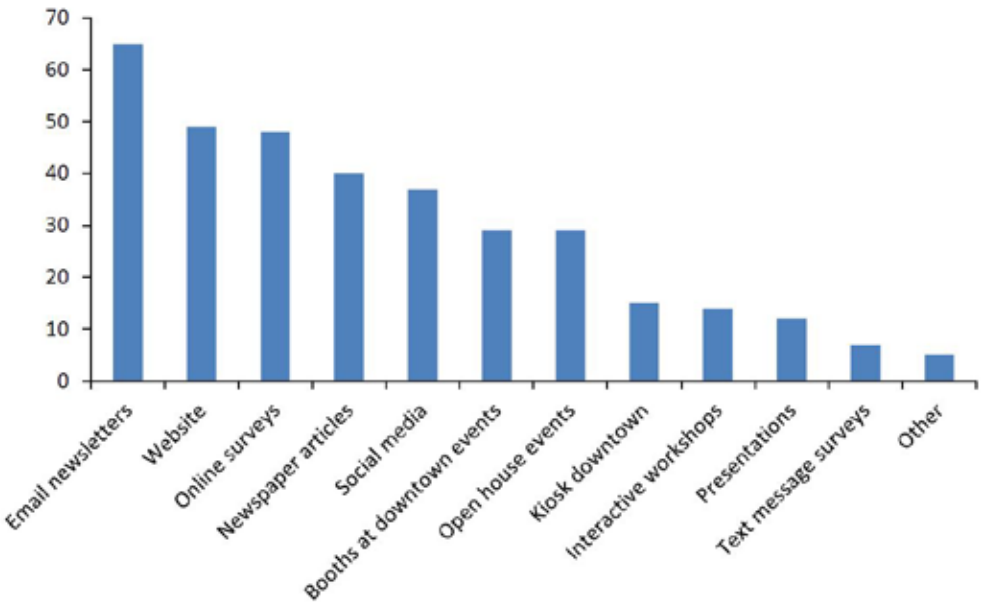
Q12. What is your annual household income?



Q13. What is your zip code?



Q14. The Downtown Plan is just getting started. We need your help setting the course for next 10-20 years! What are the best ways to reach out to you (select all that apply)?



Appendix D

Online Questionnaire #2

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
July 15 – September 1, 2015

Background

The second questionnaire in the Downtown Plan process was conducted in July and August 2015 to collect community visions, strategies and preferences about the future of Downtown. The questionnaire asked respondents to share their visions and rank a list of goals for each of the six Downtown Plan topic areas. The results from the visioning questionnaire were used to create a draft vision for each topic area included in the Downtown Plan. There were 701 total responses to the questionnaire, and 429 completed responses.

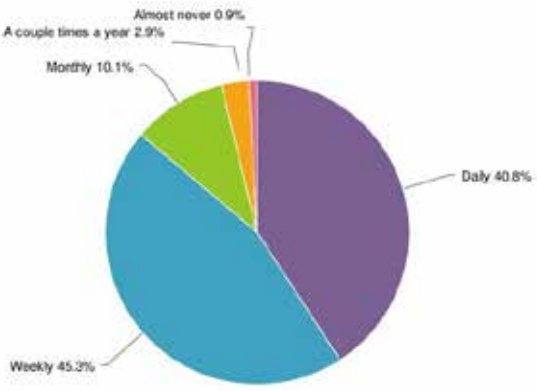
A full compilation of questionnaire results, including open-ended comments, can be downloaded at fcgov.com/downtown.

This summary is organized into three sections:

- Section A – Relationship to Downtown
- Section B – Priority Rankings and Vision by Topic Area
- Section C – Demographics

Section A – Relationship to Downtown

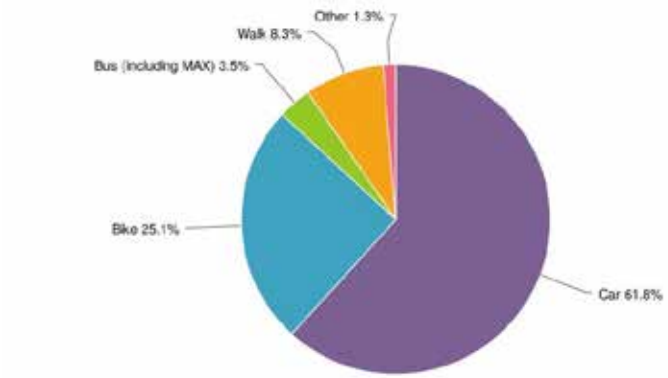
How often do you go Downtown?



Questionnaire participants have a range of visitation habits when it comes to downtown. Forty percent of participants visit on a weekly basis, and a full 96% visit on at least a monthly basis. This level of acquaintance likely demonstrates a strong interest in the downtown area. The questionnaire was open and advertised to infrequent or even one-time visitors, but this group was less represented in the questionnaire responses.

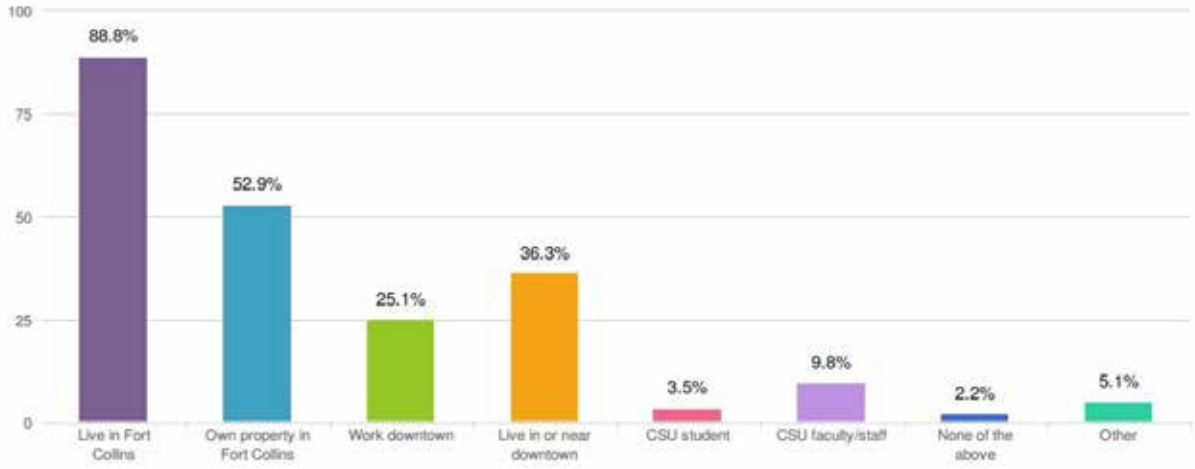
Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
July 15 – September 1, 2015

How do you get Downtown most frequently?



Comments indicate that many who frequent downtown use a variety of modes, depending on the purpose of their trip and other factors. This question asks about initial access to downtown, and does not reflect the share of visitors who walk *within* downtown once having reached it.

Which of the following apply to you (select all that apply)?



A range of associations connect participants to downtown Fort Collins. A majority are both residents and property owners in the city. The number of CSU students who participated may be lower as a result of the questionnaire being open and advertised during the summer vacation. Importantly, 25% participants were employed Downtown, and 36% of respondents reported living “in or near Downtown.”

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
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Section B - Priority Rankings and Vision by Topic Area

Arts + Culture

The following list of priorities for Arts + Culture has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.

Priority Ranking:	Score*	Overall Rank	# Top Priority
Create a culture of **support for artists and creative people** to maintain downtown vibrancy.	1418	1	107
Explore ways to **support arts and culture** with facilities, infrastructure, events, and funding.	1288	2	86
Make it easier for creative **businesses to thrive** downtown.	1286	3	94
Improve **affordability** of live/work and studio space for artists and creative people.	1172	4	89
Explore opportunities to **incorporate more local art** into downtown properties and businesses.	1140	5	60

Total Respondents: 436

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

How could these priorities be accomplished? (summarized comments from respondents)

Create a culture of support for artists and creative people to maintain downtown vibrancy (85 comments)

- More events that focus on and employ local artists and performers (many genres)
- Support galleries and studio spaces through strategies like a defined arts district, providing workshop spaces, or encouraging the formation of cooperatives/shared spaces
- Provide funding or tax breaks; incentives for local businesses to work with local artists
- Bring back Streetmosphere
- Make studio space and living space affordable for artists/creative people
- Continue emphasis on public art by local artists (pianos, utility boxes, sculpture, etc.)
- Foster a tight-knit arts community and ensure that arts are accessible to the FC community

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
July 15 – September 1, 2015

Explore ways to support arts and culture with facilities, infrastructure, events, and funding (62 comments)

- Incorporate even more public art downtown – murals, low-cost or free live music, etc.
- Festivals could contain areas for local artists, provide free or reduced-cost space to local artists
- Continue arts-focused events that are already happening downtown
- Better promotion of arts events that are already happening
- Create more venue spaces (galleries and music specifically)
- Offer incentives or find other ways to involve local businesses – display local art, host performers, etc.
- Consider tax incentives, additional arts-specific funding, dedicated arts district with tax financing…

Make it easier for creative businesses to thrive downtown (60 comments)

- Focus on small and/or local businesses; keep chains limited or nonexistent downtown
- Allow for creative use of space. Shared spaces, basement spaces, public market/cooperative style galleries, set-aside spaces for a rotating "featured" artist downtown
- Keep taxes low on small businesses, consider tax incentives, subsidies, grants to keep creative businesses downtown
- Figure out how to make rents more affordable
- Create technical assistance and other support programs to help creative businesses get started
- Define "creative business" broadly so it includes graphic design, tech, music, etc.

Improve affordability of live/work and studio space for artists and creative people (63 comments)

- Look into rent control or rent subsidies
- Offer incentives to property owners to rent to artists/creatives at affordable rates
- Rent out city-owned properties at subsidized rates
- Get rid of You+2
- Use Artspace in Loveland as a model for affordable artist spaces
- Zoning should allow artists to live in their galleries/workshops
- Group studios and marketplaces
- Microhousing
- Increase density downtown

Explore opportunities to incorporate more local art into downtown properties and businesses (45 comments)

- Continue and strengthen the Art in Public Places program
- Continue alley work, pianos, utility boxes
- More funding

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
July 15 – September 1, 2015

- Involve local businesses more – do outreach, encourage businesses to display and work with local artists
- Use any available storefront for art display at no charge to artists

When you think about the future of Arts + Culture in the Downtown area, what three words or phrases come to mind?

Top 10 Words from Online Questionnaire:

Frequency	**Word/Phrase**
25	Diverse/Diversity
24	Vibrant/Vibrancy
23	Music
18	Fun
16	Local
14	Art in public places/public art
14	Unique
12	Affordable/Affordability
12	Innovative
11	Creative/Creativity

Draft Vision (written based on questionnaire feedback):

- **In 2035, Downtown Fort Collins is a nexus for cultural activity in the town**, with a range of artistic and social offerings that are equally accessible to diverse audiences. Artists themselves benefit from affordable studio spaces and a variety of accessible and well-supported venues, so that their pursuits may be commercially viable and bringing community to coalesce. Vibrant social spaces and cultural assets enrich the lives of residents, the economic health of the district, and the experience of visitors.

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
July 15 – September 1, 2015

Downtown Management

The following list of priorities for Downtown Management has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.

Priority Ranking:	Score*	Overall Rank	# Top Priority
Maintain and improve **pedestrian space** to emphasize walkability and pedestrian priority.	1853	1	121
Address **problematic behavior** and maintain a **sense of safety** for all to be comfortable downtown.	1845	2	142
Work to address the **needs of homeless population** & improve understanding .	1668	3	89
Increase **maintenance capabilities** to keep up with growth.	1453	4	38
Balance the number and scale of **events, activities, and promotions**; avoid 'large event fatigue.'	1369	5	40
Improve overall **communications and messaging** about downtown.	935	6	18

Total Respondents: 448

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

How could these priorities be accomplished? (summarized comments from respondents)

Maintain and improve pedestrian space to emphasize walkability and pedestrian priority (113 comments)

- Create more car-free areas, specifically pedestrian streets and plazas; full-time or on weekends. Identified opportunities include Linden Street, Walnut Street, and Mountain Avenue.
- Provide parking on the periphery with shuttles and/or transit to downtown; incentivize garages
- Increase pedestrian safety at intersections with all-walks, automatic walk signs, more time to cross, etc.
- Assess crosswalks and sidewalks – larger crosswalks, passable sidewalks (reduce encroachment)
- Repurpose parking or travel lanes to create larger sidewalks, bike lanes, bike parking, parklets/plazas
- Continue alley improvements
- Slow down traffic on College to increase safety for cyclists, pedestrians, families with children, etc.

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
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July 15 – September 1, 2015

Address problematic behavior and maintain a sense of safety for all to be comfortable downtown (132 comments)

- Increase police and/or security presence downtown; stricter enforcement of current laws. Continued emphasis on quality of life/keeping the peace, rather than aggressive policing.
- Reduce panhandling, loitering, and soliciting. Suggestions include readdressing the "no panhandling" law, banning questionnaire takers, licensing street performers, limits on amount of time loitering.
- Manage the number of bars and level of drunkenness at night and on weekends. Possibilities mentioned include organized rides home, enforcement of public intoxication laws, extended business hours for non-bar businesses to keep more people out.
- Provide more/better resources for people experiencing homelessness
- Reduce noise downtown, enforce noise ordinance for loud vehicles
- Sense of safety is already high; have not noticed much "problematic behavior"

Work to address the needs of homeless population & improve understanding about issues (81 comments)

- Create or strengthen partnerships among service providers, nonprofits, local businesses, and others to provide services to people experiencing homelessness
- Expand homeless shelters and programs. Specific suggestions included mental health services, job training/assistance, daytime facilities, a task force to work directly with the homeless population, etc.
- Provide permanent housing as has been done in other areas (Utah) and is already being done at Redtail.
- Move the location of programs/services out of downtown
- Provide opportunities for the community to become more educated about issues

Increase maintenance capabilities to keep up with growth (30 comments)

- Improve parking options
- Continue current level of maintenance; add where possible (planters, seating, trash bins)
- Identify long-term funding tools to continue high level of maintenance

Balance the number and scale of events, activities, and promotions; avoid 'large event fatigue' (33 comments)

- Locate large events outside of Old Town/downtown. Spread out into other parts of the City.
- Allow fewer large events/festivals. Suggestions included a lottery system for event permits, spacing out events through scheduling (i.e. 1 large event per month, 2 medium events, and so on)
- Reduce street closures
- Balance the larger events with smaller events focusing on different audiences, for example, senior citizens, children, artists…

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
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- Improve communication among all parties responsible for scheduling, planning, and executing events

Improve overall communications and messaging about downtown (14 comments)

- Publicize more than events – use radio and TV to publicize Fort Collins more generally
- Install permanent message boards (electronic) in key locations
- Cross-publicize events in multiple forms of media (social media, news, radio, etc.)

When you think about the future of Downtown Management in the Downtown area, what three words or phrases come to mind?

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
69	Safe/Safety
34	Clean
28	Walkable/Pedestrian friendly
21	Homeless Issues
21	Parking
14	Beauty/Beautiful
10	Events
10	Family friendly
10	Panhandling
9	Accessible

Draft Vision (written based on questionnaire feedback):

- **In 2035, Downtown Fort Collins remains on the path of high quality maintenance and administration**. Law enforcement is predictable and comfortable for all people wishing to socialize, recreate, and conduct business downtown. Homelessness has in particular been addressed, balancing the rights and needs of all groups. A climate of positivity and mutual respect has been fostered in the street. Daily life, business, cultural events have combined to strengthen the sense of community.

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
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Energy + Environment

The following list of priorities for Energy + Environment has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.

Priority Ranking:	Score*	Overall Rank	# Top Priority
Harness and preserve the **Poudre River Corridor** and other unique natural resources.	1661	1	199
Pursue and support **innovative energy and environmental** projects.	1381	2	89
Incorporate nature and **opportunities to escape the urban environment** into new development.	1355	3	82
Enhance downtown's capacity to **manage stormwater and flooding**.	1007	4	43
Develop a concentrated district to **showcase environmental innovation** and stewardship.	785	5	14

Total Respondents: 427

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

How could these priorities be accomplished? (summarized comments from respondents)

Harness and preserve the Poudre River Corridor and other unique natural resources (139 comments)

- Enhance opportunities for recreation and improve trail connections between downtown and the river
- Preserve and protect the river – restrict/limit development, protect wildlife habitat and overall corridor
- Develop the riverfront as a resource for residents and visitors by building a riverwalk, walkway, or similar
- Balance development and protection. Make the river more accessible while minimizing impact of development
- Do more to integrate the river with downtown. Pedestrian/bike access, signage, education, etc.
- Don't harness/dam the river. Oppose NISP. [Three comments were in support of NISP, but far outweighed by the opposing viewpoint]

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Pursue and support innovative energy and environmental projects (103 comments)

- Add solar panels wherever possible – encourage solar on new developments, put panels on the roofs of city buildings, add canopies to parking lots, etc.
- Encourage other (non-solar) forms of alternative energy, like wind, hydroelectric, and green roofs
- Provide tax incentives to companies/businesses that incorporate "green" standards
- Improve transportation options to reduce car/truck traffic, eliminate train idling, and promote walking/biking/transit
- Implement CAP and strive to achieve goals
- Partner with CSU, energy/tech companies, and others to implement environmental initiatives
- Improve energy efficiency of buildings and limit or restrict water use
- Use the civic center complex as a model and anchor of a "green" district
- Make innovative project profitable

Incorporate nature and opportunities to escape the urban environment into new development (57 comments)

- Build pocket parks and other small-scale green spaces
- Develop a "river walk" area along the Poudre River
- Expand and enhance walking and bike paths
- Include/require green space in new developments
- Add more car-free areas downtown. Linden/Walnut were specifically mentioned as opportunities
- Develop community gardens and more urban agriculture opportunities

Enhance downtown's capacity to manage stormwater and flooding (23 comments)

- Ensure that we are doing resiliency planning and keeping plans up-to-date
- Maintain and upgrade the stormwater system where possible to handle large storms
- Keep a buffer (no pavement) around the Poudre River to accommodate peak flows and flooding

Develop a concentrated district to showcase environmental innovation and stewardship (12 comments)

- We don't have to focus so much on "showcasing" or being "innovative" – just have to implement things that we know work (wind, solar power in particular)
- Work with CSU and the Small Engines Lab to jump-start an energy district
- Encourage environmentally-focused businesses to cluster together
- Incorporate sustainable/innovative materials for public amenities (benches, plazas, etc.)

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When you think about the future of Energy + Environment in the Downtown area, what three words or phrases come to mind?

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
28	Innovative/Innovation
28	Poudre River
24	Sustainable/Sustainability
22	Clean
20	Solar Power
17	Green
14	Efficiency/Efficient
14	Preserve/Preservation
11	Renewable Energy
10	Conserve/Conservation

Draft Vision (written based on questionnaire feedback):

In 2035, Downtown Fort Collins actively pursues sustainability in operations and in development. Downtown is exemplary of city-wide climate protection efforts, having incorporated new technologies for responsible stewardship and energy production. From anywhere in downtown, people can easily access parks and natural areas. The presence of nature is felt even in Downtown's most urban places, as it is cultivated as a cultural resource. Access is balanced with the need to protect natural resources, while stormwater management and utility infrastructure ensure that existing and future needs are met.

Downtown Plan: Online Questionnaire Results
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Market + Economy

The following list of priorities for Market + Economy has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.

Priority Ranking:	Score*	Overall Rank	# Top Priority
Help independent, local, and **small businesses** survive downtown.	1805	1	196
Encourage **affordability** of housing and commercial space, both for rent and purchase.	1427	2	107
Develop strategies to ensure **available, accessible, and adequate** parking.	1121	3	75
Maintain emphasis on **high-quality development** while making **approval processes easier**.	1073	4	45
Develop financial and other incentives to create **public-private partnerships** for investment downtown.	993	5	22

Total Respondents: 445

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

How could these priorities be accomplished? (summarized comments from respondents)

Help independent, local, and small businesses survive downtown (174 comments)

- Explore the possibility of rent control for commercial spaces, incentives, and subsidies. Perhaps time-limited for new small businesses to help them get established
- Require that a certain number or percentage of downtown businesses must be small/local/independent (with good definitions of what these words mean)
- The City should acquire property and rent at affordable rates to small/local/independent businesses
- Work with property owners to give incentives for them to rent spaces affordably
- Streamline processes for permits and development review for small businesses
- Adopt policies that discourage/restrict chain businesses. Suggested policies range from an outright ban on chain businesses to a stated preference for local business
- Provide support and technical assistance through programs, events, and promotion/advertising
- Do market research and survey business owners to encourage a diversity of businesses downtown

Downtown Plan: Online Questionnaire Results
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Encourage affordability of housing and commercial space, both for rent and purchase (75 comments)

- Explore the possibility of rent control. Provide financial incentives (tax breaks, grants, other) to develop affordable housing and commercial space
- Increase the supply of housing and commercial space by increasing density downtown. Specific areas mentioned included the Mason corridor, around CSU, and immediately adjacent to Old Town
- The City should not subsidize or provide incentives to encourage affordability –free market approach
- Implement programs for first-time home buyers, eliminate You+2
- Encourage local ownership of properties instead of outside owners
- Require a specific percentage of affordable housing/commercial space in new developments

Develop strategies to ensure available, accessible, and adequate parking (53 comments)

- Build more parking garages and/or underground parking. Some comments focused specifically on peripheral parking garages with shuttles.
- Incentivize downtown employee use of parking garages
- Provide more handicapped parking, parking for the elderly, and for young families
- Consider validated parking for garages; other ways to encourage people to use garages instead of on-street parking. Use garages more efficiently.
- New developments should provide for their own parking needs and limit impact on surrounding businesses/residents
- Parking meters/on-street paid parking – some very much in favor, others completely opposed
- Develop a multi-modal transportation system so people don't have to drive downtown

Maintain emphasis on high-quality development while making approval processes easier (36 comments)

- A range of opinions – some commented that the process needs to be streamlined and that the LUC is overly prescriptive. Others commented that an easier process would result in bad projects and that the approval process is working well as it is.
- Keep the focus of development review on ensuring that projects are high quality in all aspects – materials, architecture, sustainability, etc.
- Expand downtown north or create a "second" downtown in midtown to relieve growth pressure
- Limit growth and development to maintain character and accessibility downtown; don't over-develop

Develop financial and other incentives to create public-private partnerships for investment downtown (17 comments)

- Use paid parking to generate revenue

Downtown Plan: Online Questionnaire Results
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- Provide tax incentives to business to encourage them to invest downtown
- Look at other public-private partnerships (RTD in Denver for Union Station, for example) as a model
- The city shouldn't use public money to create public-private partnerships

When you think about the future of Market + Economy in the Downtown area, what three words or phrases come to mind?

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
37	Local
33	Affordable/Affordability
29	Unique
20	Too Expensive
20	Vibrant
19	Local Business
15	Diverse/Diversity
15	Parking
15	Variety
14	Thrive/Thriving

Draft Vision (written based on questionnaire feedback):

In 2035, Downtown Fort Collins hosts a range of economic activities, taking advantage of global and local economic trends to stimulate opportunities for new business and promote the success of existing commerce. Past progress has been retained and built upon, cementing the area as a diverse employment center where retail, finance, government, and services prosper. Amenities and services meet the needs of residents, while dining and shopping continue to make downtown an attractive destination. Commercial space is affordable, allowing local, independent businesses to operate as pillars of downtown's identity. Likewise, a wide selection of housing is available to a diversity of age groups, lifestyles, and incomes.

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
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Transportation + Parking

The following list of priorities for Transportation + Parking has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.

Priority Ranking:	Score*	Overall Rank	# Top Priority
Continue to improve conditions for **walking and biking**.	1611	1	163
Create better **connections** for all modes of travel throughout the downtown area.	1348	2	65
Develop strategies to ensure **adequate parking** downtown.	1302	3	134
Examine opportunities to improve **convenience** of MAX, buses and other transit service.	1241	4	58
Investigate innovative ways to **reduce parking demand**.	1103	5	36

Total Respondents: 456

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts

How could these priorities be accomplished? (summarized comments from respondents)

Continue to improve conditions for walking and biking (180 comments)

- Improve bike parking – downtown needs more bike racks. Racks should be easy to use and able to efficiently park many bikes at once
- Improve bike lanes and sidewalks. Particular challenges mentioned included east/west biking routes, the need for bike lanes on all streets (especially protected lanes), preventing encroachment from patio seating onto the sidewalk, and considering the separation of bike and pedestrian traffic on trails/sidewalks/etc.
- Emphasize cyclist and pedestrian safety with infrastructure and roadway design. For cyclists, bike boxes, roundabouts, green paint, protected lanes, and priority signals were all mentioned. For pedestrians, all-walk or leading pedestrian walk signals, enhanced crosswalks, and overpasses were all mentioned
- Add more car-free areas downtown. Linden, Walnut, Mason, and College Ave were all mentioned as possible locations for car-free zones
- Continue improving alleys as pedestrian priority areas

Downtown Plan: Online Questionnaire Results
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- More bike/pedestrian paths, and better connections among the trails that already exist
- Investigate methods to change behaviors and encourage people to leave their cars at home. Reduce traffic, prioritize bikes and pedestrians, move toward a multi-modal system
- Peripheral parking in garages and shuttles or biking to get downtown. Consider a tram/trolley or dedicated circulator bus for College Ave/downtown and reduce parking/cars in the downtown area
- Re-route traffic around downtown, specifically large trucks

Create better connections for all modes of travel throughout the downtown area (51 comments)

- Add trolleys, shuttles, circulators, or some other option downtown. Ideally, make it free
- Provide better connections to bus and MAX – north, east/west routes, southeast FC for MAX and better connection times for buses with express routes and easy linkages to MAX
- Address train traffic and delays associated with the trains
- Improve roads leading to downtown. From the north - specifically Linden, Vine, North Lemay, Lincoln. Consider a 287 bypass around downtown.
- Bridge areas with overpasses for bikes/pedestrians, improve connections for bike routes/walking paths

Develop strategies to ensure adequate parking downtown (113 comments)

- Build more parking garages and/or underground parking. Some comments focused specifically on peripheral parking garages with shuttles.
- Incentivize downtown employee use of parking garages
- Provide more handicapped parking, parking for the elderly, and for young families
- Consider validated parking for garages; other ways to encourage people to use garages instead of on-street parking. Use garages more efficiently.
- New developments should provide for their own parking needs and limit impact on surrounding businesses/residents
- Parking meters/on-street paid parking – some very much in favor, others completely opposed
- Turn vacant lots into parking lots

Examine opportunities to improve convenience of MAX, buses and other transit service (72 comments)

- Expand MAX and bus service to Sundays and late-night after bar closing time. Express/south only service could be one option to get college students home after last call.
- Increase the service area and frequency of public transit. Options mentioned include express routes to downtown and other destinations, better and more frequent service during large events, and more frequent bus service (every 15-30 min)

- Look for opportunities to provide east/west connections across the city. Potential locations include Harmony corridor, Laporte or Mountain. Also consider expanding MAX further north
- Reallocate funding to increase public transportation options
- Provide good connections to MAX: park-and-ride areas for people further from downtown, lots of bike parking, good pedestrian amenities
- Consider a light rail system

Investigate innovative ways to reduce parking demand (47 comments)

- Use shuttle buses and parking on the periphery of downtown
- Expand public transit service area and frequency; enhance bike and pedestrian infrastructure to create a better multi-modal transit system
- Incentivize non-car alternatives to travel downtown

When you think about the future of Transportation + Parking in the Downtown area, what three words or phrases come to mind?

Top 10 Words from Online Questionnaire:

Frequency	Word/Phrase
35	Bicycles/Biking
33	Safe/Safety
29	Convenient/Convenience
26	Walkable/Pedestrian Friendly
19	Ease/Easy
17	Congested/Congestion
17	Parking Garages/Structures
17	Walk/Walking
16	Bikeable/Bike Friendly
16	Free

Draft Vision (written based on questionnaire feedback):

In 2035, Downtown Fort Collins is easily, comfortably, and safely accessed and navigated by multiple modes of transportation. Pedestrian mobility is even better and continues to be a strong emphasis. The transit network, including stops, has grown significantly, and there are low-stress, safe, comfortable options for biking. Vehicular accessibility is maintained, and parking for cars and bicycles is adequate and available. Overall, the transportation system supports the sustainability and social, economic, and environmental vibrancy of downtown.

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
Summary
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Urban Design

The following list of priorities for Urban Design has been identified for the Downtown area based on public input to-date. Please rank the priorities in order of importance to you.

Priority Ranking:	Score*	Overall Rank	# Top Priority
Identify and preserve design elements that contribute to the **character and authenticity** of downtown.	1823	1	254
Investigate the potential for new or **expanded facilities** for outdoor markets, performances, and other community gatherings.	1410	2	93
Enhance the **gateways** into downtown.	1078	3	37
Implement design guidelines and/or policies to provide a **smooth transition** from downtown edges into surrounding neighborhoods.	1078	4	17
Promote integration of **diverse architectural styles** while maintaining compatibility with existing context.	1020	5	44

Total Respondents: 445

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

How could these priorities be accomplished? (summarized comments from respondents)

Identify and preserve design elements that contribute to the character and authenticity of downtown (162 comments)

- Use land use code, development regulations, and design standards/guidelines to protect the historic character of downtown
- Enhance historic protection of buildings; encourage re-use of existing structures
- Limit height of buildings. Some comments suggested 3 stories, others simply said “no tall buildings”
- Require that new development match design elements of historic buildings (materials, massing, façade)
- Blend old and new – preserve the historic elements of downtown but don’t require new buildings to “look old”
- Keep the small-town historic look and feel; discourage designs that don’t “fit” that context
- Prevent chains and corporations and encourage small, mom-and-pop type businesses

- Continue to control signage and ensure that it is appropriate in size, scale, material, etc.
- Do architectural surveys and research to identify elements, then establish standards with community input

Investigate the potential for new or expanded facilities for outdoor markets, performances, and other community gatherings (69 comments)

- Build an outdoor venue. Examples include an ampitheatre, outdoor market space, park/gathering space, and a "highline" style Howes St. closed to car traffic
- Incorporate music venues downtown
- Create an indoor community marketplace, possibly inside the Trolley Barn building
- Find and publicize underutilized spaces for events and community gatherings. Think creatively about currently vacant spaces, parking lots, etc.
- Encourage the development of venues outside of downtown
- Explore the possibility of public private partnerships
- Keep in mind that new venues need to have adequate parking; plan for traffic impacts

Enhance the gateways into downtown (24 comments)

- Improve unattractive gateways into downtown, specifically Laurel-Mulberry on College, Riverside, Jefferson, and Lincoln
- Use signage, planters, arches, and other strategies to identify gateways
- Improve traffic/roads
- Enhance the gateway to downtown from I-25 – no billboards, better bike/ped infrastructure, etc.

Implement design guidelines and/or policies to provide a smooth transition from downtown edges into surrounding neighborhoods (17 comments)

- Consider parking and traffic needs in transition areas; consider peripheral parking garages
- Expand the "Old Town" feel into more of the downtown area
- Keep tall buildings together; gradually transition from downtown into surrounding neighborhoods
- Allow higher density in certain areas (downtown, campus west, etc.)

Promote integration of diverse architectural styles while maintaining compatibility with existing context (52 comments)

- Encourage more acceptance of diverse/contemporary architecture; be open-minded and allow for creativity in design. Not everything needs to look "old" or be stone/brick to be successful

Downtown Plan: Online Questionnaire Results
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- Increase density and allow taller buildings
- Reduce regulation, specifically the historic review process
- Don't encourage "box" style building design (i.e. Penny Flats, Mason Flats, Max Flats)
- Use regulations, guidelines, and standards like the Old Town and River District guidelines

When you think about the future of Urban Design in the Downtown area, what three words or phrases come to mind?

Top 10 Words from Online Questionnaire:

Frequency	**Word/Phrase**
50	Historic/Historical
27	Character
23	Walkable/Pedestrian friendly
22	Preserve/Preservation
17	Landscaping/Trees
13	Accessible/Accessibility
13	Diverse/Diversity
11	Unique
10	Charm/Charming
10	Clean

Draft Vision (written based on questionnaire feedback):

In 2035, Downtown Fort Collins embraces its rich heritage of design by preserving existing structures of merit and pursuing harmonious design in new development. A variety of distinct character districts are recognizable within the downtown, each cultivated uniquely and in support of the others. Transition sequences between downtown and the surrounding neighborhoods are experienced as gateways, smoothly and creatively responding to changes in the urban fabric. Facilities have been built to meet public needs as they have arisen, resulting in a series of attractive spaces that support the social, economic, and environmental aims of the community.

Downtown Plan: Online Questionnaire Results
What is Your Vision for Downtown?
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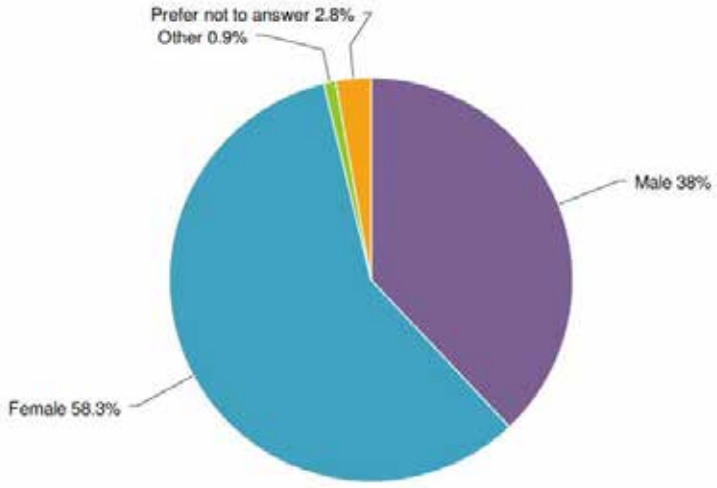
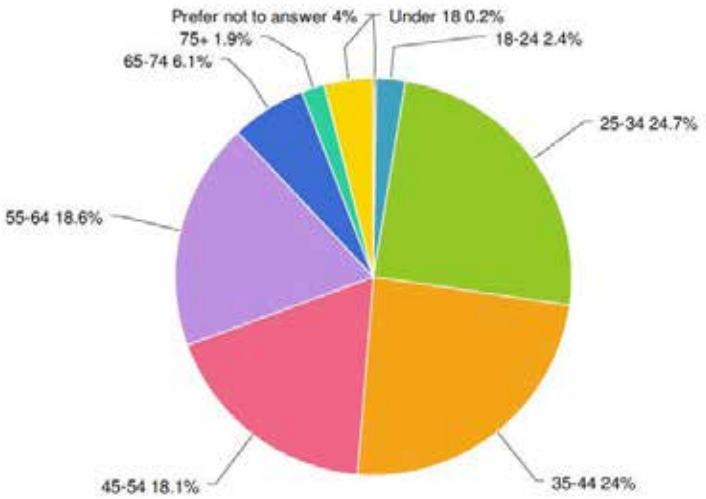
Section C – Demographics

With which gender do you identify?



What is your age?



Downtown Plan: Online Questionnaire Results
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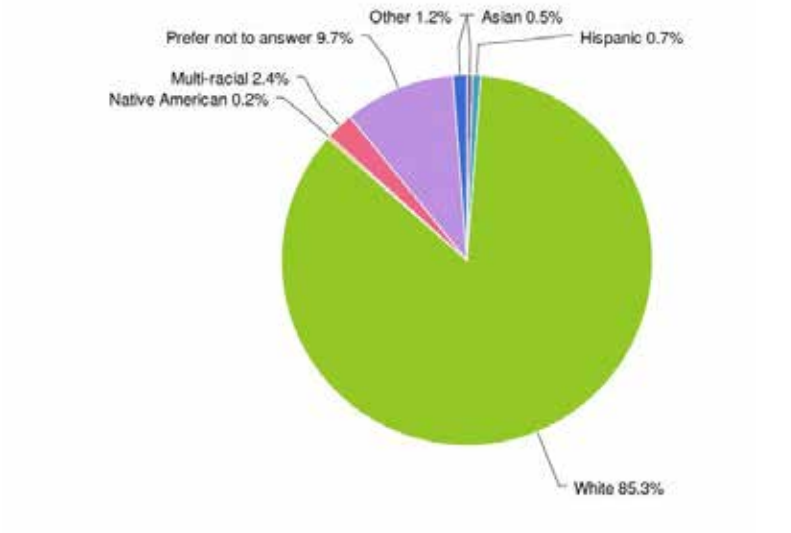
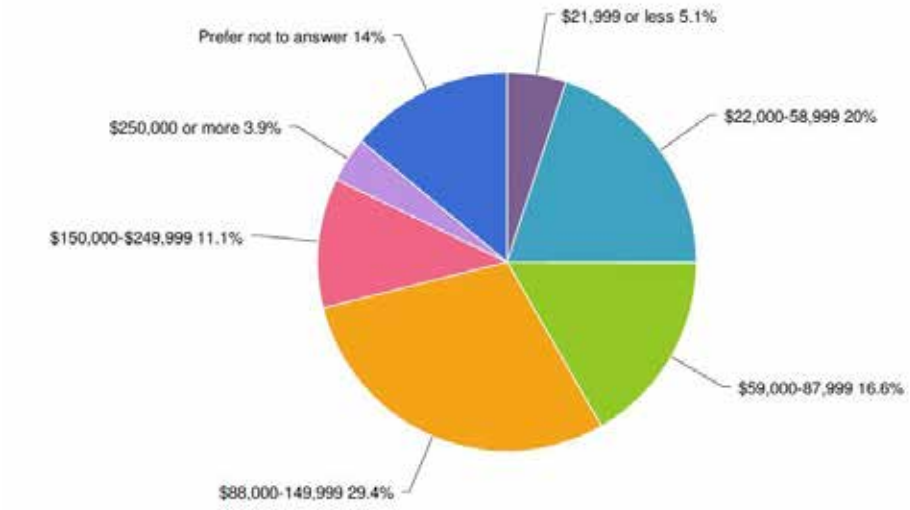
What is your race?



What is your annual household income?



Appendix E

Online Questionnaire #3

Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

Background

The third questionnaire in the Downtown Plan process was conducted in April and May 2016 to solicit public feedback about the recommendations and policy direction in the Downtown Plan. The questionnaire asked respondents to rank a list of options on particular topics for each of the six Downtown Plan topic areas. There were 417 total responses to the survey, and 336 completed responses.

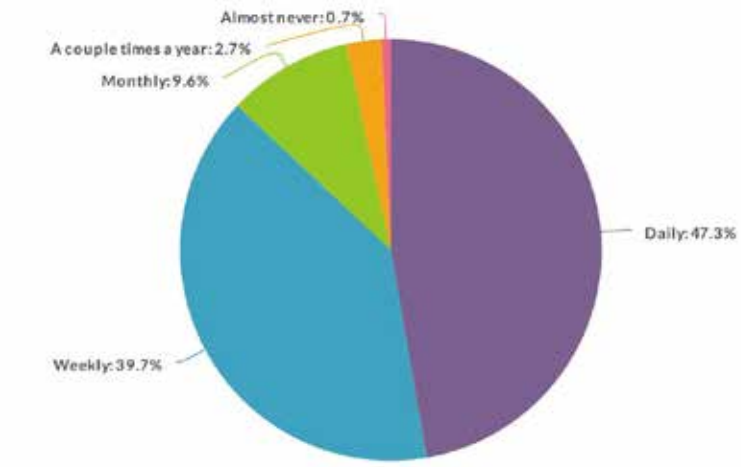
A full compilation of survey results, including open-ended comments, can be downloaded at fcgov.com/downtown.

This summary is organized into three sections:

- Section A – Relationship to Downtown
- Section B – Downtown Choices by Topic Area
- Section C – Demographics

Section A – Relationship to Downtown

How often do you go downtown?



Questionnaire participants have a range of visitation habits when it comes to downtown. Forty percent of participants visit on a weekly basis, and a full 96% visit on at least a monthly basis. This level of acquaintance likely demonstrates a strong interest in the downtown area. The questionnaire was open and advertised to infrequent or even one-time visitors, but this group was less represented in the questionnaire responses.

Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
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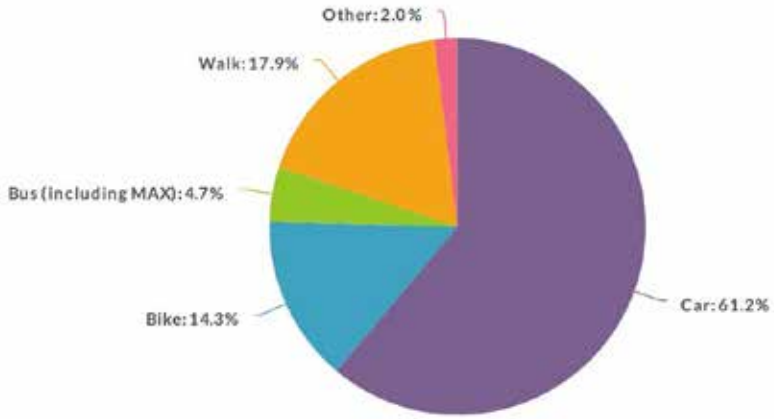
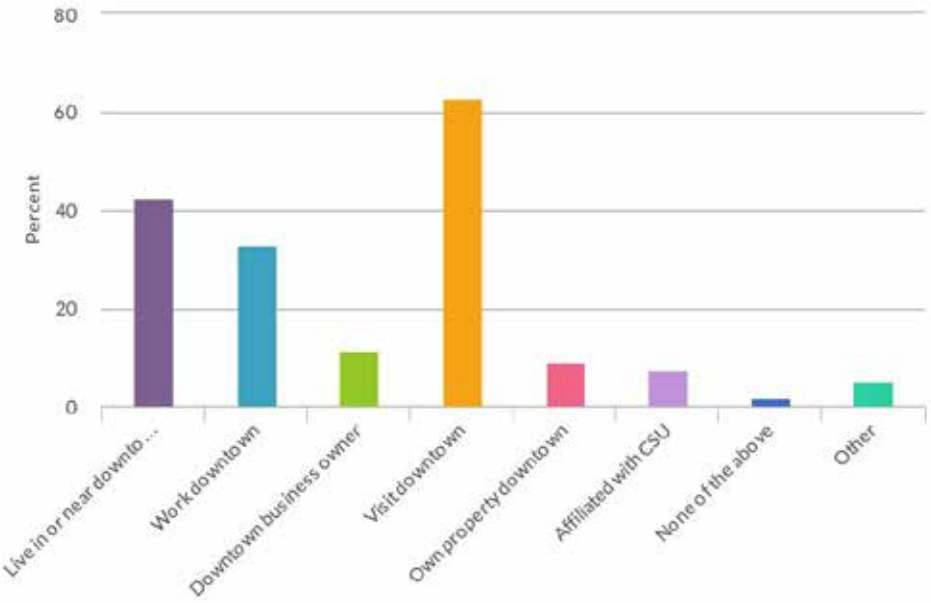
How do you get downtown most frequently?



Comments indicate that many who frequent downtown use a variety of modes, depending on the purpose of their trip and other factors. This question asks about initial access to downtown, and does not reflect the share of visitors who walk *within* downtown once having reached it.

Which of the following apply to you (select all that apply)?



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Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

A range of associations connect participants to downtown Fort Collins. A majority of respondents (62.6%) indicated that they visit Downtown, while 42.6% indicated that they "live in or near Downtown." Thirty-three percent of participants were employed Downtown.

Section B – Downtown Choices by Topic Area

Downtown Management

To help guide and balance downtown management resources now and into the future, please rank the following activities in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Support homeless initiatives, on-the-street outreach, and help with services for people experiencing homelessness		2,176	281
2	Expand sidewalk enhancements, such as flower planters and special pedestrian lights, to new growth areas like Canyon Avenue, the Discovery Museum area, and the north side of the Poudre River on Linden St.		2,002	272
3	Discourage disruptive behaviors with community policing, hired ambassadors, and bar owner efforts		2,001	268
4	Enforce noise ordinances for cruising, trucks, motorcycles, and other vehicular noise		1,794	247
5	Manage sidewalks to control cafes, bike racks, signs, etc. for easier pedestrian, wheelchair, and stroller access		1,557	223
6	Expand cleaning and maintenance to include non-enhanced alleys		1,497	235
7	Adjust the number and types of downtown events to better fit and support area businesses		1,268	201
8	Add map-and-information signs for visitors in key locations along downtown sidewalks		1,197	199
9	Add a banner program with attractive banners on streetlights for general beautification and events		840	158
10	Other		635	97

Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

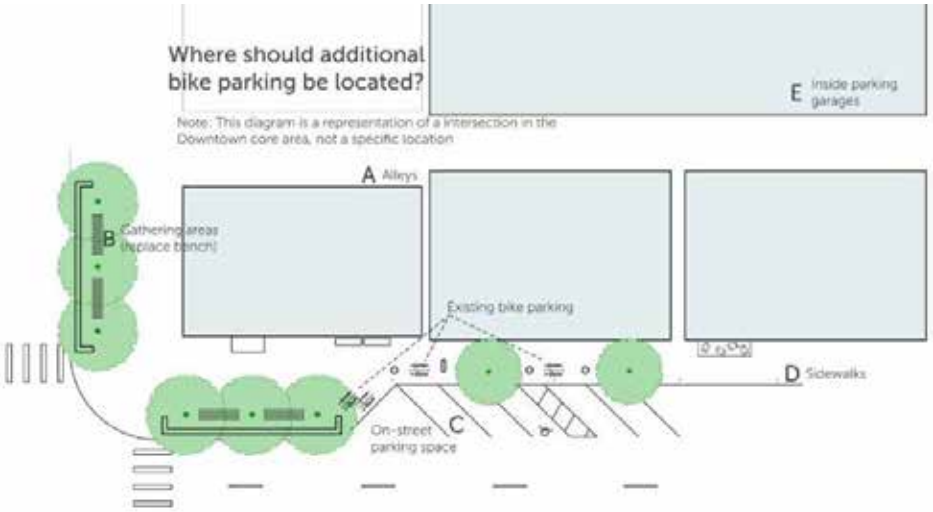
Arts + Culture

What should the City's role be in the support of creative industries? Please rank the choices in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Expand the Art in Public Places Program		1,444	245
2	Provide use of an existing City building for organizing, convening, studio, and gallery space		1,193	208
3	Develop new music and performance venues, studios, and gallery space		978	179
4	Employ a *Creative Economy Liaison* position to staff and organize Arts and Culture efforts		792	151
5	Financially support arts and cultural organizations that are not associated with the City		784	151
6	The City should not be involved		412	72
7	Other		187	39

Lowest Rank — Highest Rank

Transportation + Parking



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Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

Where should additional bike parking be located? Please refer to the diagram above and rank the options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	E. Inside parking garages		1,385	277
2	A. Alleys		1,100	229
3	C. On-street parking space		1,019	200
4	D. Parkway (sidewalk)		692	157
5	B. Gathering areas (replace bench)		381	90
6	Other		139	38

Lowest Rank — Highest Rank

Market + Economy

Which of the following community goals are most important to support in new downtown development? Please rank the following options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Mixed-use buildings		1,636	240
2	Affordability of commercial space		1,556	226
3	Sustainable design/green buildings		1,536	225
4	Housing affordability		1,422	210
5	Buildings with on-site structured parking		1,300	199
6	Use of high-quality building materials		1,235	195
7	Space for creatives/artists		1,060	174
8	Space for primary employers		931	160
9	Other		278	43

Lowest Rank — Highest Rank

Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

Energy + Environment

Which Climate Action Plan strategies should be prioritized downtown? Please rank the options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Increased transit, bicycling, and walking options		2,003	267
2	Solar/renewable energy production		1,596	243
3	Energy efficiency retrofits (existing buildings)		1,575	244
4	Energy efficiency/green building (new buildings)		1,492	239
5	Green roofs, living walls and/or landscaping		1,440	236
6	Additional recycling and composting programs		1,193	209
7	Compact, higher density land use patterns		1,024	171
8	Increased use of fuel efficient/electric vehicles		791	171
9	Other		231	37

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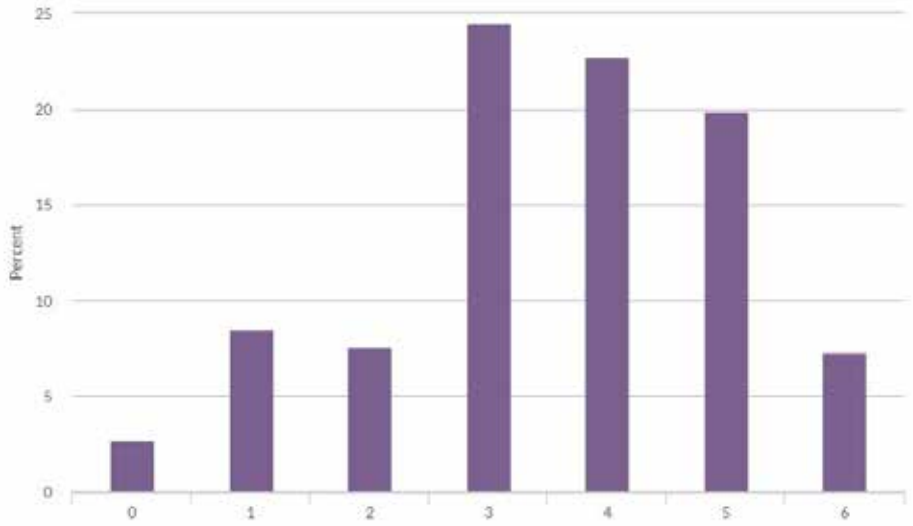
Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

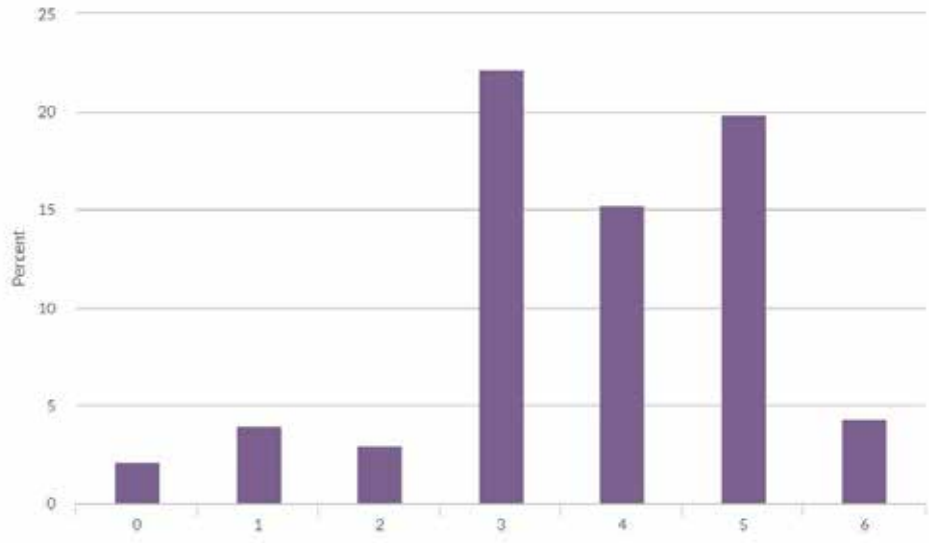
Urban Design

The following questions will ask you to rate different qualities of recent downtown development. For the purposes of these questions, ***recent*** *development refers to the last 5-10 years.*

In general, how ***attractive*** *is recent construction in the downtown area?*
(0 = "not at all attractive," 3 = "moderately attractive," 6 = "very attractive")

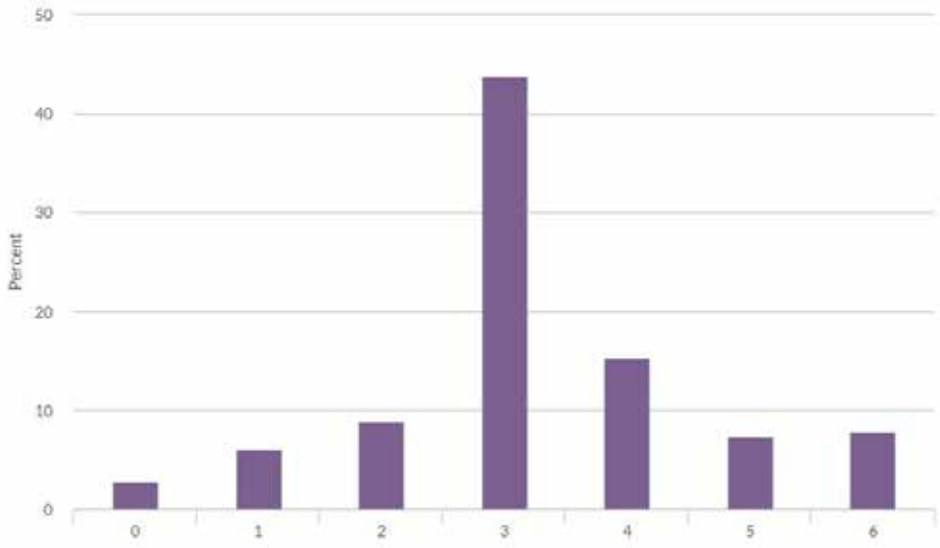


In general, what is your opinion about the ***quality of building materials*** *used in recent downtown construction?*
(0 = "low quality materials," 3 = "average quality materials," 6 = "high quality materials")

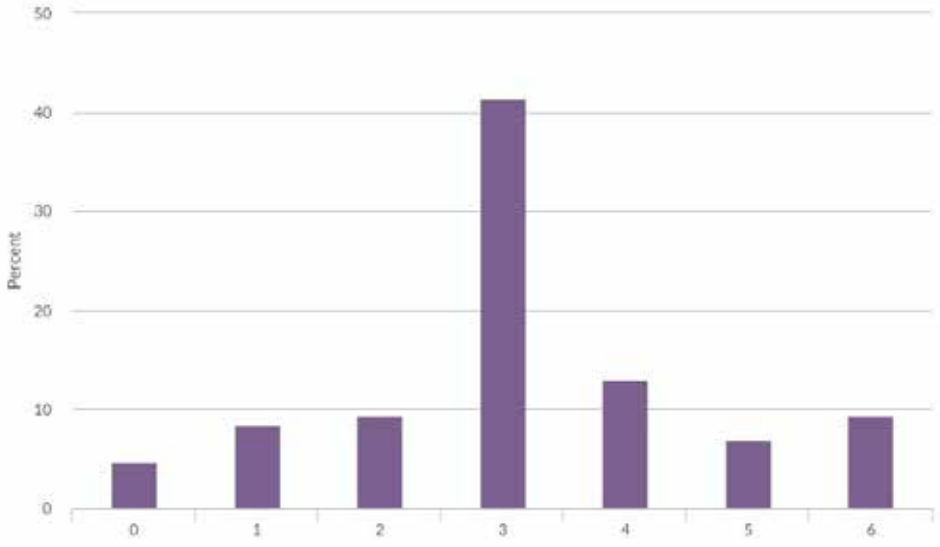


Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

*In general, what is your opinion about the **size of buildings** recently constructed in the downtown area?*
(0 = "could be larger," 3 = "appropriately sized," 6 = "too large")



*In general, what is your opinion about the **height of buildings** recently constructed in the downtown area?*
(0 = "could be taller," 3 = "appropriate height," 6 = "too tall")



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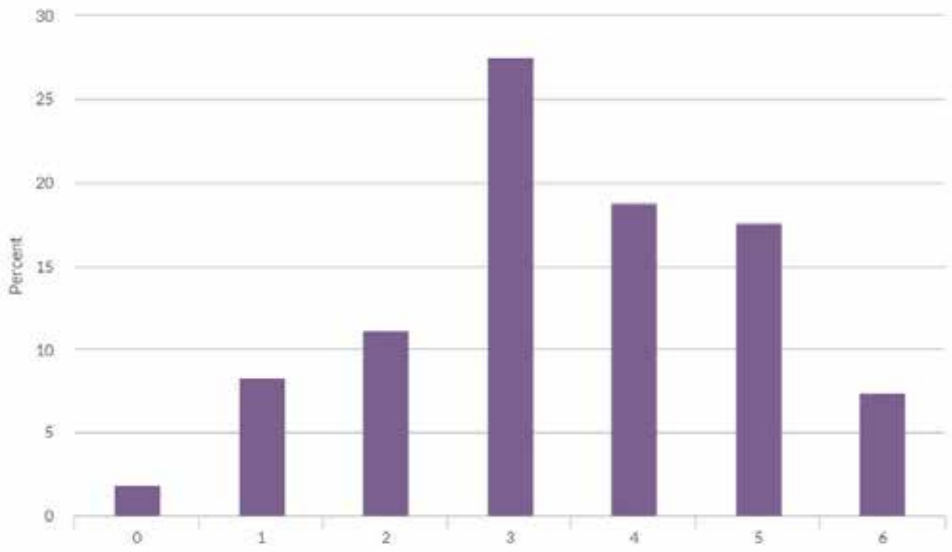
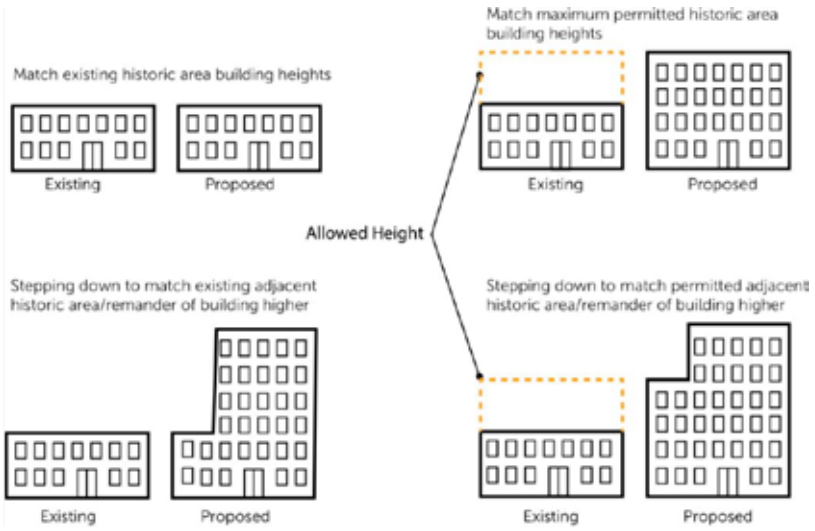
Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

*In general, what is your opinion about the **character of buildings** recently constructed in the downtown area?*
(0 = "not at all compatible with desired character," 3 = "moderately compatible," 6 = "very compatible with desired character")



How should new building heights transition from the historic core area? Please refer to the diagram below for an illustration of potential building transitions. (select up to 2)



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Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

Value	Percent	Count
Matching existing historic area building heights	29.4%	96
Matching maximum permitted historic area building heights	28.2%	92
Stepping down to match existing adjacent historic area/remainder of building higher	20.9%	68
Stepping down to match permitted adjacent historic area/ remainder of building higher	24.8%	81
Matching style, articulation and material but not height	23.3%	76
Don't need a transition	8.9%	29
No opinion	4.3%	14

If you were King or Queen for a day, how would you like to see downtown develop? Please rank the options in order of importance to you. You do not need to include all of the options in your ranking unless you think all options are appropriate.

Overall Rank	Item	Rank Distribution	Score	Total Respondents
1	Strengthen standards for compatibility with historic structures		1,494	182
2	Add standards that require new buildings to have a certain character		1,416	181
3	Set standards for new buildings to use certain types of building materials (e.g., steel, mirror glass, brick, stone)		1,146	153
4	Set more specific height limits based on Character Districts		1,033	136
5	Let architects and developers create projects as they see fit		560	72
6	Other		324	42
7	Eliminate height limits altogether		279	37
8	Create standards to ensure that buildings are more simple in form		222	34
9	Place no limitation on the types of building materials		168	26

Lowest Rank Highest Rank

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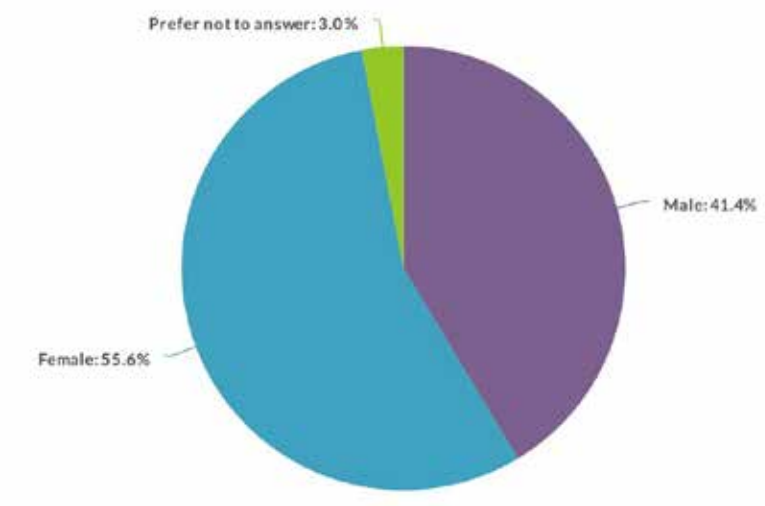
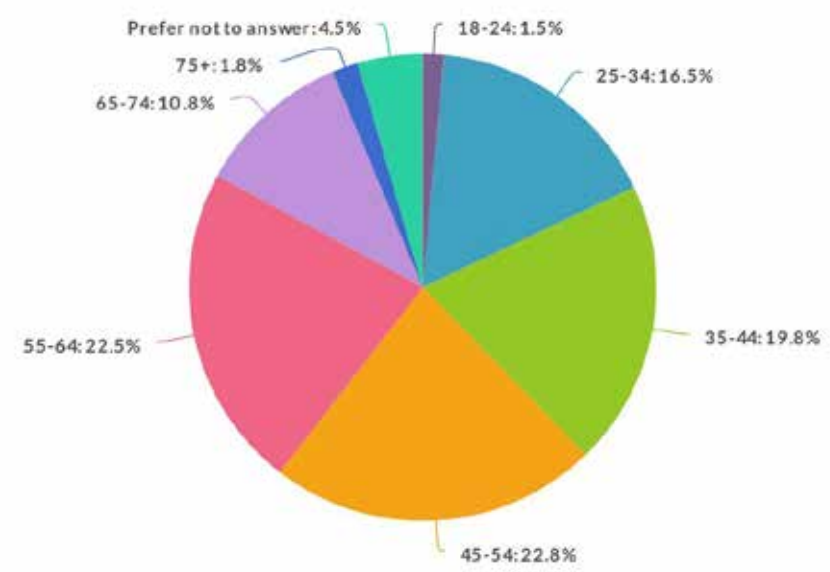
Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

Section C – DEMOGRAPHICS

With which gender do you identify?

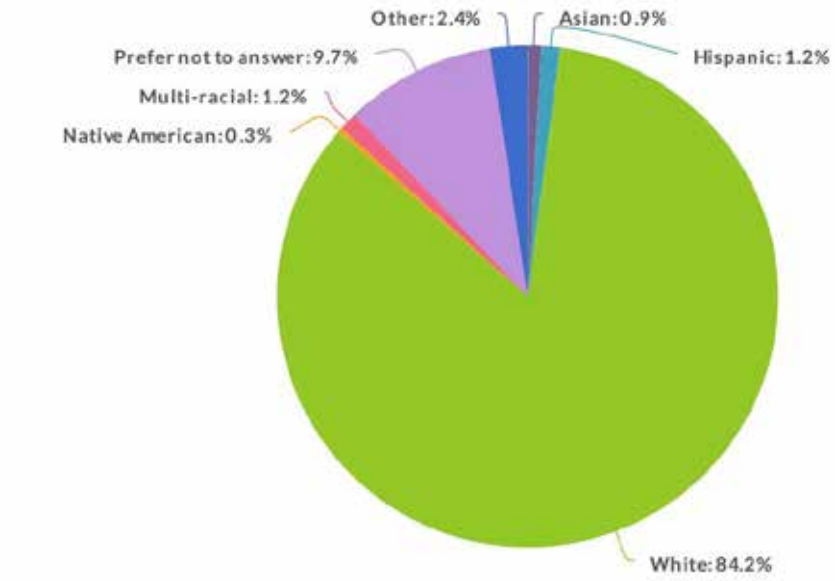


What is your age?

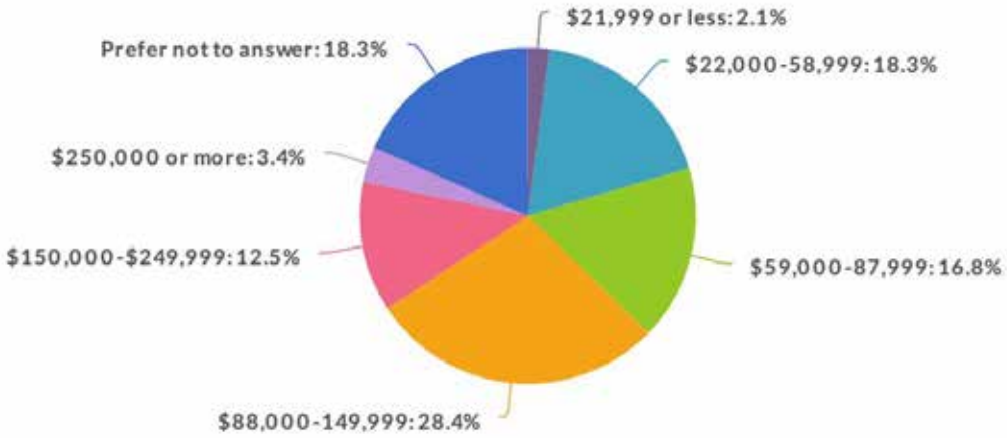


Downtown Plan – Online Questionnaire #3
Which Choices are Best for Downtown?
Summary
April 5 – May 2, 2015

What is your race?



What is your annual household income?



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Appendix F - History Timeline

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

Fort Collins Original Town Plat

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

1860 1870 1880 1890 1900 1910 1920 1930

In 1872 the Larimer County Land Improvement Company purchased and incorporated 3,000 acres of land outside the original town plat. Unlike the original town plat, Franklin Avery's 1873 "New Town" survey established a grid based on the compass points, which created a contrasting intersection of old and new streets still present today. The survey created a grid pattern with smaller lot sizes that transition into larger lot sizes further from the Downtown core. Avery's plat also included wide streets of 100 to 150 feet to take advantage of the "wide open spaces" the new frontier provided.

The generous intersection of College and Mountain Avenues established by Avery's plat became the new hub of the commercial district in the 1870s. The arrival of the Colorado Central Railroad (1877), Colorado State Agricultural College (1879), the Great Western Sugar factory (1903), the Denver Municipal Railway system (1907) that extended from Downtown to the western and southern periphery and the Union Pacific Railroad (1911) brought new changes to the growing town of Fort Collins and ushered in a significant period of growth and development.

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

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

1940 1950 1960 1970 1980 1990 2000 2010 2020

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

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Appendix G:

Parking Community Dialogue

DOWNTOWN PLAN
FORT COLLINS, COLORADO

Parking Community Dialogue:
CASE STUDY SNAPSHOT

City of Boulder Parking Services
Boulder, Colorado
Population: 103,840

Boulder COLORADO

PROGRAM OVERVIEW:

Boulder Parking Services manages the parking garages, on-street systems and enforcement for Boulder's three major commercial areas: Downtown Boulder, University Hill and, when completed, Boulder Junction. They also manage 10 Neighborhood Permit programs throughout the City. Their mission is to provide quality program, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

QUICK STATS:

- 2,700 on-street spaces
- 2,194 spaces in garages
- 1,300 bike parking spaces
- 6,392 Ecopass holders
- On-street paid parking via multi-space meters
- Pay-by-phone available
- Offer "1st hour free" in garages
- Enhanced wayfinding through variable messaging signage
- Piloting sensors in garages to indicate space availability
- Installed parking meters in 1946
- 2014 parking revenue: $10,721,689

REVENUE FOR 2014 BY SOURCES:

- On-street meter – 33%
- Short term garage-hourly- 17%
- Long term garage-permits – 26%
- Parking products – garage/on-street – 6%
- NPP-resident/commuter – 1%
- Enforcement – 16%

DOWNTOWN PLAN
FORT COLLINS, COLORADO

DOWNTOWN VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: $29.01**
- **Retail Mix:**
  - Retail: 60%
  - Restaurants and Bars: 40%
- **Retail Sales Mix:**
  - Restaurants and Bars: 55%
  - Retail: 45%
- **Downtown Vacancy: Very low (< 3%)**

CHALLENGES & OPPORTUNITIES:

- Boulder's parking management and parking district system has a long history, with the first parking meters installed on Pearl Street in 1946. During the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multimodal access system that incorporates transit, bicycling and pedestrians, along with automobile parking.
- The City takes an integrated approach to parking management and actively encourages the use of alternative modes of transportation. 56% of people accessing downtown by car, 19% walk, 9% take the bus, 9% bike and 9% use other methods like carpooling.
- Boulder has a sophisticated customer base that is used to shopping in larger cities where on-street paid parking is common, so they don't hear a lot of complaints from customers about paying for parking.
- There is a fairly 'significant' group of downtown business owners who feel that on-street parking should be free. However, Downtown Boulder Inc. (DBI) staff indicate that on Sundays when parking is free, all on-street space are completely filled by employees hours before any businesses even open.
- Even with the City's strong emphasis on encouraging the use of public transit, biking and walking when accessing downtown, there is still a 1,500+ person waiting list for a downtown parking permit and an estimated shortage of nearly 2,500 additional spaces by 2022.
- Due to the limited supply of parking in Downtown Boulder, there is not enough parking inventory to support both employees and customers, so the DBI supports the City charging for parking on-street.
- Revenue from on-street paid parking supports other downtown initiatives, including an EcoPass for all downtown employees, Transportation Demand Management efforts and downtown amenities like public art and pop-jet fountains.
- As part of an ongoing, multi-year planning project (Access Management and Parking Strategy or "AMPS"), the City is creating a toolbox of funding mechanisms (i.e., Parking Benefit District, TDM District) for commercial districts who want to manage parking and raise revenue.

SOURCES:

- *Downtown and University Hill Management District and Parking Services*
- *Downtown Boulder Inc.*

DOWNTOWN PLAN
FORT COLLINS, COLORADO

Parking Community Dialogue:
CASE STUDY SNAPSHOT

Missoula Parking Commission
Missoula, Montana
Population: 69,122

PROGRAM OVERVIEW:

The MPC manages three parking garages, 12 surface lots, the on-street system and enforcement for Downtown Missoula. They also manage a Residential Permit Parking Program adjacent to the University of Montana. Their mission is to work with government, businesses and citizens to provide and manage parking and parking alternatives, the MPC identifies and responds to changing parking needs and opportunities.

QUICK STATS:

- 1,100 on-street spaces
- 1,275 spaces in garages
- 200 bike racks
- Installed parking meters in 1948
- Currently implementing new multi-space meters and Pay-by-phone
- Offer "1st hour free" in garages
- 2014 parking revenue: $1,557,656

REVENUE FOR 2014 BY SOURCES:

- Lease spaces – 44%
- Parking meters – 31%
- Parking tickets – 14%

DOWNTOWN VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: $15.12**
- **Retail Mix:**
  - Retail: 65%
  - Restaurants and Bars: 35%
- **Retail Sales Mix:**
  - Retail: 60%
  - Restaurants and Bars: 40%
- **Downtown Vacancy: 13%**

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CHALLENGES & OPPORTUNITIES:

- The Missoula Parking Commission's biggest focus right now is working on implementation of new smart meter technology and transitioning to a different rate structure (from .25/hour to $1.00/hour). They have selected multi-space meters with a Pay-by-Phone option.
- Their second biggest priority is stakeholder and community education. The MPC works to communicate proactively to stakeholders about why rates are changing and that there are multiple options available for customers including less expensive off-street garage parking.
- The Missoula Downtown Partnership (MDP) actively works with the MPC to keep downtown stakeholders informed about the changes in parking management policy and technology.
- While there is a small vocal downtown business owners who feel that parking should be free on-street, the MDP supports the MPC's use of on-street paid parking to ensure turnover and availability for customer parking.
- MDP staff and board members were heavily involved in the community engagement efforts that surrounded the recent selection of new parking meter technology for Downtown Missoula.
- Increased meter rates have allowed the MPC to decrease their reliance on revenue from fines, and they have seen compliance increase and fine revenue decrease.
- The MPC recently used meter revenues to invest in the award-winning Park Place parking structure. Almost immediately after the commitment was made to build Park Place, a developer purchased a significantly-sized adjacent property that had long been vacant.
- Having meters provides a diversified revenue stream that has helped MPC navigate the recession.

SOURCES:

- *Missoula Parking Commission*
- *Missoula Downtown Partnership*

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DOWNTOWN PLAN
FORT COLLINS, COLORADO

Parking Community Dialogue:
CASE STUDY SNAPSHOT

Cherry Creek Business Improvement District
Denver, Colorado
District size: 16 blocks

Denver ★ COLORADO

DISTRICT OVERVIEW:

The Cherry Creek North Business Improvement District (BID) was established in 1989 as the first business improvement district in Colorado. The District serves the area between 1st and 3rd Avenues, University and Steele Streets, a 16-block area. The mission of the BID is to creatively plan, manage, and promote Cherry Creek North as the premier outdoor shopping and dining destination in order to support the success of their businesses.

QUICK STATS:

- 670 on-street spaces
- 2,054 spaces in garages
- 2 B-Cycle stations
- Installed parking meters in 2003
- On-street paid parking via single space smart meters
- 2014 on-street parking revenue: $1,276,092 (Off-street is all privately managed)

DISTRICT VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: $22.32**
- **Over 400 Businesses, 74% are Local**
- **Retail Mix:**
  - Retail: 40%
  - Restaurants and Bars: 14%
  - Office/Services: 46%
- **Retail Sales Mix:**
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- **District Vacancy: 10%**

CHALLENGES & OPPORTUNITIES:

- In 2003, an Intergovernmental Agreement (IGA) was created between the City of Denver and the Cherry Creek North BID to address a mutually agreed-upon "lack of adequate public parking". The IGA included three strategies to address the issue, including:
  - Installing multi-space smart parking meters
  - Implementing a Residential Parking Permit Program to protect surrounding neighborhoods from spillover
  - Building a parking garage through a Public Private Partnership with the BID that included condominiums on top and two levels of parking for employees (approximately 200 spaces) that would be provided to employees at a subsidized monthly rate (about half price)
- In 2009, the multi-space meters were replaced with single-space smart meters, which were very well-received by district stakeholders and customers due to the increased convenience of having a meter at each space.
- The BID is working with private property owners to identify unused and underutilized spaces in garages for additional employee and visitor parking.
- Before the installation of parking meters, there was no mechanism to keep employees from parking on-street in front of stores. There are still some instances of this happening but it isn't nearly as prevalent as before the implementation of meters.
- While there were some challenges with meter technology that was originally installed (it was early generation equipment), since the new single-space meters were installed in 2009, complaints and tickets have gone down significantly while meter revenue continues to rise. The new meters also decreased the tension between City enforcement officers and district stakeholders.
- Consumer expectations are rapidly changing and the BID doesn't hear many complaints from district business owners or patrons about paying for parking. While the BID admits that they may have lost some customers with the installation of paid parking on-street, the district has continued to thrive and now there are multiple options for people to choose from when visiting the district.
- The two biggest lessons learned from the district's installation of meters were:
  1. It's about balancing the needs of all users and offering multiple options at varying price points; and
  2. The importance of using data to determine who is actually parking in valuable on-street spaces, which in Cherry Creek North's case was employees and business owners.

SOURCES:

- *City of Denver Public Works*
- *Cherry Creek Business Improvement District*

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DOWNTOWN PLAN
FORT COLLINS, COLORADO

Parking Community Dialogue:
CASE STUDY SNAPSHOT

Epark: City of Eugene Parking Services
Eugene, Oregon
Population: 159,190

QUICK STATS:

- 996 on-street spaces
- 2,627 spaces in garages
- 917 bike spaces; 100 bike racks
- On-street parking is a mixture of coin-operated and single-space credit card meters
- Pay-by-phone available (off-street only)
- Offer "1st hour free" in two largest garages (~1,000 spaces)
- Installed parking meters in 1939
- 2014 parking revenue: $3,100,000
- Revenue by sources:
  - Leased commercial space: 18%
  - Monthly garage permits: 41%
  - On-street meter revenue: 19%
  - Daily garage parking: 12%
  - Citations (in garages): 1%
  - Special events: 3%
  - Citations (on-street): 6%

DISTRICT VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: $24.00**
- **Retail Mix:**
  - Retail: 50%
  - Restaurants and Bars: 50%
- **Retail Sales Mix:**
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- **District Vacancy: 25%**

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CHALLENGES & OPPORTUNITIES:

- Epark Eugene has parking management jurisdiction for the entire City of Eugene including enforcement of public streets on the University of Oregon campus. The downtown program (which includes 52-block area) accounts for about half the overall program in size and in revenue generated.
- There is a mixture of coin-operated meters and single-space credit card enabled meters throughout Downtown Eugene and on the University of Oregon campus. Multi-space meters are also being piloted in some areas.
- The City is currently transitioning from a Residential Parking Permit Program (RPPP) that costs $40/ annually to a market-based fee structure that will cost $150 per quarter (or $600/annually).
- In 2010, parking meters were removed from a 12-block area in Downtown Eugene where the City wanted to incentivize redevelopment. Now that the area is nearly redeveloped, the business owners are asking the City to reinstall meters to encourage turnover and address the issue of employees parking on-street.
- The biggest challenge that Epark is currently facing is its decentralized organizational structure. Maintenance of the off-street facilities is currently managed by another City department, as is fine adjudication.
- Downtown Eugene offers a variety of transportation options, including bus depot, train station and Bus Rapid Transit connect to the University of Oregon.
- According to the Eugene Chamber (Downtown Eugene Inc.), off-street garages are almost never at capacity, however there are very few available on-street spaces.
- While downtown vacancy is at about 25%, this is mostly because there are a few very large vacant spaces; most of the smaller retail spaces leased at the beginning of summer 2015.
- Downtown retail is majority locally-owned and can be very seasonal; there are some businesses that aren't open for months at a time (especially when school is not in session).
- Parking garage safety is biggest concern for downtown business and property owners.

SOURCES:

- *Epark: City of Eugene Parking Services*
- *Downtown Eugene Inc.*

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DOWNTOWN PLAN
FORT COLLINS, COLORADO

Parking Community Dialogue:
CASE STUDY SNAPSHOT

Sioux Falls Public Parking
Sioux Falls, South Dakota
Population: 164,676

QUICK STATS:

- 1,000 on-street spaces
- 2,400 spaces in garages
- On-street paid parking via combination of coin-operated and single-space credit card meters
- Installed parking meters in the 1940s
- 2014 parking revenue: $2,010,881
- Revenue for 2014 by sources:
  - On-street meter: 16%
  - Garage and surface lot permits: 65%
  - Enforcement: 18%
  - Miscellaneous: 1%

DOWNTOWN VITALITY:

- **Avg. Commercial Lease (Rent)/Sq Ft: $14.28**
- **Retail Mix:**
  - Retail: 50%
  - Restaurants and Bars: 50%
- **Retail Sales Mix:**
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- **District Vacancy: <6%**

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CHALLENGES & OPPORTUNITIES:

- Perception is that there is not enough parking in Downtown Sioux Falls, however the downtown development organization is partnering with the public parking system to change this perception through public education and marketing efforts.
- The City recently rebranded the public parking system and transitioned from enforcement officers to "Parking Attendant Liaisons".
- The public parking system launched a mobile-optimized website that has off-street parking locations and rates, on-street meter rates and information about when parking is free (after 5:00 PM during the weekdays and on weekends).
- Sioux Falls Public Parking reports that their biggest opportunity is the integration of new technology – both hardware (i.e., transition from coin-operated to single-space credit card enabled meters) and software (i.e., new mobile and web resources for customers).
- The public parking system functions as a self-supporting enterprise fund and is trying to balance their desire to offer a range of affordable off-street parking permit rates while also planning for future investment in additional structured parking assets.

SOURCES:

- *Sioux Falls Public Parking*
- *Downtown Sioux Falls Inc.*

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Appendix H:

Downtown Market Assessment

CITY OF FORT COLLINS
MARKET ASSESSMENT FOR DOWNTOWN FORT COLLINS

Prepared by:

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
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INTRODUCTION

Background

This document has been prepared for the City of Fort Collins as part of a Downtown Plan update, a strategic planning effort to guide actions and improvements in downtown Fort Collins over the next twenty years. The Fort Collins Downtown Plan ("Downtown Plan") will aim to create a collective vision for downtown that includes: Market and Economy; Urban Design; Transportation and Parking; Arts and Culture; Downtown Management; and Energy and Environment. The Plan will identify detailed tactical strategies for implementation with recommendations for priorities, sequencing and financing for each of these topic areas.

Purpose

This report, the Market Assessment, summarizes current market conditions in downtown Fort Collins in order to inform the goals and implementation tactics for the Downtown Plan. It is not a full-scale market analysis with detailed and quantified demand projections, but rather an educated overview and qualitative assessment of trends and market opportunities.

Sources

The report was compiled using primary and secondary data sources such as ESRI's Business Analyst Online, the U.S. Census Bureau, real estate market reports, data and reports supplied by the City of Fort Collins, regional reports and surveys, as well as past market analyses.

Overview of Findings

Overall, the Market Assessment finds downtown Fort Collins in the midst of a very strong post-recession economy, benefiting from both longstanding community investment in a quality environment and global market trends that favor downtowns. Very low vacancies and rising rents indicate strong market opportunity in both the residential and commercial sectors. Industrial and retail also have the potential to continue to expand in downtown Fort Collins. Weak hotel occupancy and revenues suggest very limited opportunity within the citywide visitor market; however, limited existing rooms and multiple visitor draws may be able to support another hotel in downtown, particularly if developed in conjunction with facilities that will draw visitors. On the capacity side, downtown Fort Collins has both redevelopment sites as well as some vacant parcels that can accommodate additional supply. Challenges include how to fit desired development forms on existing parcel sizes, and enhancing physical connections in a growing downtown with multiple activity centers.

GLOBAL TRENDS IN EFFECT IN DOWNTOWN FORT COLLINS

Global and national trends continue to be favorable for promoting growth in vibrant downtowns. Progressive Urban Management Associates (P.U.M.A.) has been tracking and reporting global trends affecting downtowns for nearly a decade and applying that knowledge to specific cities and downtown markets around the country. P.U.M.A.'s latest update to the report was released in spring 2014 in collaboration with research from the University of Colorado Denver. This section of the market assessment summarizes the global trends that are most relevant and shows how downtown Fort Collins can prosper from them.

KEY IDEAS

Global Trends in effect in Downtown Fort Collins:

- Changing workforce demographics including the rise of Millennials and women.
- Millennials are driving a resurgence in downtown living.
- Skilled talent is in high demand, driving businesses to locate in the compact urban centers they prefer.
- Demand for and use of alternative transportation modes (i.e. walking and biking) is strong.
- A strong demand for healthy lifestyles, including fresh food and active living options.
- Rising awareness of social inequity, leading to demands for more affordable housing in and near downtown.
- Growing consumer preference for local retail and experience shopping.

CHANGING WORKFORCE

The national workforce is changing in myriad ways that are, for the most part, positive for downtowns. Baby Boomers (people over 50) are retiring in greater numbers while Generation X (age 35 to 50) is taking the reins, and Millennials (age 20 to 35) are coming into the workforce with desirable talent and skills. Boomers and Millennials are poised to continue to populate urban environments, particularly those that offer jobs, housing, amenities and activities that respond to their needs.

Millennials

Millennials are drivers of technological innovation and fuel the downtown economy. Since 2000, in more than two-thirds of the nation's cities, the young college-educated population grew twice as fast within three miles of downtowns as in the rest of the metropolitan area. Millennials comprise 36% of the US workforce and will make up 50% of the workforce by 2020, inspiring companies to consider operating in downtowns.

Women Professionals

Women are anticipated to dominate professional occupations and have been outpacing men in educational attainment since the 1970s. In 2011, women received 57% of all bachelor's degrees and 60% of all master's degrees. Competitive downtowns must look for ways to appeal to women through physical improvements, environmental stability (i.e. clean and safe), mixed-use living options, transportation options and mobility, daycare, retail and entertainment offerings.

Talent-Driven Business Location

While there are plenty of available workers in the post-recession economy, employers are having trouble filling high-level jobs due to widening skills gaps. Twenty million jobs will be created through 2020, creating more jobs

than skilled workers to fill them. Cities that cultivate and are able to fill mid- and high-wage jobs are in the best position to economically flourish. To capture this highly skilled talent that is predisposed to urban living and experiences, downtowns should provide a welcoming environment and information services that make it easy to relocate for jobs and housing. Embracing social tolerance, celebrating multi-culturalism and using social communications tools will invite populations that are increasingly diverse and technologically savvy.

Changing Workforce in Downtown Fort Collins

Following national trends, Fort Collins is attracting a strong supply of young and well-educated Millennials. With Colorado State University (CSU) located adjacent to downtown, the area draws both college students and working young professionals. Thirty-two percent[1] of downtown residents are college or graduate school students, with 30% of the state's science, math, engineering and technology (STEM) majors pursuing degrees at CSU, more than any other Colorado university campus according to the CSU website.[2]

The City was recently ranked No. 6 in NerdWallet's "America's Most Innovative Tech Hubs" (NerdWallet - Feb 2015) and is credited with having higher tech startup density than both San Jose and San Francisco.[3] The professional, scientific and tech industry is downtown's largest business sector accounting for 27% of all downtown businesses, and its third largest employment sector accounting for 11% of all downtown jobs.[4] However, downtown is not the epicenter of the City's tech industry. Downtown employers currently offer only 15% of the City's 9,000 professional, scientific and tech jobs.[5] The upcoming addition of Woodward, Inc. to the market will add an additional 1,400 to 2,200 skilled tech sector jobs, nearly doubling the current number.[6]

Downtown Fort Collins has had considerable success in educating and retaining young, highly skilled talent. Sixty percent of downtown residents hold a college or advanced degree and approximately 55% are Millennials.[7] With its steady supply of STEM-educated Millennials, Fort Collins is well positioned to fuel its growing science and tech industry in downtown. However, currently, only an estimated 75 downtown residents are employed in professional, scientific and tech jobs.[8] This suggests an important opportunity to better connect the downtown tech industry employers with the well-educated downtown Millennial workforce. Connecting CSU graduates with downtown industry jobs, as well as encouraging downtown housing, will facilitate downtown's future success.

Fort Collins and its regional market area is largely white, and downtown is a reflection of this trend, with 90% of residents reporting their race as white. 10% of the population reports its race as American Indian, Asian, Black, Pacific Islander or other races. Additionally, ten percent of downtown residents report their ethnicity as being Hispanic Origin.[9] This could be a challenge for Fort Collins moving forward, as the skilled talent pool becomes more diverse and many talented workers prefer more multi-cultural communities. The percentage of women is slightly lower in downtown compared to an even 50-50 split citywide, but the difference of 6% is lower than in many

[1] ESRI Business Analyst Online (BAO); American Community Survey (ACS) Population Summary
[2] Colorado State Admissions website http://admissions.colostate.edu/boettcher/boettcher-success/
[3] Nerd Wallet. February 9, 2015. http://www.nerdwallet.com/blog/cities/americas -most-innovative-tech-hubs/ Tech startup density is a ratio that compares new companies in a region to the number of new companies in the U.S. while controlling for population.
[4] City of Fort Collins Planning Department
[5] ESRI BAO; Business Summary
[6] P.U.M.A. Stakeholder Interviews
[7] ESRI BAO; Community Profile Report
[8] ESRI BAO; Business Summary
[9] ESRI BAO; ACS Population Summary

downtowns. As a very safe city, downtown Fort Collins is well positioned to compete favorably for the growing segment of skilled female talent.

SHIFTS IN MOBILITY

Vehicle expense and demographic changes are shifting behaviors away from cars. America's two largest demographic groups – Baby Boomers and Millennials – are primarily responsible for changing transportation habits. Boomers are simplifying and downsizing households, often moving to walkable downtowns. Millennials also are seeking walkable and social environments. Trends related to shifts in mobility are outlined below.

Vehicle Miles Traveled Declining

Vehicle miles traveled (VMT) have, for the first time, decreased between 5% and 9% in the US from 2006 to 2011. And while total VMT has increased slightly since then, per capita VMT continues to decline.[10] The share of automobile miles driven by people in their 20's has dropped precipitously over the past 15 years. This age group accounted for nearly 21% of all automobile miles driven in 1995, but less than 14% by 2009.

More Biking & Walking

Shifting preferences for walking and biking should encourage downtowns to invest in street designs that give greater emphasis to bicycles and pedestrians. Mobility options appeal to younger highly-skilled and educated populations that are seeking walkable, bikeable and transit-rich urban environments. Age-friendly design standards can promote accessibility for all.

Downtown Value Premium

"Walkable real estate" can command value premiums of 50% to 100%.[11] Increasingly, cities are using their "walk scores" as a measure of economic competitiveness.

Mobility in Downtown Fort Collins

Downtown Fort Collins is a highly walkable and bikeable downtown. Fort Collins is a national leader in urban biking and bike infrastructure. The City boasts a free bike rental program, 280+ miles of wide bike lanes, and 30+ miles of bike trails.[12] The City was ranked 9th in Bicycling Magazine's 2014 Top 50 Bike Friendly Cities[13] due to its high quality bike paths, numerous bike shops, bike-friendly businesses, and bike-centric events. The City has also received awards for its walkability-enhancing tree cover and safe drivers. In 2012, Fort Collins became a Tree City USA through the Arbor Day Foundation and the City was awarded the title of America's Safest Driving City by Allstate in 2014.[14] With national trends favoring walkable and bikeable real estate, downtown is well positioned to leverage its competitive advantage by continuing to offer convenient and safe transportation options.

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[10] State Smart Transportation Initiative. Per capita VMT drops for ninth straight year; DOTs taking notice. February 24, 2014. http://www.ssti.us/2014/02/vmt-drops-ninth-year-dots-taking-notice/

[11] Leinberger, Christopher. "Walkable Urbanism." Urban Land Magazine. N.p., September 10, 2010. Web February 20, 2014. http://urbanland.uli.org/economy-markets-trends/walkable-urbanism/

[12] City of Fort Collins website http://www.fcgov.com/bicycling/links-resources.php

[13] Bicycling Magazine. August 29, 2014. http://www.bicycling.com/culture/advocacy/2014-top-50-bike-friendly-cities

[14] Allstate. "America's Best Drivers Report 2014." https://www.allstate.com/tools-and-resources/americas-best- drivers.aspx

Though a leader in bikeability and walkability, downtown Fort Collins has opportunities to improve the mobility of its cyclists and pedestrians. Forty-three percent of downtown employees drive alone to work despite the fact that 80% of workers travel less than 25 minutes,[15] suggesting that many employees work in or close to downtown but still drive to work.

Challenges to downtown biking and pedestrian use include difficult intersections around Old Town Square, a lack of wayfinding in the downtown, and key safety and mobility barriers to accessing Poudre River recreation amenities from downtown. The biggest challenge to bike and pedestrian mobility in downtown is the Jefferson Street/Riverside Avenue corridor.[16] Coupled with the railroad tracks that run parallel, this state highway and truck route is unfriendly to bikers and pedestrians, and limits access to open space, recreation trails, and the Poudre River.

The change in street grid around Old Town Square creates awkward traffic and intersection patterns at some locations and is confusing for many visitors. Improved wayfinding that guides bikers and pedestrians within and between downtown districts will likely alleviate some of these challenges. Because recreation, bike culture, and walkability are major draws to Fort Collins, alleviating these mobility issues may positively affect the visitor, retail and real estate markets in downtown.

Fort Collins is seeing increasing opportunities around transit, having recently implemented the MAX bus rapid transit (BRT) line along Mason Street as part of their TransFort bus service. The MAX, which serves downtown, the CSU campus, and Midtown, reports an average of 2,800+ daily riders, a 94% increase over the traditional bus routes that it replaced.[17] Zoning along Mason anticipates and encourages intensification of development along Mason Street. Mason Street corridor market demand does appear stronger since the MAX was built and may offer additional development opportunities in that area. However, a challenge to realizing the transit-oriented development potential along the Mason corridor is meeting design standards, such as required stepbacks, on small parcel sizes.

Parking

Though alternative transportation options are increasing in popularity, the citywide and regional draw of downtown Fort Collins means there will still be a need for parking, including structured or metered street parking. An important success in downtown is its pleasant and comfortable walking and biking nature, facilitating a "park once" culture and use pattern. However, because all-day parking options require payment – unlike the free parking in prime retail-serving spaces – workers and all-day visitors are incentivized to occupy the prime spots. A parking pay structure that encourages use of all-day or multiday parking will be increasingly important and vital to downtown as additional development occurs in response to strong market demand.

DOWNTOWN RESIDENTIAL

With national trends in their favor, many downtowns are experiencing an economic renaissance that is attracting new investment and higher income households. Both Millennials and empty nest Baby Boomers are seen moving into downtowns to enjoy compact, walkable environments that are rich with amenities. Vibrant downtowns are

[15] ESRI BAO; ACS Population Summary
Allstate. "America's Best Drivers Report 2014." https://www.allstate.com/tools-and-resources/americas-best- drivers.aspx
[16] Consultant Team Bike Tour
[17] Transfort: 2014 Year in Review

well positioned to capitalize on economic opportunities by offering jobs, entertainment, culture, education, recreation, health and livability accessible to all.

Amenities for Residents

To sustain and deepen the demand for downtown housing, urban amenities that appeal to both Boomers and Millennials should be considered, including dining and entertainment options and investments in healthy lifestyles from dog parks to grocery stores. To provide an environment that attracts a multi-skilled workforce and economically-mixed demographics, diverse housing price points and unit types are needed.

Affordable Cities: The New Hot Spots

Young, educated workers are moving out of "mega cities" where the cost of living is high to smaller, less expensive cities that have the same basic characteristics. Since 2000, small cities between 100,000 and 250,000 residents have experienced a 13.6% growth in population, more than twice that of New York and Los Angeles and approximately 10% faster than the national growth rate.[18] Denver has recently been listed among the 13 large U.S. cities in which Millennials can't afford to buy a home.[19] Downtown Fort Collins can take advantage of this trend by continuing to offer great amenities in a compact, urban, Colorado setting, but at lower housing costs.

Residential in Downtown Fort Collins

The downtown Fort Collins residential market is currently experiencing high demand as evidenced by very low vacancy rates, and increasing rents and home sales prices.[20] According to downtown stakeholders, average rents are around $600 to $1,000 per bedroom and are trending upward while incomes and wages are not increasing at the same rate, causing affordability gaps for existing residents.[21] Seventy-two percent of downtown residents are renters,[22] with almost half of all renters having moved into their current rental between 2000 and 2009 and nearly another half having moved in since 2010.[23] Long housing tenure is unusual in areas with a large proportion of renters and rental units, which often have faster turnover rates. This suggests that the high demand for rental housing is causing many existing renters to hold onto units longer, further reducing the opportunity for new residents to come into downtown. These indicators demonstrate a substantial need for additional supply of housing in the downtown.

There is an opportunity for smaller housing units to meet the needs of Millennial renters who require affordability. With high rates of student debt, few Millennials can afford to own homes. In addition to the financial burden of purchasing a home, fewer Millennials value homeownership to the same degree as older generations, having witnessed the huge financial losses associated with the housing bubble of the mid-2000s. Much of downtown's existing housing stock is made up of small single-family houses that have been converted to small, affordable rental properties. The low number of downtown households with children and the large number of nonfamily households made up of renters with roommates support a strong market for small, one and two- bedroom units.

[18] New Geography; America's Fastest Growing Small Cities, September, 2014
[19] Bloomberg Business; June 8, 2015. http://www.bloomberg.com/news/articles/2015-06-08/these-are-the-13-cities-where- millennials-can-t-afford-a-home
[20] Trulia, Fort Collins Real Estate Overview http://www.trulia.com/real_estate/Fort_Collins-Colorado/ accessed July 2015.
[21] Stakeholder Interviews
[22] ESRI BAO; Community Profile
[23] ESRI BAO; ACS Housing Summary

In 2014, Kiplinger listed Fort Collins among ten great college towns to live in during retirement.[24] The City of Fort Collins has a reputation for attracting a large number of active retirees, and downtown has a modest number of residents ages 55-74 -- about 15%. Many "empty nest" retirees enjoy living in compact walkable environments. As the city continues to attract empty nest retirees, there is a potential long-term opportunity for downtown to attract even more retirees who can afford upscale rental units.

Population Ages 55-74	
Downtown	15%
Bikeable Market Area	11%
City	16%

Source: ESRI Community Profile

HEALTH AND WELLNESS

The connection between health and the built environment is an emerging trend that is continuing to gain traction within the real estate development industry. Downtowns like Fort Collins have already begun to capitalize on this trend by improving the public realm with active green spaces, bike trails, and walkable streets. Several healthy food movements are converging to benefit downtowns. New retail prototypes can serve rapidly growing niches in locavore and organic segments. Initiatives to eradicate food deserts can bring coveted neighborhood and full-service grocery stores to underserved urban areas.

Health Industry Growth

The healthcare industry will continue to experience significant growth and have an increased economic impact on cities. With growing demand for healthcare services, partnerships with local healthcare providers will be critical to create a competitive advantage for downtowns. Development and expansion of healthcare facilities can stabilize downtown economies and create opportunities for significant business spinoffs. Healthcare providers can also be strong civic partners to help promote healthy lifestyles through urban living.

Health & Wellness in Downtown Fort Collins

Fort Collins is considered to be a leader in offering its residents, employees and visitors opportunities to live healthy and active lifestyles. The City and downtown offer highly sought-after amenities, including active transportation options, convenient recreation options, and a variety of local and healthy food choices. Downtown Fort Collins champions health in the built environment by offering and expanding opportunities for recreation and active transportation, including: bike lanes, trail and river access from downtown, year-round recreation facilities, downtown parks, pedestrian friendly streets, and a local culture that is supportive of health and wellness. As a result of this excellent infrastructure, Fort Collins boasts impressive rates of pedestrian and bike commuting and was ranked 9th nationally in Livability.com's 2015 "Top 10 Healthiest Cities."[25]

Downtown's health and recreation strengths make it an attractive place for Millennials to live and work. Fort Collins' active transportation options can typically reduce the need for employers to provide auto parking for their employees, particularly compared to other cities. Employers looking to leverage Fort Collins' young Millennial talent seek office and commercial spaces that cater to their workers, including demand for walkable and bikeable office locations that offer showering, secure bike storage facilities, and convenient access to downtown's nearby open spaces and recreation amenities.

[24] Kiplinger; Ten Great College Towns to Retire To, September, 2014.
[25] Livability.com. "2015 Top 10 Healthiest Cities." http://livability.com/top-10/health/top-10-healthiest- cities/2015/colorado/fort-collins

Downtown residents and those living in the primary market area, particularly Millennials, tend to be health and wellness consumers. Fort Collins' enthusiasm for healthy, local and organic foods is evident in the City's market demand for those types of foods and food retailers. Citywide demand for organic food is higher than the national average, as is demand for specialty food stores and health clubs,[26] indicating opportunity in downtown for retail and restaurant businesses that offer health and wellness products, healthy and locally sourced foods, and opportunities for recreation, exercise and fitness. With strong market demand for health and wellness products as well as high rates of active commuters, downtown is well positioned to support additional retail.

Downtown Fort Collins' healthy and active culture is also attracting new residents and is a key factor in creating downtown's strong residential market. Numerous recreation amenities make downtown an even more desirable place to live, with demand for residences that cater to the outdoor lifestyle. Housing that offers active lifestyle features such as secure bike storage, shared access to outdoor recreation gear, and amenities like bike and ski tuning stations or community gardening space would likely be very popular.

Social Equity & Sustainability

While there is broad understanding of the economic and environmental aspects of sustainability, the third pillar, social equity, has been given less attention. As global and national trends have benefited cities in recent years, there has been a migration of largely upper income professionals to downtowns. At the same time, income inequality in the United States is at its most extreme since 1928. Income inequality poses challenges for cities. Many urban areas are on the verge of becoming enclaves of the rich, unable to house or sustain service workers or middle income professionals such as teachers and nurses. Young, skilled Millennials, the raw material needed to grow a professional downtown workforce, are finding it increasingly difficult to afford urban lifestyles. Downtowns may need to be more proactive in promoting affordable housing, providing access to high quality jobs and schools, and offering better wages, or expect a rising tide of civic activism to demand them.

Social Equity in Downtown Fort Collins

Social equity in downtown Fort Collins is about three things: a welcoming atmosphere that embraces a wide range of patrons, affordability for a range of resident income levels, and job mobility for a range of skill levels. Fort Collins' economically diverse population depends on downtown affordability, and less affluent groups may be pushed out of downtown if rents, housing prices and cost of living continue to increase. With 28% of downtown households earning less than $15,000 per year and 23% earning between $15,000 and $34,999 per year,[27] ensuring rents remain reasonable will be critical. Current trends in residential real estate – with high demand and low vacancy – are beginning to threaten affordability and may lead to inequity and loss of income diversity if left unchecked. Stakeholders indicate that new units coming onto the downtown market are typically between 1,000-1,200 square feet and command monthly rents upward of $2 per square foot.[28] Market demand is trending toward smaller sized units of around 700 to 900 square feet that come with lower rents. Downtown already offers smaller households than citywide averages, and should continue to supply more of this smaller and more affordable housing type in order to meet rising demand at attainable price points.

[26] ESRI BAO; Retail Market Potential
[27] ESRI BAO; Community Profile
[28] P.U.M.A. stakeholder interviews

Downtown's vibrant culture and array of public amenities do help the community remain somewhat more affordable to the extent that they offer alternatives to privately owned assets. Downtown's public transportation and bike and pedestrian infrastructure may allow residents to forgo the expense of owning a vehicle, while access to parks, open space, bike trails and a free bike library offer access to no-cost health amenities. Finally, outdoor public spaces coupled with appealing coffee shops and other "third space" options are abundant, reducing the square footage needed in housing units. Additionally, these amenities attract employers and regional visitors and ultimately grow the local economy. Continuing to provide infrastructure and funding for amenities like public open space, bike lanes, and public transportation helps preserve social equity and continues to benefit both downtown residents and the downtown economy.

Retaining jobs across a range of skill levels will also be key to safeguarding equity and prosperity in the downtown. The current diversity of industries and jobs in downtown is an asset for social equity as well as for a robust local economy. There is some concern that some businesses, including locally owned businesses that return the most money to the local economy, could be squeezed out of downtown as commercial lease rates increase. However, the supply of lower cost industrial lands to the east of downtown may provide options for existing businesses or new local start-ups to find affordable locations.

For years, Fort Collins has offered an eclectic array of businesses and venues that can appeal to a wide range of visitors. In recent years, as rents have increased, some local businesses report that they can no longer afford rents in downtown. There is concern – and a smattering of evidence – that downtown may be moving toward a time when the businesses that can afford to be there will exclusively be upscale boutique or national chains. If this occurs, downtown will cease to feel welcoming to many segments of consumers and lose its place as a meeting ground for city residents.

Changing Consumer Behaviors

Although the Great Recession has ended, it made a lasting impact on consumer behaviors. Consumer spending, once impulsive, has grown more practical and deliberate with an emphasis on quality, convenience, environmental and social considerations. Today's consumers are seeking a wide variety of retail with a specific interest in local, independent businesses and places that provide experience shopping. Technology also continues to influence the retail space, with a growing number of online sales replacing some instances of in-store shopping. The growth of the "sharing economy," where social networks allow individuals to share, rent or resell their belongings, is flourishing in high density urban areas. Sharing applications now include cars, workplaces, and lodging among others, and are expected to grow over time.

Changing Global Consumer Behaviors in Downtown Fort Collins

Changing consumer preferences for authentic, "experience-based" shopping align exceptionally well with downtown Fort Collins atmosphere and offerings. With its unique retail, restaurants, public spaces, and one-of-a-kind local flair, Fort Collins offers an authentic downtown experience. Downtown retail is largely local, high quality, and meets the demand for green and environmentally responsible shopping. However, according to downtown stakeholder interviews, lease rates are escalating significantly in downtown. Current retail lease rates are around $15 to $18 per square foot, and restaurants and bar lease rates are reported around $20 per square foot.[29] Increasing lease rates and a lack of affordable retail and restaurant space could threaten retail diversity and

[29] City of Fort Collins. "Downtown Retail Analysis." February 11, 2010.

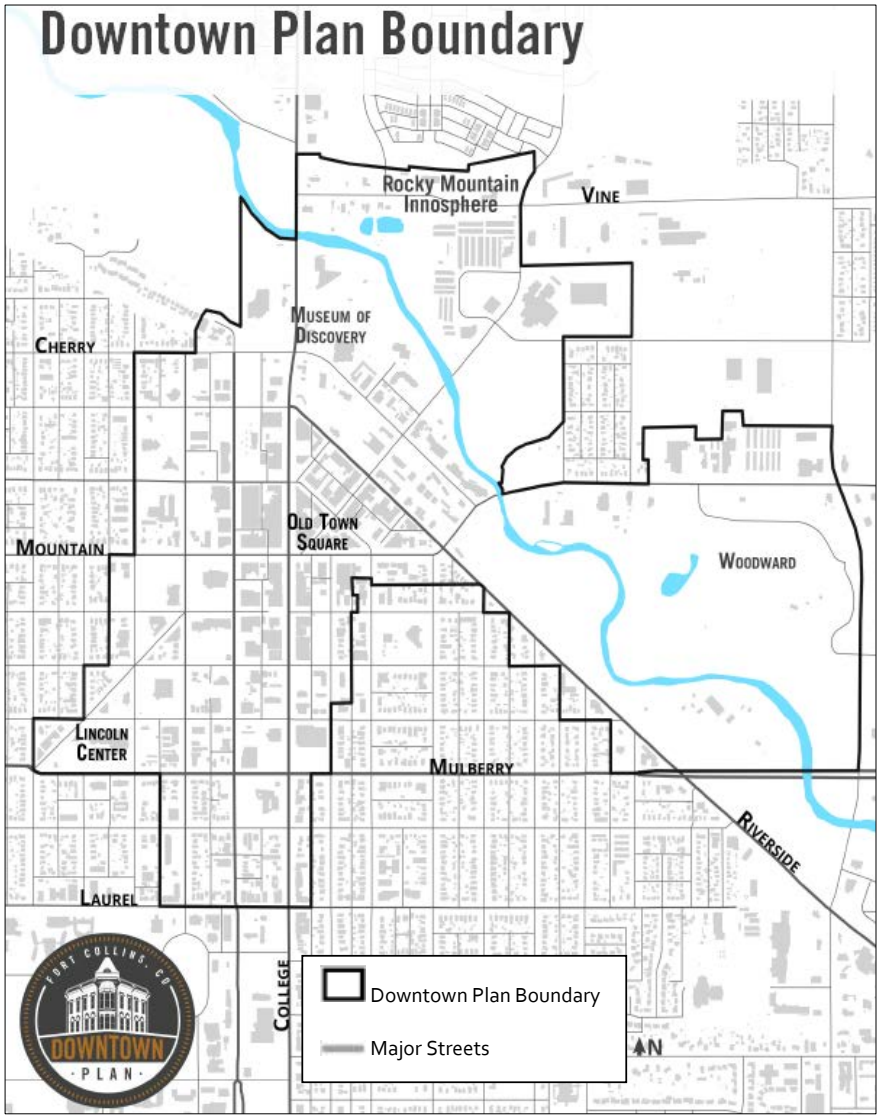
downtown's unique local flavor. Without attention, there is potential for downtown to lose the authentic, local flavor that is currently its strength.

Downtown is successful in serving not only the immediate bikeable market area of residents and workers, but also attracting other city residents and regional visitors as customers. Downtown's restaurants, bars, breweries and events consistently draw visitors, creating demand for a range of retail business types. According to a 2010 downtown retail analysis by the City of Fort Collins, restaurants and bars generate approximately 50% of downtown retail sales but account for just 30% of downtown's retail space. Conversely, retail shopping generates approximately 30% of retail sales and accounts for 60% of retail space.

To remain responsive to consumer demands, downtown can offer retail that responds to market demand across the local, citywide and regional market segments, such as: restaurants, cafés and bars; specialty food stores, book and music shops, electronics retailers and service providers, specialty clothing and shoe stores, health and personal care shops, gift shops, florist, and office supply stores.

DOWNTOWN PLAN BOUNDARY & MARKET AREAS

The City of Fort Collins has determined a downtown planning area boundary which is also considered the boundary of Downtown in this market assessment. Adjacent planning areas include the Old Town Neighborhoods, for which a separate plan is being prepared. The Downtown Plan study area is shown at righ, and a general description follows.



DOWNTOWN PLAN STUDY AREA

Downtown Fort Collins has fully emerged from the Great Recession, and is flourishing as a local and regional hub for arts and local foodie culture. Downtown Fort Collins is a destination for entertainment, culture, festivals, night life, and the "downtown experience." Due to its popularity and unique offerings, downtown Fort Collins boasts extremely low vacancy rates for both residential and commercial property. As demand for commercial and residential property increases and supply decreases, downtown's unique art and cultural establishments are at risk of being priced out of downtown.

Study Area Characteristics

The majority of downtown residents are in their 20's and 30's, with a mix of college students and working young professionals. This demographic is almost constantly online and uses the internet for shopping and finding services, as well as planning out adventurous vacations and new experiences. Most downtown residents are renters who live alone or with roommates, and most are childless and carless. These Millennials don't yet earn large incomes, and are often thrifty and demand affordability. Though they have small incomes, many college students

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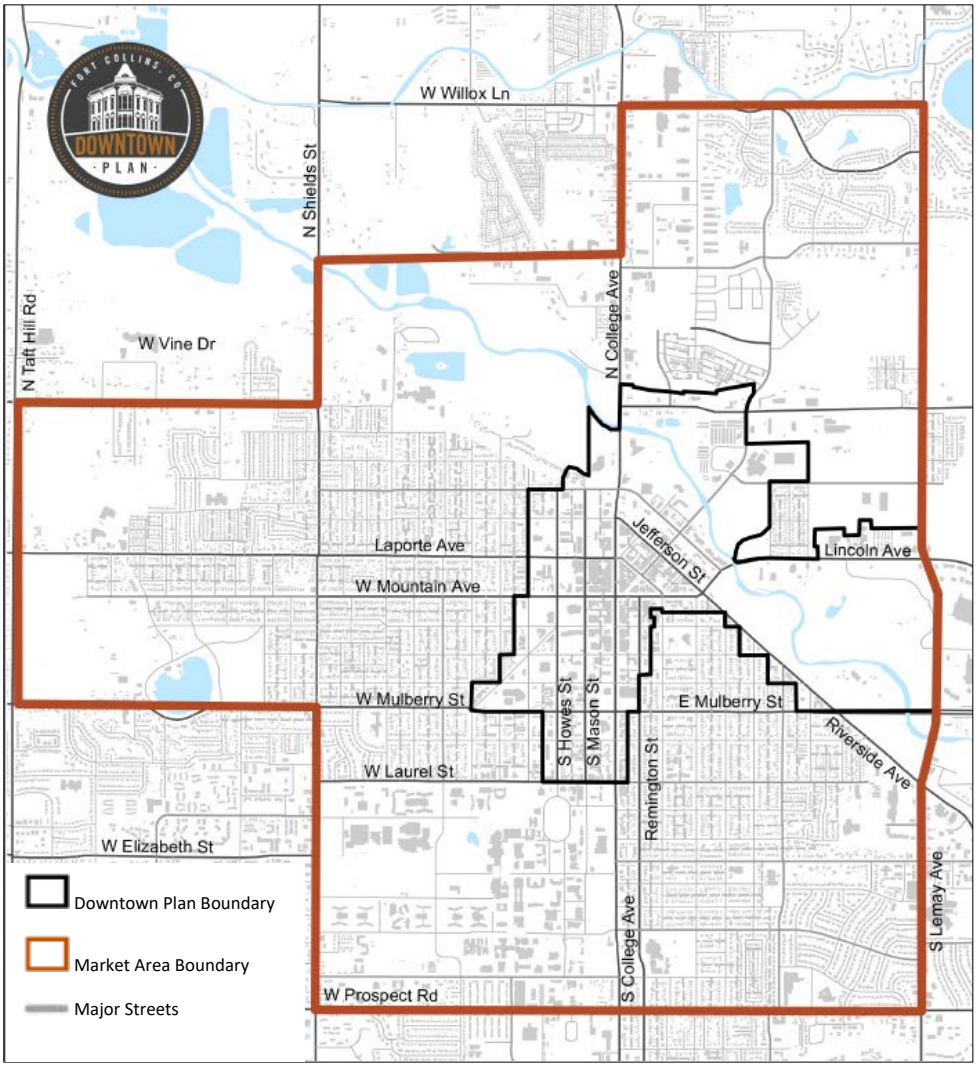
use credit cards and are willing to carry a large debt load in order to buy what they want immediately. Downtown's young professionals are well-educated and many work in professional careers. This group is more likely than the college crowd to value exercise, eating local and organic food, and purchasing local and environmentally friendly products.

Downtown's Market Areas

To better understand market opportunities in downtown Fort Collins, P.U.M.A. and the City of Fort Collins has defined three market areas that affect downtown: the primary bikeable market area, the City of Fort Collins, and the regional trade area. These market area boundaries were selected based on a number of factors, including bike and walk distances, political boundaries, infrastructure features, and visitor data.

Primary Trade Area: Bikeable Neighborhoods

Downtown's primary trade area consists of a bikeable market area made up of residential neighborhoods located within a ten-minute bike ride of downtown.



Characteristics

The bikeable market area population of 24,000 is significantly larger than downtown's population of 1,400. With a median age of 25, this market is slightly younger than the downtown market and has a larger share of 18 to 34 year olds than both downtown and the City.[30] Due to the presence of Colorado State University, 45% of this market is made up of undergraduate and

[30] ESRI BAO; Community Profile

graduate students, with the non-student population largely comprised of older Millennials in their late 20's and 30's working in professional jobs.[31]

These consumers are well educated and are less likely to be married or have children than residents citywide. Like downtown, the $37,000 household median income in this market is lower than the City and Regional Trade Area.[32] Despite reporting lower incomes, spending potential among residents in the bikeable market area is comparatively robust due to the presence of college students and single, childless, Millennial households that spend a larger percentage of their income on retail than other groups.

Consumers in the bikeable market area tend to value green products over convenience, including products that are environmentally friendly or support a charity. These consumers also tend to value quality over price point. This market is somewhat more likely to own homes than the downtown market, though the majority (60%) are renters.[33]

Residents					
	Population (rounded)	Millennial (18-34)	Boomer (55-74)	College or Advanced Degree	Per person Annual Retail Spending*
Region	645,000	30%	20%	46%	$10, 000
City	160,000	40%	16%	60%	$11,000
Bikeable Market	24,000	60%	11%	63%	$7,000
Downtown	1,400	55%	15%	60%	$10,000

Source: ESRI Business Analyst Online
* Retail Spending refers to goods only (including grocery), does not include dining and drinking establishments

Households					
	Average Size	Median Income	Renter	Childless	Carless
Region	2.5	$55,000	36%	70%	5%
City	2.4	$54,000	46%	70%	5%
Bikeable Market	2.0	$37,000	60%	85%	8%
Downtown	1.6	$33,000	72%	93%	18%

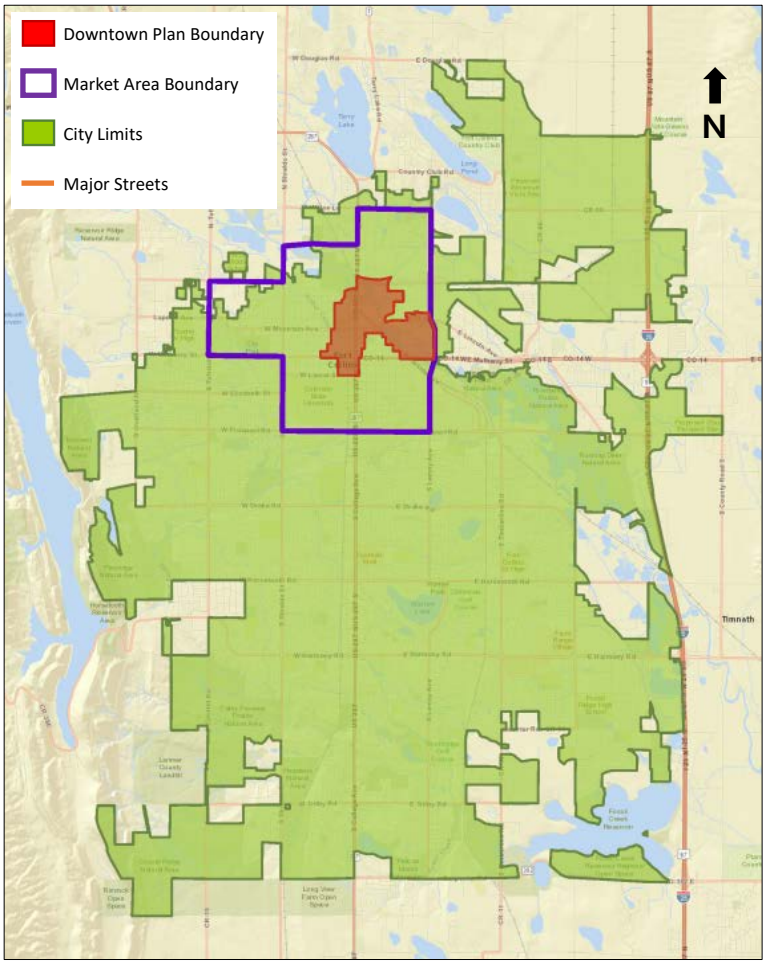
[31] ESRI BAO; ACS Population Summary
[32] ESRI BAO; Retail Market Potential
[33] ESRI BAO; Retail Market Potential

Source: ESRI Business Analyst Online
"Renter" Households refers to housing units that are renter-occupied, does not include vacant rental units.
"Childless" Households refers to households with no children under 18 living in the home.
"Carless" Households refers to occupied housing units reporting access to zero automobiles.

Secondary Trade Area: City of Fort Collins

Downtown's secondary trade area is defined as the City of Fort Collins.

Characteristics



The population in the secondary trade area has grown significantly over the past fifteen years, with a faster rate of growth than both downtown and the bikeable market area. The City population is about 158,000 people and is more affluent than both downtown and the bikeable market area. Residents in this market are more likely to own a car and use it to commute to work compared to residents downtown and in the bikeable market area, who are more likely to walk or bike to work.[34]

Median income is around $54,000 for this market segment, which is higher than downtown and the bikeable market area.[35] These consumers in the secondary market area are made up of college students, young professionals, and older established professionals. While incomes vary among these three groups, most are well educated and willing to spend on dining out, entertainment and night life activities, electronics, and recreation and fitness hobbies.[36] All of these three demographic groups tend to value the convenience and ease of using smartphones and apps, and prefer a more sophisticated online experience.

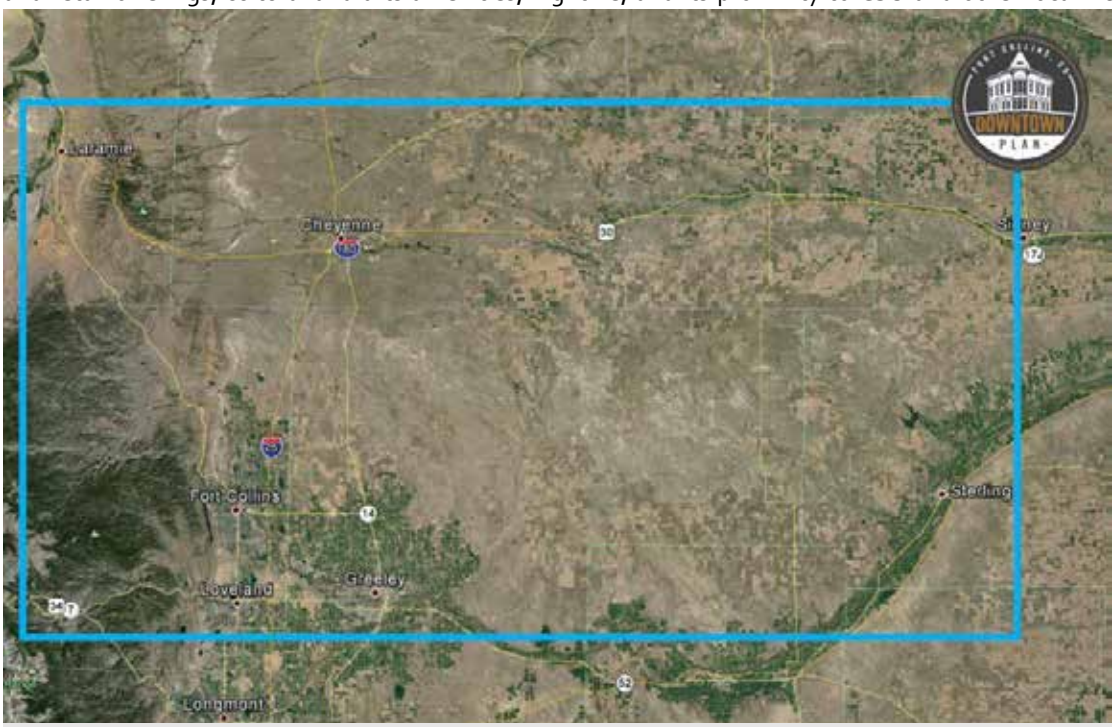
Housing in the City of Fort Collins is more likely to be single family houses rather than apartments or condos. Homes in this market are generally newer than those downtown with 80% built after 1970, though median home values are about the same at around $240,000[37]. There is also greater demand for homeownership in the secondary

[34] ESRI BAO; ACS Population Summary
[35] ESRI BAO; ACS Housing Summary
[36] ESRI BAO; Retail Market Potential

market area, with 50% of units being owner occupied compared to 33% in the bikeable market and 18% downtown.[37]

Regional Trade Area: Fort Collins/Cheyenne Region

Downtown's regional trade area includes northern Colorado, the Cheyenne, WY area and southwest Nebraska. This general area has been identified as the regional visitor drive market by both the City of Fort Collins and Visit Fort Collins. Downtown consistently attracts visitors from this larger regional market due to its unique restaurant and retail offerings, cultural and arts amenities, nightlife, and its proximity to CSU and other local institutions.



Fort Collins Regional Trade Area Boundary

Characteristics

This regional market area population is growing, as evidenced by an increase of 27% between 2000 and 2015. The region's nearly 650,000 people are slightly less educated than those living in the City of Fort Collins, though nearly as many (61% compared to 67%) work in white collar jobs.[38] ESRI psychographic profiles indicate that this market segment is more likely to be married, have children, and live in suburban and semi-rural areas. Many live within larger metro areas or are ex-urbanites, suggesting demand for downtown experiences and amenities like dining

[37] ESRI BAO; ACS Housing Summary
[38] ESRI BAO; Community Profile

and night life. Because this market is made up of young families and those nearing or in retirement, consumers tend to demand quality, durability, and family- oriented products and experiences.[39]

Median income for this market segment is around $55,000[35], though average visitor incomes are reported as higher, ranging from $50,000 to $95,000.[40] This market segment is likely to spend on bars and night clubs, dining out, and technology, including smartphones, laptops and cameras. Within the regional trade area, demand for domestic travel is higher than the national average, particularly demand for inexpensive trips with total costs of less than $2,000. Visitors from this market travel to Fort Collins for vacation, visiting family and friends, and outdoor recreation, and generally come to downtown for shopping, dining, or visiting the local craft breweries. Those driving in for the weekend or longer tend to stay overnight in one of the City's hotels.[41]

[39] ESRI BAO; Tapestry Segmentation Area Profile
[40] Loomis FCCVB 2010 Report
[41] ESRI BAO; Retail Market Potential

MARKET PROFILE

P.U.M.A. analyzed key indicators related to maintaining and advancing downtown's market competitiveness. These include some very traditional measures, such as lease rates, demographics and visitor attendance as well as some less traditional measures that help tell the stories that need to be heard about the richness and diversity of offerings in downtown Fort Collins, such as recreation opportunities and the number of arts and cultural performances. This section breaks the market into five sector categories: residential, employment, retail, industrial, and visitor.

RESIDENTIAL SECTOR

Residential Market Occupancy 2000 and 2014/15

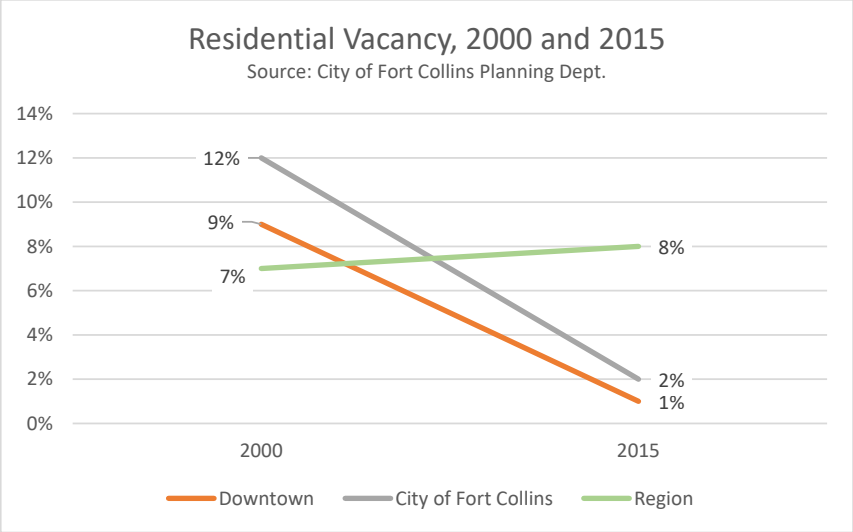
	Downtown		Bikeable Market		City		Region	
	2000	2015	2000	2015	2000	2014	2000	2015
Owner Occupied	22%	18%	39%	33%	56%	50%	61%	56%
Renter Occupied	71%	72%	57%	61%	40%	45%	32%	36%

Source: ESRI Business Analyst Online, ACS Housing Summary and City of Fort Collins

With a growing population and consumer preferences trending toward living, working and playing in the urban core, downtown Fort Collins is experiencing strong demand for residential units while also experiencing a limited supply. This imbalance between supply and demand is driving vacancy rates down to unhealthy levels while driving up rents. Much of the demand for downtown housing is being generated by young well-educated Millennials (18 to 28 year olds) in Fort Collins who value affordability, convenience, and downtown amenities. Adding additional housing to downtown will be key in meeting demand and better serving the market demand for small and affordable rentals.

Downtown Residents

Downtown residents are largely young, single Millennials, most with no children and many with no car. Sixty percent of downtown residents are single and never married, compared to 40% of residents citywide. This group is largely renters, with 65% of downtown residents living in nonfamily households and 56% in one



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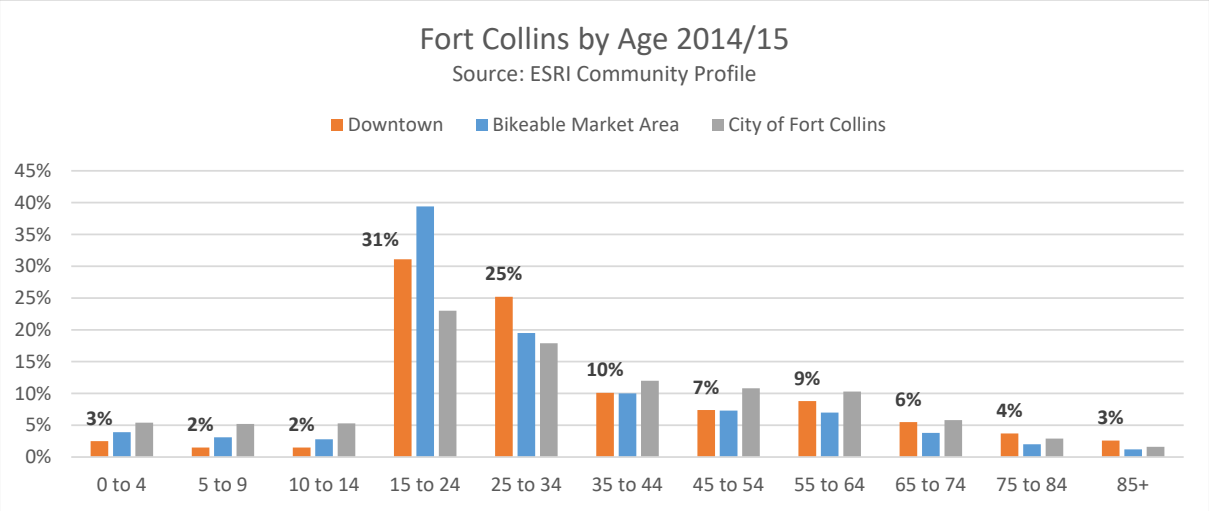
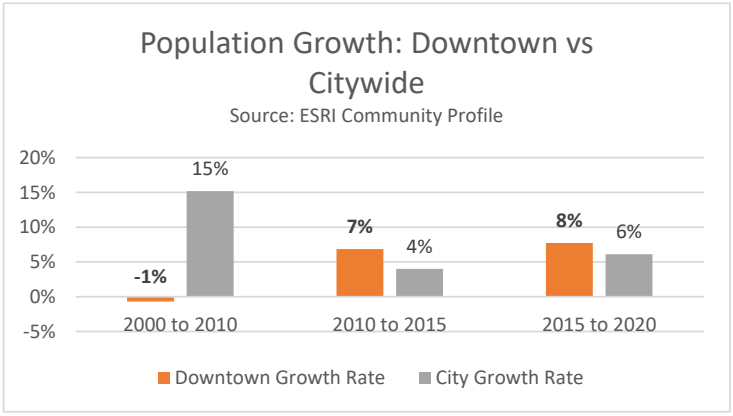
person households.[42] Just 7% of downtown households have children, indicating a market demand for housing types and sizes that cater to young, childless, often carless singles, couples and roommates. Downtown's renters are significantly less likely than homeowners to have a car, with 16% of renter households being carless, compared to 1% of owner occupied households.[43] Millennials, many of whom carry significant student debt burdens and who witnessed the financial fallout from the most recent housing bubble, are less likely to purchase homes. Ensuring affordability and producing housing types that cater to both downtown employees and Millennials living in the bikeable market area who wish to live downtown will be key in leveraging downtown's prime residential market opportunities.



Downtown Population Trends

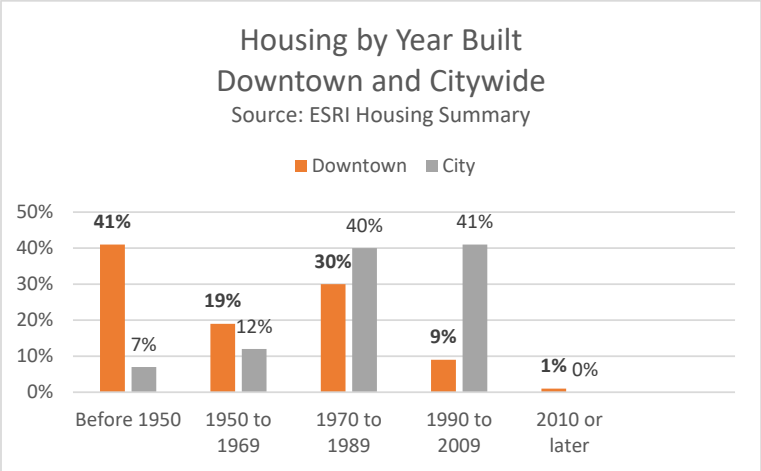


According to ESRI data, downtown living has shown a significant increase in popularity in the last five years compared to the prior decade. While strong citywide population growth occurred between 2000 and 2010, during that time downtown's population declined slightly. Since 2010, downtown has modestly outpaced the City's growth rate by three percent. ESRI predicts that City and downtown population growth will continue at similar rates into 2020, with the downtown's growth rate projected to outpace that of the City by 2% during that period. City planning staff suggest that ESRI estimates may be underestimating future population growth in downtown by not adequately accounting for infill and redevelopment potential in this area.

[42] ESRI BAO; Community Profile
[43] ESRI BAO, ACS Housing Summary

Downtown Housing

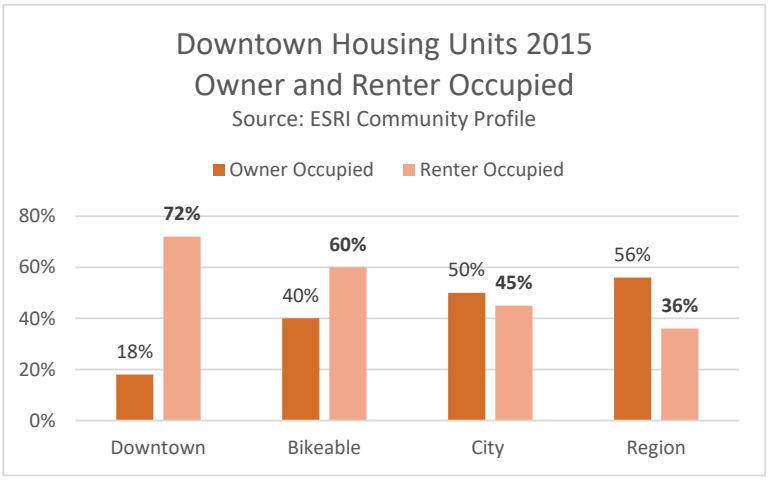
Downtown's population growth will be closely tied to the development of downtown housing. In stark contrast with the city as a whole, downtown's current supply of housing stock is aging, with 90% of units built before 1990, and just 1% built since 2010.[44] Construction trends are now moving away from single-family homes to more multifamily and mixed- use development which is better matched to the current demand in downtown.



Nearly three-quarters of downtown housing units are rentals compared to less than half of housing citywide. The older, smaller formats of existing homes in downtown and the bikeable market area and proximity of Colorado State University likely contributes to the substantially higher percentage of housing that is renter occupied.

Residential Real Estate Trends

Demand for residential units has increased in recent years as the country and community fully emerge from the Great Recession and urban living increases in popularity. Within the last five years the City has issued 15 residential building permits adding nearly 350,000 square feet and 313 units to downtown, an investment of $42,000,000.[45] Between 2000 and 2015, the number of downtown housing units grew by 18%.[46] In 2007, the City's Mason Corridor Economic Analysis estimated that 3,300 housing units could be added by 2030 in the Mason Corridor if the Bus Rapid Transit system were developed. Some portion of this would presumably be within the portion of the Corridor that traverses Downtown. Downtown is poised to gain as many as 1,300 additional units in coming years, if all current development proposals in City review are approved and built.[47]



[44] ESRI BAO; Housing Profile
[45] P.U.M.A. Stakeholder Interviews
[46] ESRI BAO; Community Profile
[47] City of Fort Collins Planning Department

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The rental market has experienced a tightening since the early 2000's, as vacancy rates have sharply declined to extremely low levels, around 1% to 2%.[48] Citywide and downtown rental vacancy rates below 5% are generally sufficient to stimulate both increases in rental rates and the construction of new units, as they indicate the need for additional housing supply. Due to Colorado's current construction defects legislation which hinders developers' abilities to finance for-sale condos, nearly all of downtowns new units are rental units. However, many of downtown's new rentals are being built to standards that will allow them be converted to ownership units at some point in the future.

According to stakeholder interviews typical residential rents in downtown are currently between $700 and $1,000 per bedroom, or around $1.80 per square foot. Upscale condo projects are selling for closer to $240 per square foot and are often larger units. This compares to average rents citywide of up to $1,200 per month in Q3 2015.[49]

Residential Market Demand

With ample demand for downtown living, downtown's residential market is attractive for additional development. Employees working downtown are a likely market for downtown housing if suitable units were available. Based on employee and quarterly wage data provided by the City of Fort Collins, Downtown workers typically have wages that can readily support monthly rents closer to $1,600 for a one-bedroom unit and around $3,200 for a two-bedroom unit.

Top 10 Downtown Industries by Annual Wage, 2014	
1. Management of Companies and Enterprises	$186,930
2. Manufacturing: wood, paper, petroleum, chemical, plastic, rubber, clay, glass, and cement/concrete manufacturing	$80,944
3. Transportation and Warehousing: air, rail, water, truck, passenger, transit, and pipeline transportation	$64,833
4. Transportation and Warehousing: postal and package delivery, warehousing, storage.	$63,774
5. Finance and Insurance	$62,192
6. Professional, Scientific, and Technical Services	$61,926
7. Manufacturing: metal, machinery, computer & electronics, appliances, transportation equipment, furniture.	$61,438
8. Manufacturing: food, drink, tobacco, textile	$54,085
9. Mining, Quarrying, and Oil and Gas Extraction	$51, 555
10. Construction	$51,400

However, maintaining a healthy mix of housing affordability may increasingly be a concern. Median household income for the bikeable market is about $37,000, putting affordable rents around $1,000 per month per household. With 28% of existing downtown households earning less than $15,000 per year,[50] housing affordability will be

[48] P.U.M.A. Stakeholder Interviews
[49] Coloradoan.com. "Fort Collins rents up 16 percent from last September." http://www.coloradoan.com/story/money/2015/11/06/fort-collins-rents-surge/75304802/
[50] ESRI BAO; Community Profile

important to ensure that existing residents and the CSU student population can continue to afford to live in downtown.

2015 Residential Market Data		
	Downtown	City
Square Footage	353,790 sq. ft.	5,754,138 sq. ft.
Vacancy	1%	2%
Avg. Lease Rate	$700 - $1,000 per bedroom	~$1,000

Downtown and its bikeable market area are predominantly nonfamily households made up of roommates, with an average downtown household size around 1.6 people. Renter occupied units make up 72% of all downtown housing, with almost half of all households having moved into their current rental between 2000 and 2009.[51] These trends indicate a strong demand for long-term rental housing and a robust market for one and two- bedroom units, particularly those under 1,000 square feet that offer greater affordability. Some stakeholders suggest that new units, which are typically 1,000-1,200 square feet, are oversized compared to demand, which is for smaller more affordable units of 700 to 900 square feet. Unless smaller, more affordable apartments are offered, downtown's existing housing stock of small single-family houses, which are typically between 900 and 1,000 square feet, may be increasingly converted from owner to renter occupancy.

EMPLOYMENT SECTOR

Top 10 Downtown Industries by Number of Businesses		
Downtown Industry	Number of Business	% of all Downtown Businesses
Professional, Scientific, and Technical Services	195	28%
Accommodation and Food Services	105	15%
Other Services (except Public Administration)	55	8%
Retail Trade: auto, furniture, electronics, homegoods, food stores, apparel	55	8%
Retail Trade: sports and hobbies, books, music, general merchandise	47	7%
Finance and Insurance	45	6%
Health Care and Social Assistance	37	5%
Real Estate and Rental and Leasing	33	5%
Construction	22	3%
Administrative and Support and Waste Management and Remediation Services	21	3%

Source: City of Fort Collins Planning Department

Business attraction today is highly sensitive to the degree and depth of skill in the labor pool. Many great things are happening that continue to make Fort Collins a competitive choice for start-ups, technology, and other highly-skilled companies. Ranked 2nd on NerdWallet's "2013 Best Places for Job Seekers in Colorado" and 7th on Forbes' "Best Places for Business and Careers," Fort Collins offers an attractive market for both job seekers and employers. With its existing supply of affordable office and warehouse space, Fort Collins has become a hotspot for innovative start-ups and tech companies, fueled by educated young talent from Colorado State University. Downtown Fort Collins is well positioned to capitalize on the desirability of the overall community – which both attracts and retains young skilled talent – because it is the kind of compact, walkable setting in which businesses increasingly wish to locate.

Downtown Businesses and Jobs

There are a number of government, tech, and start-up businesses located in downtown Fort Collins as well as breweries, innovation industries, and traditional

[51] ESRI BAO; ACS Housing Summary

light industrial businesses on the expanding eastern side of downtown. Downtown employers account for about 7% of Fort Collins' nearly 16,000 employers, offering about 17% of the total jobs citywide.[52]

Downtown offers approximately 14,000 jobs and houses about 825 employed people, resulting in a jobs to workers ratio of about 17 to 1.[53] The employed population in downtown is just 1% of the nearly 78,000 total employed population of the City of Fort Collins. Downtown employment sectors offering the most jobs include: accommodations and food services, public administration, professional scientific and technical services, and manufacturing and retail trade.[54] Top industries by number of businesses and by percentage of jobs are shown in tables on this page and above.

Workforce and Education

There is a strong, well-educated workforce available in downtown Fort Collins and its bikeable market. The 12,500 employed residents living in the bikeable market area make up 16% of Fort Collins' total employed population. Sixty percent of all Fort Collins residents and nearly 63% of residents living within the bikeable market area have a college or advanced degree, making the Fort Collins workforce particularly well educated.[55]

Top 10 Downtown Industries by Percentage of Downtown Jobs, 2014

Industry	% of All Downtown Jobs
Accommodations and Food Services	29%
Public Administration	20%
Professional, Scientific and Technical Services	11%
Manufacturing: food, drink, tobacco, textile	6%
Retail Trade: auto, furniture, electronics, home goods, food stores, apparel	5%
Other Services (except public administration)	4%
Retail Trade: sports and hobbies, books, music, general merchandise	3%
Construction	3%
Finance and Insurance	3%
Administrative and Support and Waste Management and Remediation	3%

Source: City of Fort Collins Planning Dept.

Commuting Patterns

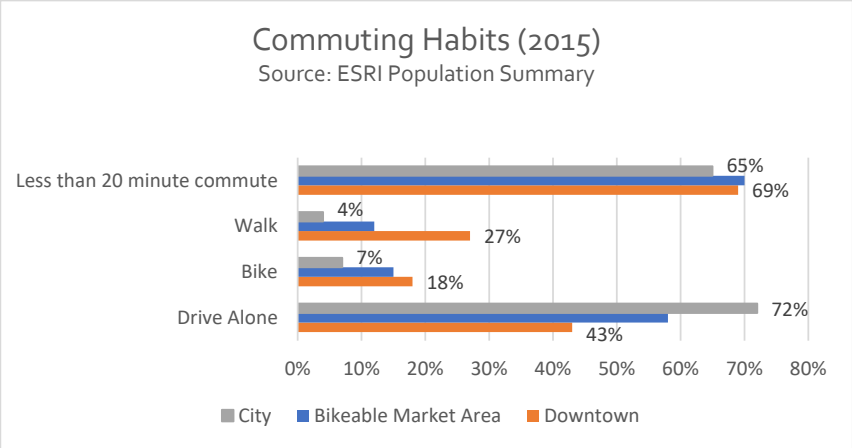
Active Commuting by Market Area

	Downtown	Bikeable	City
Walk	27%	12%	4%
Bike	18%	15%	7%

Source: ESRI Population Summary

As shown by ESRI estimates in the table above and on next page, employed residents living downtown and in the bikeable market area are significantly more likely to walk and bike to work and less likely to drive alone compared to employed residents citywide. While driving alone is still the most popular mode for commuting overall, biking and walking account for 45% of downtown Fort Collins' commuting.[56] ESRI commuter mode estimates do not account for the new MAX Bus Rapid Transit line ridership. Use of transit has increased month-by-month since it opened, with the City reporting 2,800+ daily weekday boardings in early 2015.[57]

[52] ESRI BAO; Business Summary
[53] ESRI BAO and P.U.M.A.
[54] ESRI BAO; Business Summary
[55] ESRI BAO; Community Profile
[56] ESRI BAO; Population Summary
[57] TransFort 2014 Year in Review



As housing prices have increased in Fort Collins, in-commuting from more affordable regional communities has increased. According to a 2014 Housing Affordability Policy Study commissioned by the City of Fort Collins,[58] in-commuting from communities within the region increased significantly between 2003 and 2011, while out-commuting remained flat. Nearly 87% of new in-commuters were driving to Fort Collins from Greeley, Loveland, Wellington, and Windsor. Data on in-commuting was not available at the downtown level, however it appears that if downtown housing becomes less affordable, in-commuting could increase and drive up demand for employee parking.

With ample transportation options and a local culture that has more than half of commuters using alternative (bike, walk, or transit) modes, employers in Fort Collins are more likely to accept office space without high parking ratios and be able to attract workers even without offering designated car parking.

Office Real Estate Trends

Q1 Downtown Office Vacancy Rates 2011 to 2015

Year	Vacancy	Rentable Building Area
Q1 2011	6.90%	1,865,340 sq. ft.
Q1 2012	3.40%	1,884,627 sq. ft.
Q1 2013	2.50%	1,884,627 sq. ft.
Q1 2014	1.90%	1,884,627 sq. ft.
Q1 2015	2.90%	1,930,075 sq. ft.

Source: City of Ft. Collins Planning Dept.

Downtown Fort Collins office lease rates and occupancy rates are key market indicators of demand. Trends for the past five years show that downtown office vacancy has been below the optimal 5-6% levels since 2012. Over the last five years, supply has increased. The City has issued 37 commercial permits in downtown since 2010, adding 405,276 square feet of new commercial space valued at $92,338,349. However, increased supply that has been added is as yet inadequate to satiate demand. As of Q2 2015, vacancy rates for downtown office space are very low at 2.4%, compared to citywide vacancy at 4.1%, indicating a robust market in both areas and demand for additional supply in downtown.[59] Proposed commercial projects as of May 2015 include:

- Traditional Mixed Use: retail, office, residential: ~500,000 sq. ft. proposed
- Industrial Mixed Use: office, manufacturing/assembly space, retail: ~100,000 sq. ft.
- Brewery/Distillery-serving mixed use: ~100,000 sq. ft.
- Office Alone: 110,000 sq. ft.

[58] Economic and Planning Systems, Inc. "Fort Collins Housing Affordability Policy Study." September 5, 2014.
[59] City of Fort Collins Planning Department.

Q2 2015 Office Market		
	Downtown	City
# Buildings	159	598
Vacancy	2.4%	4.1%
Avg. Lease Rate	$22.58/sq. ft.	$18.87/sq. ft.
High Lease	$43.45/sq. ft.	$43.45/sq. ft.
Rentable Area	1,930,075 sq. ft.	7,242,356 sq. ft.

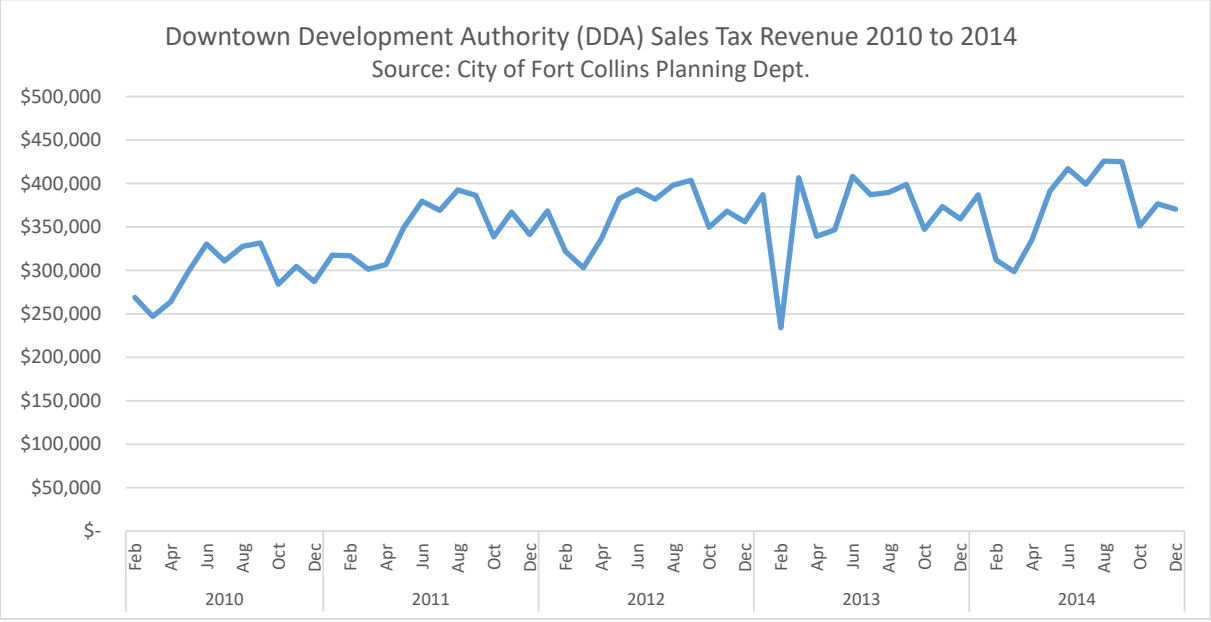
Source: City of Ft. Collins Planning Dept.

According to stakeholder interviews, typical lease rates for downtown office space are around $23 to $28 per square foot while executive suites which include shared office amenities lease closer to $30 per square foot.[60] Downtown office rents have recently increased to levels similar to comparable offices on Harmony Road. Low vacancy and increasing rents indicate that downtown Fort Collins is becoming more desirable to a range of employers, in keeping with Global Trends. Local property owners note that clients are primarily drawn to historic and traditional brick office structures, but those seeking spaces larger than 10,000 square feet are generally unable to find space. A potential challenge for downtown in adding capacity to meet demand is that while zoning in some downtown areas allows for significant intensified development density, stakeholders interviewed for this report indicate that office demand is much stronger for low-to-mid rise, rather than office tower formats.

Retail Sector Overview

Sales Tax Revenue

Downtown's annual sales tax revenues of over $16 million, up from $4 million in 1989, reflects the strength and vitality of the downtown Fort Collins economy over the past 25 years. In 2014, businesses within the Downtown Development Authority (DDA) – which is a portion of the downtown core - generated about $1 million in sales tax revenue per month.[61]



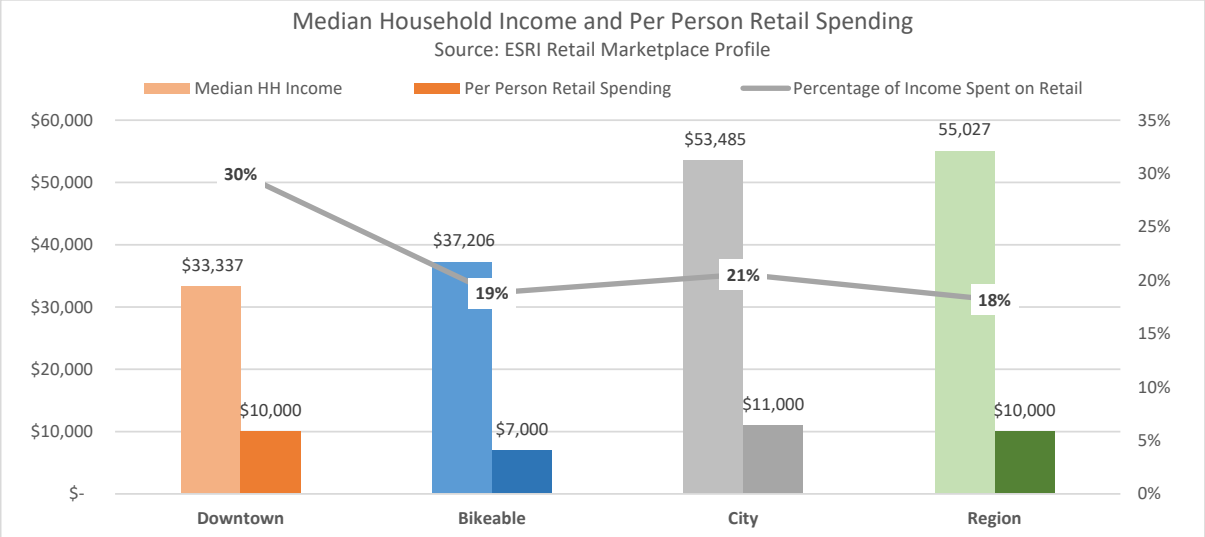
[60] P.U.M.A. Stakeholder Interviews
[61] City of Fort Collins Planning Department

While there is a perception among some that bars and restaurants are significantly more abundant in downtown than retail shops, data does not yet bear this out. According to a 2010 downtown retail analysis by the City of Fort Collins, restaurants and bars generate approximately 50% of downtown retail sales but account for just 30% of downtown's retail space. Conversely, retail shopping generates approximately 30% of retail sales and accounts for 60% of retail space. Retail shopping sales density is greatest around Old Town Square, particularly along College Avenue and Linden Street. Retail sales from eating and drinking are similarly most dense around Old Town Square, particularly at the southwest corner of College and Mountain Avenues. Though eating and drinking establishments account for less space than retail shopping, these businesses not only generate more sales but also generate foot traffic, create destinations in downtown, and provide amenities for downtown employees and residents. [62]

Income and Spending Potential

Though the downtown population of roughly 1,400 residents is a small immediate market for goods and services, downtown retail is also located to regularly serve the 24,000 residents living within downtown's bikeable market area as a primary retail destination.[63] Downtown also draws customers from among the 160,000 residents living within the Citywide market area,[64] and visitors from across the regional market area. In addition, downtown retail is supported by downtown employees; average wages of workers in the top ten downtown industries exceeds $58,000.[65]

Of downtown's three market areas, the City and regional market areas have the highest median household incomes. Though downtown and the bikeable market area have lower median incomes, these areas have higher percentages of Millennials and college students whose lower incomes don't necessarily reflect their spending potential. Often single, childless, and non-homeowners, Millennials and college students are more likely than older residents to spend a larger portion of their income on retail, restaurant, and entertainment. As the graph below depicts, per person spending potential varies much less across the geographies than either income or percentage of income spent on retail.



[62] City of Fort Collins. "Downtown Retail Analysis." February 11, 2010.
[63] ESRI BAO; Community Profile
[64] P.U.M.A. Stakeholder interview ESRI s
[65] Bureau of Labor and Employment industry wage data for Fort Collins MSA.

Based on ESRI retail spending profiles for downtown and the three market areas, consumers in all four geographies tend to value quality over price, and are more likely than the average shopper to buy green, environmentally friendly, and organic products.[66] Areas of high spending potential across all four market areas include: dining at restaurants, cafes and coffee shops; nightlife activities at bars, night clubs, and live theater; electronics like smartphones, laptops, cameras and tablets; health and exercise products and services; shoes, jewelry and apparel; beer and organic food; pets; and books and music.[67] With high consumer demand for an authentic downtown shopping experience, retail shops that offer local, unique, and independent products will likely be most successful.

Retail Gaps

Downtown serves multiple market areas. Retail gaps within the bikeable market area, shown in the leakage table at right, present opportunities that downtown could potentially fill. To the extent that such retail gaps also exist in the City and Regional Market Areas, downtown may also be able to serve these markets.

Selected Retail Leakage Data

Industry Group	Bikeable Area	City	Region
Electronics & Appliance Stores	$1.6 million	x	$30.4 million
Health & Personal Care Stores	$8.5 million	$9.4 million	x
Clothing Stores	$1.8 million	$23.7 million	x
Shoe Stores	$650,000	x	x
General Merchandise Stores	$24.9 million	x	x
Used Merchandise Stores	$275,000	x	x
Other Miscellaneous Store Retailers	$750,000	x	$4.3 million
Special Food Services	$339,015	$5.3 million	$11.8 million
Home Furnishings Stores	$850,000	x	x

Comparing retail leakage with ESRI Business Analyst's MPI (market potential index) and psychographic spending profiles across the four market areas, and considering retail types compatible with downtown formats, a number of potential areas for retail expansion in downtown are identified as follows:

- Restaurants, cafes, and bars
- Electronics, particularly digital cameras and camera accessories, smartphones, and home computers, laptops, e-readers and tablets, MP3 players, and TVs
- Specialty food stores, particularly those selling organic food
- Beer, wine and liquor store
- Fitness and recreation products and services
- Book and music stores
- Gift, hobby, and jewelry shops[68]

[66] ESRI BAO; Tapestry Segmentation Area Profile
[67] ESRI BAO; Retail Market Potential
[68] ESRI BAO; Retail Market Potential

Retail Real Estate Trends

Q2 2015 Retail Market Data		
	Downtown	City
Buildings	292	854
Vacancy	3.70%	5.50%
Avg. Lease Rate	$19.05 / sq. ft.	$14.09 / sq. ft.
High Lease Rate	$32.00 / sq. ft.	$32.00 / sq. ft.
Rentable Building Area	2,048,305 sq. ft.	11,049,181 sq. ft.

source: City of Fort Collins Planning Dept.

According to stakeholder interviews, typical lease rates for downtown retail space are currently $15 to $18 per square foot, and around $20 per square foot for downtown bars and restaurants. Average retail rents have been increasing steadily since 2011, and vacancy rates have steadily decreased. Citywide retail lease rates have similarly increased and vacancy rates have steadily decreased since 2010, though not to the same extremes as in downtown.[69]

Both the demand for housing and proposed projects that will add more housing units support increasing demand for resident-serving retail. This could result in a shift in retail demand in downtown, expanding the focus from leisure and visitor retail to add retail general merchandise, additional grocery, hardware, or similar. However, increasing rents and a lack of large-scale retail spaces may hinder the addition of such retail to the downtown mix. The continuing attractiveness of downtown for visitors and the addition of more residents and workers can continue to support restaurants at a range of price points. The observed trend of less retail and more restaurants remains in a healthy balance, but market forces may continue to tip toward restaurant and away from shopping.

INDUSTRIAL SECTOR

Industrial Businesses and Jobs

Downtown's 23 existing manufacturing businesses employ an average of 34 people. Types of manufacturing businesses in downtown are summarized in the table below. Manufacturing ranks among the ten best paying industries in downtown. Based on quarterly wage reports, manufacturing industries that are present in downtown offer employees a competitive average wage of around $65,500 per year.[70]

Downtown Manufacturing Industry, 2014

NAICS Code	Manufacturing Type	Number of Businesses	Number of Jobs	Average Wage
32	Wood, paper, petroleum, chemical, plastic, rubber, clay, glass, cement/concrete	5	25	$80,944
33	metal, machinery, computer & electronics, appliances, transportation equipment, furniture	6	132	$61, 438
31	Food, drink, tobacco, textile	12	623	$54,085
	All Manufacturing	23	778	$65,489

Source: City of Fort Collins Planning Dept. and P.U.M.A.

[69] City of Fort Collins Planning Department
[70] City of Fort Collins Planning Department

Industrial Lease Rates and Vacancy

Industrial lease rates and vacancy rates are key indicators for decisions related to location choice and new business feasibility. Fort Collins successfully fosters innovative business types and supports new businesses. In particular, affordable industrial rates create opportunities for local entrepreneurs as well as traditional manufacturing to locate in and near downtown. With industrial lease rates around $6 per square foot,[69] downtown Fort Collins offers generally lower industrial rents than other Front Range cities; according to LoopNet.com, industrial rents near downtowns along Colorado's Front Range tend to be around $10+ per square foot. However, downtown industrial vacancy rates are also extremely low at 0.9%, compared to 6.2% citywide. In part, this very low vacancy rate can be attributed to the inclusion of redeveloped industrial land within the Downtown Plan boundary; nearby vacant and underutilized parcels remain outside the boundary for now. Still, there appears to be positive demand for industrial space near downtown for a range of uses including breweries and other manufacturing. As available parcels decrease, price pressures can be expected to follow.

Although the total area in downtown that is zoned industrial is limited, the industrial sector is an important facet of the economy of downtown and the bikeable market area. The supply of industrial space has been particularly important in supporting and growing local breweries, and can continue to provide an opportunity for startups and other innovation industries that need manufacturing space. Much of downtown's energy and development appears to be migrating east and north into formerly industrial areas, with the downtown planning area nudging outward to incorporate these properties as they redevelop. The City has invested in streetscape infrastructure that enhances the connections to this emerging area and has increased market demand to develop a range of uses on the east side of downtown. These areas have a character and appeal that is associated with downtown Fort Collins and could potentially be part of continuing to provide more affordable spaces and rents in downtown. However, doing so could pull some energy and market potential from other areas of downtown that have been identified for redevelopment and intensification.

Lodging Sector

The lodging real estate sector is driven by factors including visitor demand, hotel occupancy. Downtown attractions, in the form of arts and culture amenities and events, play an important role in the Fort Collins economy. These attractions catalyze tourist and resident spending that supports small businesses, creates jobs, and generates essential sales and lodging tax revenues. Downtown attractions create market demand for hotel, retail, and commercial spaces in the downtown, as well as demand for recreation facilities and public space.

In 2014, the City of Fort Collins applied for designation of a portion of Downtown as a Colorado Creative District, and was awarded Candidate District status. The application for designation prepared by the City indicates that the district contains 14 cultural facilities and more than 25 non-profit arts organizations. In the preceding decade, the community has invested $45 million and $27 million dollars respectively in the University Arts Center and the Lincoln Center, expanding and upgrading these facilities. In addition, the Fort Collins Discovery Museum was built at the north end of Downtown.[71]

[71] Creative District Application, City of Fort Collins, 2014

Economic Impact of Arts and Culture

Despite economic recession, Fort Collins' creative economy has outpaced those of many other U.S. cities, and is an economic driver. Citywide, the arts industry employed 6,585 people and generated $74 million in sales and revenues in 2012, according to a 2012 Arts and Economic Prosperity Study commissioned by Beet Street.[72]

Attendance data collected by the City of Fort Collins from the top 5 downtown events of 2014 (New West Fest, Streetmosphere, Tour de Fat, Colorado Brewers Festival, and the Sustainable Living Fair) show that these events cumulatively attract about 255,000 visitors annually. Downtown's top 5 ongoing arts and culture attractions (Lincoln Center, Fort Collins Museum of Discovery, Fort Collins Museum of Art, Global Village Museum, and French Nest Market) draw a cumulative 280,000 people in annual attendance.

A 2013 report commissioned by the City of Fort Collins found that more than 100 million people visited Fort Collins in 2011 and spent $120 million, resulting in the creation of 1,600 jobs, $58 million in household income, and $11.3 million in city tax revenue. [73]

Downtown Visitor Profile

Downtown Fort Collins attracts visitors from throughout the City, county, and region, with many regional visitors coming to Fort Collins for sports and play-off games, CSU events, and other events. A 2010 visitor survey commissioned by the City of Fort Collins[74] reports that visitors' top three reasons for choosing Fort Collins were: being on vacation, visiting family and friends, and outdoor recreation. Over 50% of visitors indicated that they would be shopping and/or dining in Fort Collins as a secondary activity during their trip.

Within the regional trade area, demand for domestic travel is higher than the national average, particularly demand for inexpensive trips with total costs of less than $2,000.[75] According to the 2010 visitor survey, average visitor incomes ranged from $50,800 to $95,094, which is well above the state average. The regional market segment is likely to plan their trip online and use mobile apps to navigate and make decisions about where to eat, drink, and play. This market segment is also more likely than the national average to go to bars and night

Downtown Event & Attraction Attendance	
Event	Annual Attendance
Lincoln Center	161,896
New West Fest (total for 3 day festival)	120,000
Fort Collins Museum of Discovery	92,251
Streetmosphere	80,500
Tour de Fat	25,000
Colorado Brewers' Festival (weather dependent)	15,000 to 20,000
Fort Collins Museum of Art	14,000
Sustainable Living Fair	10,000
St. Patrick's Day Parade & Old Town Irish Festival	6,000 to 8,000
FORToberfest	6,000 to 8,000
Old Town Car Show	5,000 to 8,000
First Night Fort Collins	5,000 to 6,000
CSU Graduation	5,000
Global Village Museum	5,000
French Nest Market	4,000
Noontime Notes Concert Series in Oak Street	3,600
Downtown Summer Sessions Concert Series	2,500
Tiny Tot Halloween	1,500 to 3,000
NCIPA Powwow at Aztlan Community Center	2,000
Downtown Holiday Lighting Ceremony	750 to 1,000
World Peace Mandala Tour	700
Estimated Total	**520,000**

[72] Beet Street. September 21, 2012. http://beetstreet.org/about/cvi---arts--economic-prosperity-study
[73] Blake, Cutler and Shields. "Estimating the Economic Impacts of Tourism in the Fort Collins Economy." April 24, 2013.
[74] Loomis and McTernan. "Results of a Survey of Summer Non-Resident Visitors to Selected Fort Collins Area Attraction." September 23, 2010.
[75] ESRI BAO; Retail Market Potential

clubs and dine out. Downtown businesses that can cater to these visitors by making themselves available online through apps and websites that allow users to make reservations, browse shop inventory, and arrange for activities online will likely be more successful.

According to stakeholders, the Fort Collins drive market is characterized by those who visit Fort Collins via automobile from within the region and stay overnight in one of the City's hotels. This visitor tends to spend time in the downtown to eat in restaurants and cafes, experience the bar scene and nightlife, and shop in the local stores. Perhaps correlated to the interest among visitors to engage in outdoor recreation, many visitors report a lack of activities and options for when the weather is bad.[76] Downtown has one of the best and newest indoor visitor options in the Fort Collins Museum of Discovery, a youth-focused museum offering a range of science, culture and history exhibits. Although downtown attracts visitors for leisure shopping, the mall may be preferred in poor conditions, pulling visitors out of downtown. There is an opportunity to bring more visitors downtown by offering more options during inclement weather and colder seasons.

A niche visitor market to downtown Fort Collins that is becoming increasingly important is the craft brewery market. This visitor group comes specifically to downtown to tour and enjoy the City's many craft breweries and brewpubs.[77] Downtown could benefit from the addition of more craft beverage venues (such as craft distilleries) to strengthen this visitor draw.

Downtown Hotel Space

Fort Collins offers a range of hotel rooms, but only a limited number are in downtown. Downtown's Armstrong Hotel, which offers 45 rooms and 52 beds, makes up downtown's current supply of hotel capacity. An additional 162 rooms and 220 beds are currently proposed for construction in the heart of downtown near Mountain Avenue and Walnut Street.[78]

Lodging Indicators

Hotel occupancy and revenue per available room (RevPAR) are critical numbers for developers to watch as they indicate how quickly the market will support bringing new hotel supply online. Annual data for 2014 from the Rocky Mountain Lodging Report, shown below, closely resembles the most recent January 2015 data, which shows Fort Collins' hotel occupancy rate at 51.2% and RevPAR at $50.27. Such low numbers do not suggest adequate year-round demand to support more hotels in most locations in and around the City. However, in downtown, the numerous visitor draws and close proximity of the college may offer a localized opportunity if developed in conjunction with other facilities that will host events that draw visitors. The proposed downtown hotel would be well-located to serve demand for lodging more conveniently than many of the other hotels in the market area.

2014 Lodging Indicators	
Occupancy	50%
Avg. Daily Rate	$91.22
RevPAR	$45.58

Source: Rocky Mountain Lodging Report January 2015

[76] P.U.M.A. Stakeholder Interviews
[77] P.U.M.A. Stakeholder Interviews
[78] City of Fort Collins Planning Department

SUMMARY OF KEY MARKET OPPORTUNITIES

This section of the document describes key opportunities in each market sector as well as opportunities to influence, extend, or enhance them. The purpose is to help inform decisions in the Downtown Plan about which actions to prioritize. Placing the local market conditions within the Global Trends context, specific opportunities emerge for downtown Fort Collins. This section summarizes the opportunities within five sectors: Residential, Commercial and Office, Retail, Industrial, and Visitor.

RESIDENTIAL MARKET

Like many cities nationwide, Fort Collins is experiencing increased demand for downtown living, particularly among Millennials. Downtown Fort Collins' residential market demand is very strong, but the existing supply of housing stock is not keeping up with that demand, especially for affordable rental units for young professionals. Downtown market demand is strong for smaller one and two bedroom units that are affordable, particularly those that offer storage and sharing options for bikes, skis and other outdoor gear. Downtown's robust supply of "third places" supports the market for smaller housing units. Currently, state construction defects legislation only supports the development of rental housing projects, however units can be built to standards that allow them to be converted to ownership in the future.

Downtown is attracting new residents, though not as quickly as the citywide market, and there is significant potential for attracting an additional share of both the downtown workforce and the residents currently living in the bikeable market area who would prefer to live downtown. Of about 14,000 workers in downtown,[79] only 825 currently live in the downtown core while the rest commute in from other parts of the city and the wider region.[80] The data expressed in this report suggests that the majority of downtown workers could afford to rent a studio, 1-bedroom or 2-bedroom apartment at current rental rates. Those living in the bikeable market earn lower median incomes than downtown workers, and certainly not all who can will choose downtown living.

The majority of housing demand downtown is for studio, one and two-bedroom rental units. These units are a good fit for the young professionals who are driving market demand. Like most cities, downtown Fort Collins does not appear to be experiencing significant demand for upscale multifamily housing in the core. With the addition of Woodward slated to

KEY OPPORTUNITIES

- The residential market is very strong and currently there is significant undersupply, especially for affordable rental units for young professionals.
- Increasing office lease rates in Downtown indicate its relative strength has increased compared to other parts of the city. There is a lack of supply of larger spaces, greater than 10,000 square feet.
- Demand for retail and restaurants both continue to be strong. Increasing the overall supply of appealing street-level commercial space within Downtown as a whole (not just College Ave) may be able to keep rents affordable.
- The planned hotel will likely satisfy demand in the hospitality sector Downtown.
- Industrial areas close to the downtown core can continue to accommodate light and artisan manufacture, keeping the existing, desired "authentic" character.

[79] ESRI Business Summary
[80] ESRI BAO; Community Profile

add 1,400 to 2,200 additional jobs[81] and many workers commuting into downtown daily, it appears there is demand for additional workforce housing in and near downtown, which could bring more spending potential and workforce into a bikeable or walkable distance of downtown.

Within the past five years, over 300 residential units have been added to downtown, and approximately 1,100 additional units are currently proposed for development.[82] To ensure that these new units meet the currently strong market demand, new housing should be small affordable rentals, around 1,000 square feet or less, and offer amenities and features that appeal to young professionals living alone or with roommates. Features like ski storage, covered bike parking, and shared access to outdoor gear will likely serve this market.

OFFICE/COMMERCIAL MARKET

Many of today's young skilled workers want to live and work in compact, exciting urban environments. A primary reason that companies move into downtown locations is to attract and keep their workers. Downtown Fort Collins offers a compact, walkable environment with appealing restaurants, entertainment, and retail and growing options for residential housing. Because talent-driven businesses are trending toward locating in center cities rather than suburban campuses, downtown's office market is stronger than ever. In downtown Fort Collins today the office market is drawing creative firms, start-up enterprises, and other new businesses that require skilled talent and affordable office lease rates. With 2.45% office vacancy[83] and 1% retail lease vacancy rate,[84] market demand for additional real estate will continue to drive up rents and keep vacancy at an unhealthily low rate. Most local developers have access to essential market data such as vacancy, absorption, and rents, and realize the currently high demand for downtown commercial, office, and retail space.

Many larger companies and businesses are currently locating outside of downtown due to the availability of larger office buildings. Much of downtown's existing office space is suitable for smaller boutique and creative firms as well as start-ups. Siting additional office space will be key in providing the necessary supply to encourage new and existing businesses and employers to locate downtown and to support the City's existing tech hub assets. Some of the pressure currently driving up commercial rents will be relieved by the addition of proposed new development in the downtown core, including 80,000 square feet of traditional office space and office space that is part of mixed use projects. However, current demand is far outpacing supply, particularly for larger 10,000+ square foot office spaces. It appears that there is demand for multiple additional commercial buildings in the core of downtown which would create the necessary supply to approach a healthier vacancy rate of 5 to 6%.

RETAIL MARKET

Downtown Fort Collins delivers an authentic retail experience that many consumers are seeking, offering independent and local shopping and dining options that appeal to a variety of local and regional customers. While the Foothills Mall attracts name-brand retailers and offers department store shopping, the authenticity of

[81] City of Fort Collins Planning Department
[82] City of Fort Collins Planning Department
[83] City of Fort Collins Planning Department
[84] P.U.M.A. stakeholder interviews

downtown Fort Collins is a unique asset in the region and demand for downtown retail and restaurants continues to be strong.

Downtown niche areas that serve the dominant downtown demographic segments include green and organic products that are environmentally friendly, products and services for pets, and technology and fitness products. Leakage analysis demonstrates significant potential within the bikeable market area that downtown serves for stores that offer general merchandise and health and personal care, as well as potential in electronics and appliances, clothing, shoes, and home furnishings stores.[85]

As downtown continues to attract additional residents and new businesses, demand for retail and restaurant amenities will likely continue to steadily increase. Additional demand would exacerbate downtown's increasingly high lease rates and vacancy rates that are already at unhealthy low levels. Increasing the overall supply of appealing street-level commercial space may be able to keep rents affordable in the face of strong demand.

INDUSTRIAL MARKET

The market for industrial real estate development in Fort Collins is undergoing a well-paced shift from more traditional uses like granaries to specialty and artisan industries such as craft brewing. This is an exciting strength and opportunity as it differentiates Fort Collins from many other cities where older industrial uses are simply disappearing, leaving underutilized land or converting to other land use types. New industrial and manufacturing uses offer good wages and job mobility, and can be important to retaining a desirable authentic character which has contributed to downtown's market appeal.

Downtown's competitive supply of industrial property with low rents, desirable infrastructure, and access to amenities creates a prime opportunity for light industrial businesses to locate in and near downtown. Nearby amenities like bike and pedestrian trails, easy access to open space and the Poudre River, and proximity to the downtown core are key in attracting talent-driven and innovation-based companies and start-ups. Convenient access for tractor-trailer deliveries and easy commuting to and from the downtown core offer businesses flexible manufacturing and retail options and attract talented employees.

City investments in streetscape linking the downtown core to this industrial area appears to be increasing demand by a variety of uses to expand downtown eastward. It will be important to ensure that to the extent any industrial land is converted to other uses, redevelopment occurs in an orderly pattern and does not degrade the industrial asset. Reducing supply of industrial land would change the landscape and character of the downtown fringe and could push out manufacturing, warehousing, craft brew, and other employers and the accompanying well-paying jobs.

VISITOR MARKET

Downtown Fort Collins' attractions and events draw tourists from across the country and around the world to downtown. To continue to leverage its robust tourism industry, downtown will need to supply tourists and visitors with adequate hotel space, attractions, and amenities. Based on stakeholder interviews and national trends, it is likely that visitors coming to Fort Collins would enjoy staying in downtown rather than other areas of the City.

[85] ESRI BAO; Retail Market Potential, Retail Marketplace Profile, Tapestry Segmentation Area Profile

However, with many existing hotels located in other parts of the City, the occupancy and revenue per available room data available for the Fort Collins visitor market area are modest. It is therefore somewhat difficult to discern the specific market potential for a downtown hotel, but it appears likely that market demand will to be met by the recently proposed Fort Collins Hotel, which will be located at the corner of Linden and Walnut Streets. The five-story hotel proposal, reportedly includes about 3,500 square feet of meeting space in addition to the 162 rooms.[86]

Downtown can support its visitor market – and indirectly, it's lodging market – by maintaining an array of offerings that draw and engage visitors, such as arts and music shows, live theater, museums, recreation amenities, festivals, and other live entertainment.

CONCLUSION

Overall, market conditions in downtown Fort Collins are thriving across many sectors. Investments in Downtown over the years have made downtown a walkable, pleasant urban setting that global trends now favor. This has positioned downtown Fort Collins to capitalize on the current market trends that favor increased urban living and business location preferences for downtowns, while continuing to delight visitors.

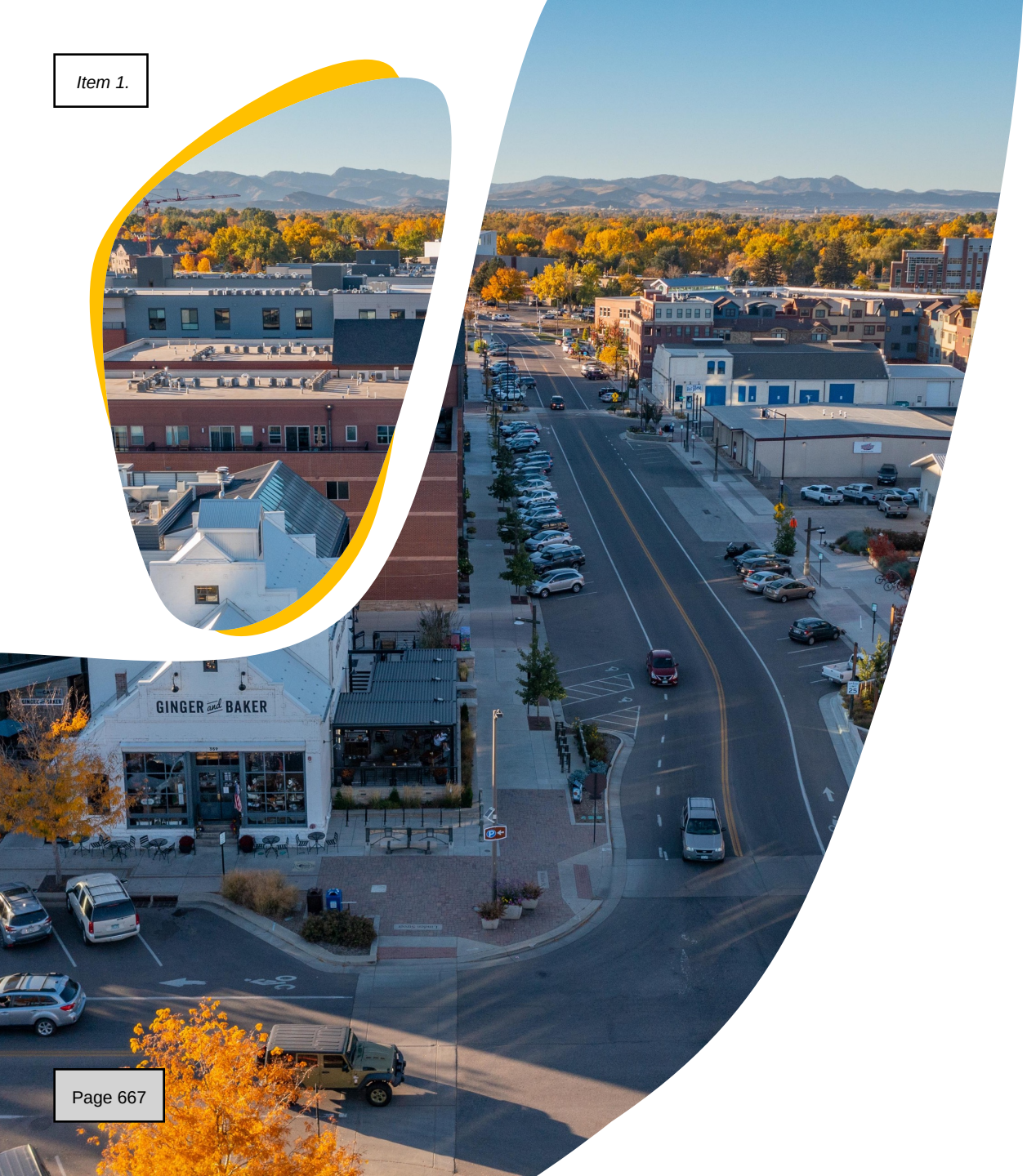
A challenge in downtown will be to continue to provide options for residents and businesses at a diversity of price points, including more affordable options. The College Avenue spine is largely built out, but zoning allows for significant redevelopment on Mason Avenue and into industrial areas to the east that can accommodate growing demand. Streetscape, mobility, and other improvements that strengthen the ease and comfort of moving throughout the downtown can help stimulate and direct redevelopment, and better integrate the collection of parts of downtown into an ever more functional whole.

The Downtown Plan can be found at:

www.fcgov.com/downtown

dda
DOWNTOWN DEVELOPMENT AUTHORITY
FORT COLLINS • COLORADO

2023 DOWNTOWN FORT COLLINS PARKING & TRAVEL HABITS SURVEY



Downtown Fort Collins Parking and Travel Habit Survey

OVERVIEW

This report, prepared by the Downtown Development Authority (DDA), was based on a survey conducted from January 20th to February 12, 2023. The survey was distributed through the DDA's Destination Downtown newsletter, Downtown Fort Collins Facebook, and Instagram social media.

The survey data is intended to inform the DDA's Business Marketing and Communications Program activities. This survey will also be shared with the City of Fort Collins Parking Services and FC Moves departments for interrelated planning efforts.

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- Transportation modes
- Length of visit/stay
- Parking preferences

2023 Participant Snapshot

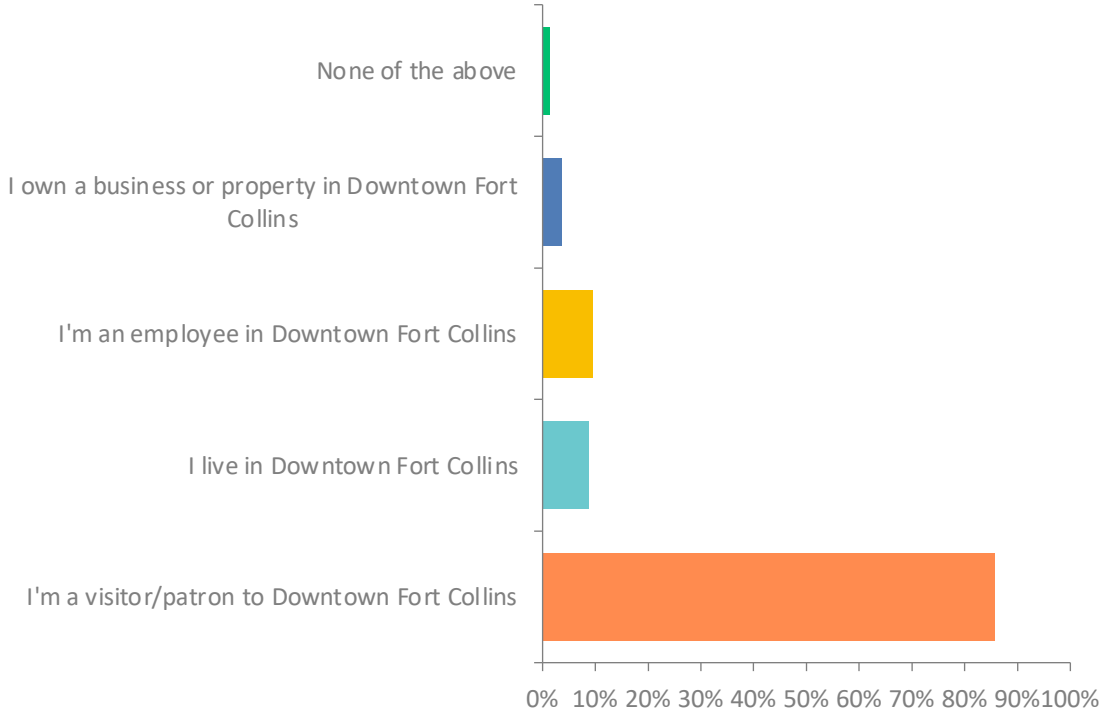
3,140	52 %	81 %
RESPONDENTS	**RESPONDENTS**	**RESPONDENTS**
Total number of survey participants	Indicate Dining as the #1 reason to travel downtown	Spend longer than 2 hours per visit downtown

COMBINED RESULTS

All Survey Participants

How would you best describe yourself?

Of the 3,140 survey respondents, over 85% identify as visitors/patrons of the downtown. Of the 113 businesses/property owners who responded to the survey, 37 (or 32.7%) also identified as a visitor/patron. Of the 298 employees that responded, 134 (45%) also identified as a visitor/patron.



Question Number

01

Respondents were instructed to select all options that apply.

ANSWER CHOICES	RESPONSES	
None of the above	1.40%	44
I own a business or property in Downtown Fort Collins	3.60%	113
I'm an employee in Downtown Fort Collins	9.49%	298
I live in Downtown Fort Collins	8.82%	277
I'm a visitor/patron to Downtown Fort Collins	85.76%	2693
TOTAL		3425

llins		2301		73.28%
	80525	640	*20.38%*	
	80524	619	*19.71%*	
	80526	546	*17.39%*	
	80521	496	*15.80%*	
Fort Collins/Windsor		186		5.92%
Loveland		116		3.69%
Windsor		114		3.63%
Wellington		78		2.48%
Timnath		65		2.07%
Greeley		30		0.96%
Cheyenne		29		0.92%
Laporte		28		0.89%
Bellvue		14		0.45%
Berthoud		11		0.35%
Johnstown		10		0.32%
Eaton		9		0.29%
Longmont		9		0.29%
Livermore		7		0.22%
Brighton		4		0.13%
Evans		3		0.10%
Estes Park		3		0.10%
Other		123		3.92%
		3140		100.00%

What is your 5-digit home zip code?

Of the 3,140 survey respondents, 2,301 (73.3%) reside within the four Fort Collins area zip codes, including inside and outside municipal limits. For the 26% of respondents residing in other zip code areas, their minimum travel distance to downtown is 6.5 miles or greater.

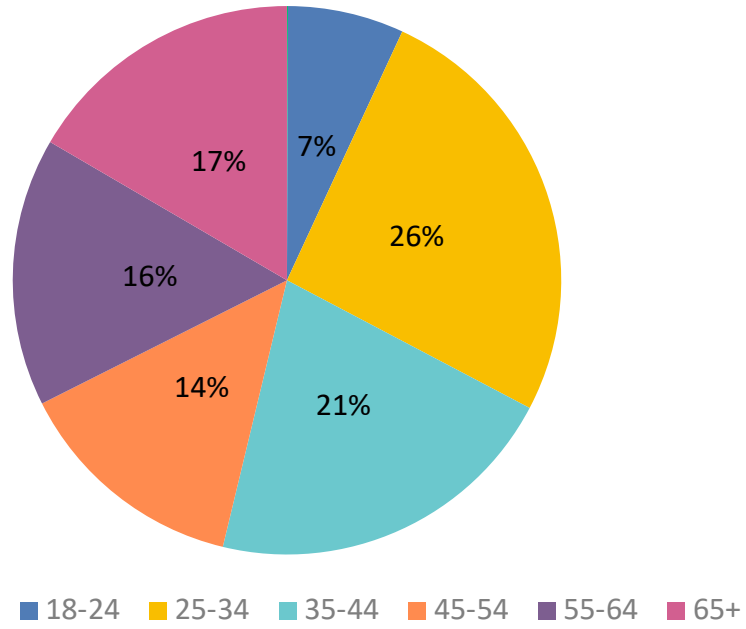
Approximately 25% of respondents reside outside of Fort Collins.

Question Number

02

What age category best describes you?

More than 60% of respondents were between the age of 25 years to 54 years old. Survey respondents under the age of 24 were underrepresented when compared to US Census data for Fort Collins age cohorts and were overrepresented in the 55 years and older age cohort.

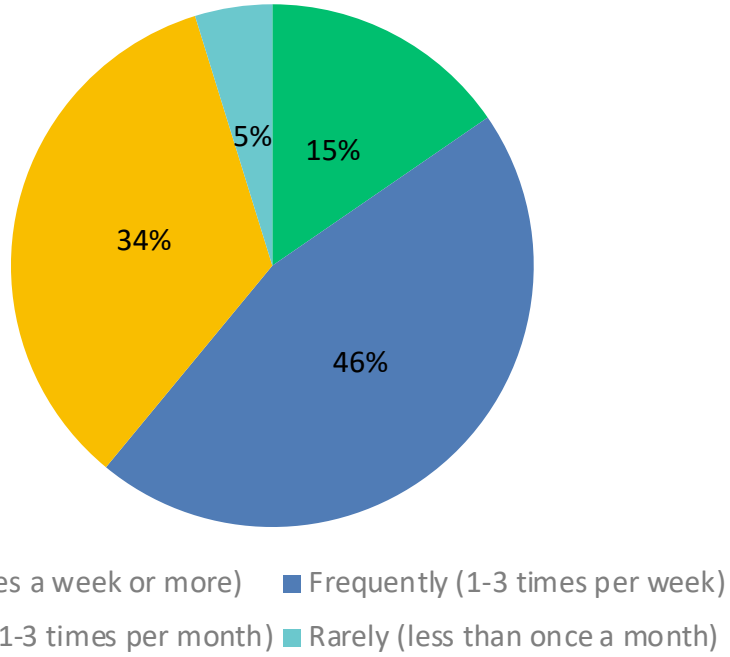


ANSWER CHOICES	RESPONSES	
Under 18	0.06%	2
18-24	6.85%	215
25-34	25.80%	810
35-44	21.05%	661
45-54	13.82%	434
55-64	15.83%	497
65+	16.59%	521
TOTAL		3140

Question Number

03

Ages 25-34 represent the largest demographic of survey participants.



How often do you visit Downtown Fort Collins?

Approximately 79% of respondents visit downtown monthly, and 15% indicated they visit daily (4-5 times per week or more). Of the 484 respondents that indicated they visit downtown "Daily," 257 (53.1%) responded that work is the most common reason for traveling downtown.

ANSWER CHOICES	RESPONSES	
Daily (4-5 times a week or more)	15.41%	484
Frequently (1-3 times per week)	45.57%	1431
Infrequently (1-3 times per month)	34.24%	1075
Rarely (less than once a month)	4.78%	150
		3140

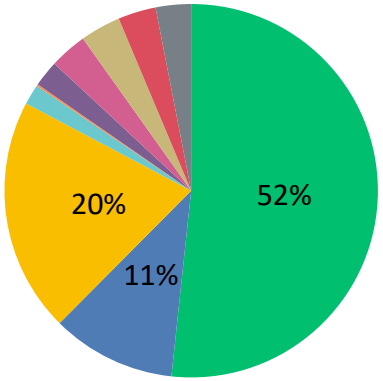
60% of respondents visit Downtown Fort Collins weekly.

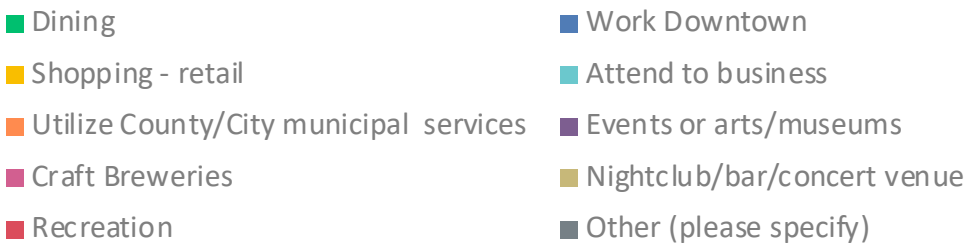
Question Number

04

What is the most common reason you go downtown?

The top three common reasons respondents travel downtown is Dining (52%), Shopping (20%), and Work (11%). Dining and Shopping comprised approximately three-quarters of the reasons respondents travel downtown, which indicates the significant position downtown holds as a place for local and regional entertainment experiences.



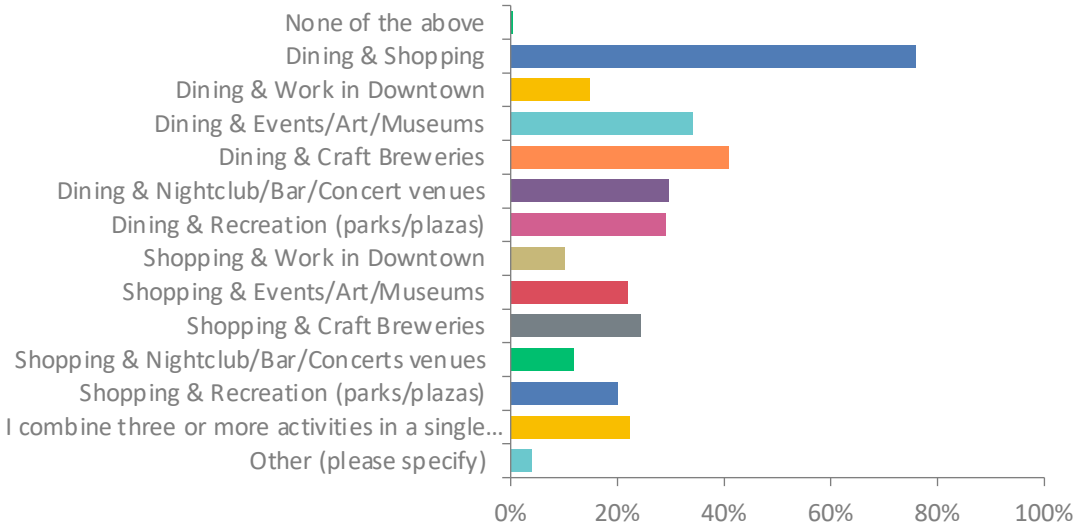


Question Number

05

52% of respondents indicate Dining as the #1 reason to travel downtown.

ANSWER CHOICES	RESPONSES	
Dining	51.69%	1623
Work Downtown	10.76%	338
Shopping - retail	20.29%	637
Attend to business	1.75%	55
Utilize County/City municipal services	0.16%	5
Events or arts/museums	2.26%	71
Craft Breweries	3.25%	102
Nightclub/bar/concert venue	3.50%	110
Recreation	3.28%	103
Other (please specify)	3.06%	96
TOTAL		3140



ANSWER CHOICES	RESPONSES	
None of the above	0.35%	11
Dining & Shopping	75.89%	2383
Dining & Work in Downtown	14.87%	467
Dining & Events/Art/Museums	34.20%	1074
Dining & Craft Breweries	40.89%	1284
Dining & Nightclub/Bar/Concert venues	29.55%	928
Dining & Recreation (parks/plazas)	29.04%	912
Shopping & Work in Downtown	10.22%	321
Shopping & Events/Art/Museums	21.91%	688
Shopping & Craft Breweries	24.30%	763
Shopping & Nightclub/Bar/Concerts venues	11.78%	370
Shopping & Recreation (parks/plazas)	20.06%	630
I combine three or more activities in a single	22.26%	699
cify)	3.92%	123
TOTAL		10653

What combinations of activities do you participate in when visiting downtown?

Respondents to this survey could select as many combinations of activities they tend to participate in. Dining & Shopping was the top combination of activities indicated by the respondents. The top five categories selected by respondents all included dining as part of their preferred activities. Nearly 700 respondents (22%) indicated combining three or more activities in a single visit, demonstrating downtown's character as a true mixed-use commercial center.

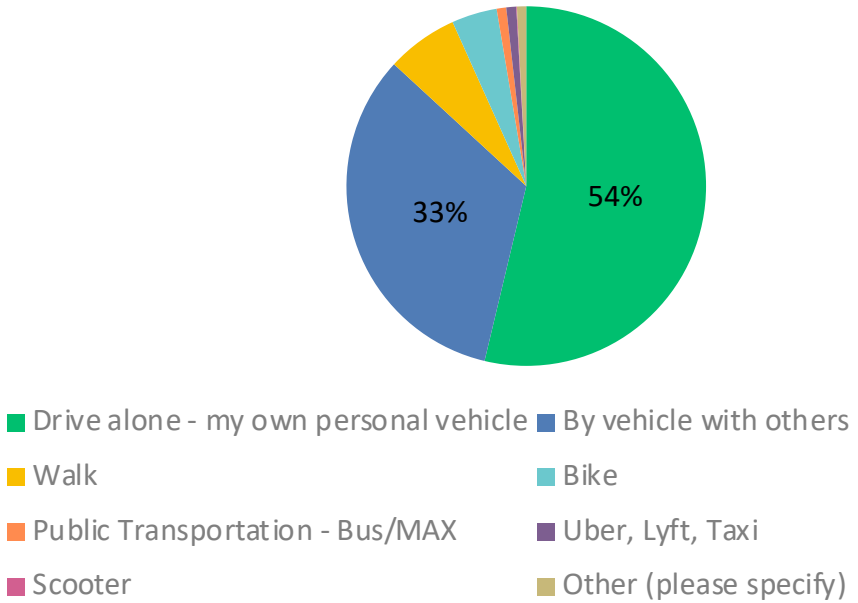
Respondents were instructed to select all options that apply.

Question Number

06

How do you typically get to the downtown area?

Nearly 87% of respondents answered they typically travel downtown in their own vehicle or another person's vehicle. The second most prevalent mode of travel was walking (6.4%), followed by biking (4.1%).



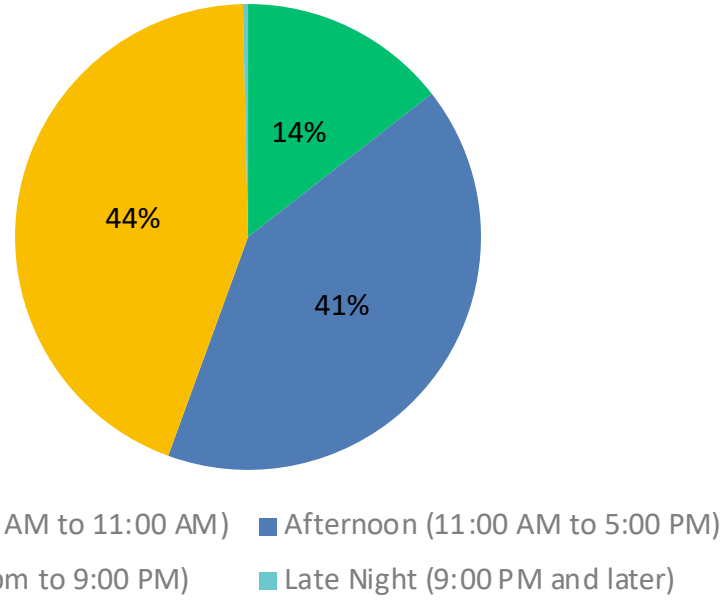
Fewer than 2% of respondents indicated their typical travel mode as public transportation, ride share, or micro-mobility devices.

Question Number

07

ANSWER CHOICES	RESPONSES	
Drive alone - my own personal vehicle	53.73%	1687
By vehicle with others	33.12%	1040
Walk	6.43%	202
Bike	4.08%	128
Public Transportation - Bus/MAX	0.86%	27
Uber, Lyft, Taxi	0.89%	28
Scooter	0.06%	2
Other (please specify)	0.83%	26
TOTAL		3140

What time of day do you most frequently arrive downtown for your stay?



Morning and Afternoon (before 5:00 PM) account for approximately 55% of respondents' arrival times downtown. Just over 44% of respondents indicate they arrive downtown after 5:00 PM Since a significant portion of economic activity occurs in the Evenings, and Late Night, this demonstrates the need for specialized strategies and management policies for this popular visitation timeframe.

ANSWER CHOICES	RESPONSES	
Morning (6:00 AM to 11:00 AM)	14.46%	454
Afternoon (11:00 AM to 5:00 PM)	41.11%	1291
Evening (5:00pm to 9:00 PM)	44.08%	1384
Late Night (9:00 PM and later)	0.35%	11
TOTAL		3140

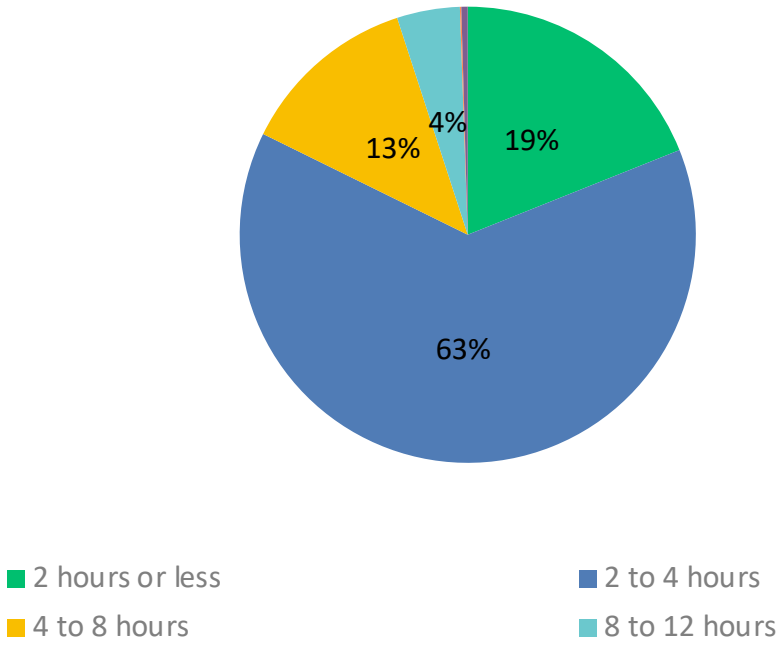
Question Number

08

44% of respondents indicate they arrive downtown after 5:00 PM

What is the typical time you spend downtown per stay?

The survey results indicate that over 80% of respondents typically spend more than 2 hours visiting downtown. When this question was analyzed with respondents who travel downtown by vehicle, more than 80% indicated their stay was longer than 2 hours. Future long-term and short-term time-managed parking options need to recognize that visitors are spending longer periods downtown.

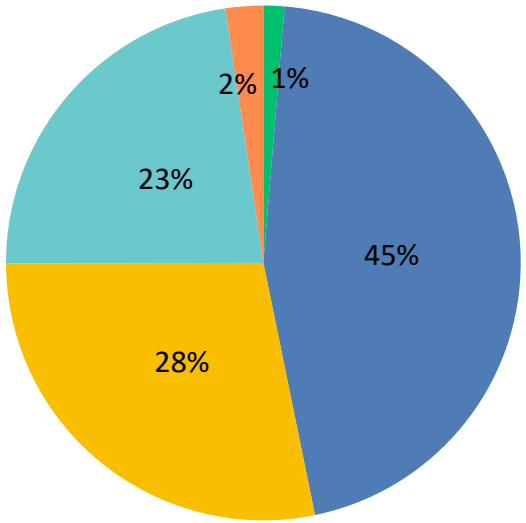


Question Number

09

This question reveals data for future decisions on time-managed parking options.

ANSWER CHOICES	RESPONSES	
2 hours or less	18.95%	595
2 to 4 hours	63.34%	1989
4 to 8 hours	12.71%	399
8 to 12 hours	4.46%	140
overnight stay (one night)	0.10%	3
multi-day stay (several night)	0.45%	14
TOTAL		3140



None of the above
2-hour on-street parking
unregulated on-street parking
Public parking garage or parking lot
Private parking garage or lot

What is your FIRST choice when parking a vehicle downtown?

Approximately 73% of respondents indicated 2-hour and unregulated on-street parking as their first choice when arriving downtown in a vehicle, thus indicating a preference for convenient parking nearer their destination for free parking.

ANSWER CHOICES	RESPONSES	
None of the above	1.31%	41
2-hour on-street parking	45.48%	1428
unregulated on-street parking	28.18%	885
Public parking garage or parking lot	22.68%	712
[illegible]rking garage or lot	2.36%	74
TOTAL		3140

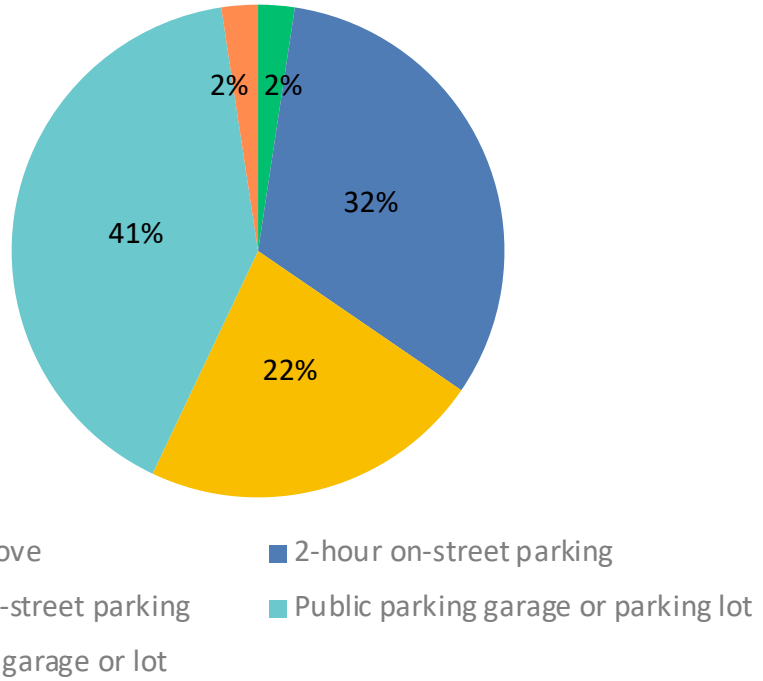
Less than one-quarter of respondents choose a public parking garage or lot as their first choice.

Question Number

10

What is your SECOND choice when parking a vehicle downtown?

Public parking garages and parking lots are the strong second choice for respondents, which assumes they seek this option when 2-hour unregulated on-street parking is unavailable.

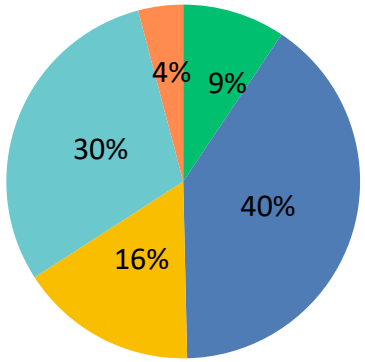


Question Number

11

41% of respondents choose the downtown public parking garage or parking lot as their second choice.

ANSWER CHOICES	RESPONSES	
None of the above	2.39%	75
2-hour on-street parking	32.17%	1010
unregulated on-street parking	22.48%	706
Public parking garage or parking lot	40.57%	1274
Private parking garage or lot	2.39%	75
TOTAL		3140



- I can find parking that is close to my destination quickly and easily
- I can find parking close to my destination in a reasonable amount of time
- I can find parking quickly, however it is usually not close to my destination
- I have difficulty finding parking, and when I do, it's usually not close to my destination
- Other (please specify)

ANSWER CHOICES	RESPONSES	
I can find parking that is close to my destination quickly and easily	9.39%	295
I can find parking close to my destination in a reasonable amount of time	40.25%	1264
I can find parking quickly, however it is usually not close to my destination	16.24%	510
I have difficulty finding parking, and when I do, it's usually not close to my destination	30.0%	942
ase specify)	4.11%	129
TOTAL		3140

Which most accurately describes your typical parking experience downtown?

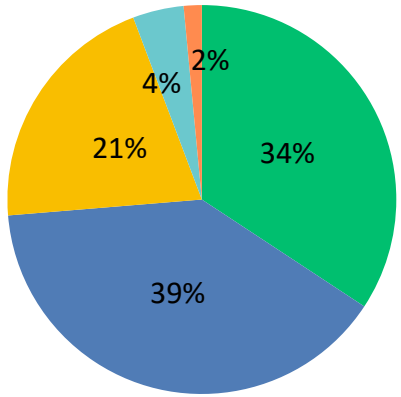
While 65% of the survey respondents indicated they could find parking in a reasonable amount of time, 30% still have difficulty finding parking. Crosstabulation of these responses with age demographics in Question #3 reveals that younger age cohorts have more difficulty finding parking.

40% of respondents can find parking close to their destination in a reasonable amount of time.

Question Number

12

If parking is not available near your destination, what would you most likely do?



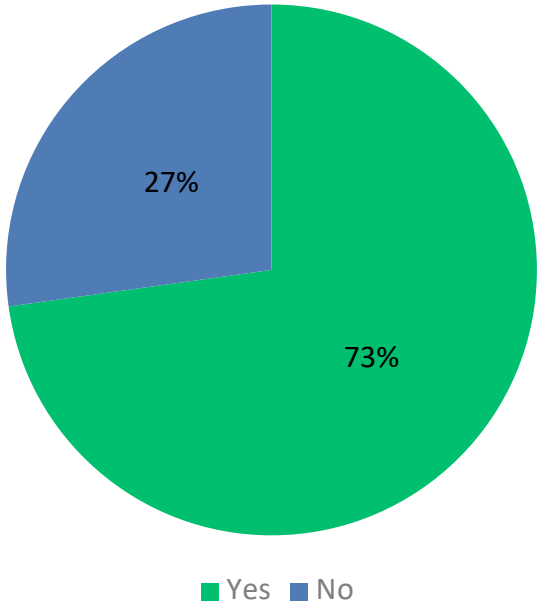
Approximately 20% of respondents will circle the block looking for parking to become available, thereby increasing vehicle emissions and traffic on downtown streets. Nearly three-quarters of respondents will seek parking further away from their destination when nearby parking is unavailable.

ANSWER CHOICES	RESPONSES	
Park on the street a block or two away	34.27%	1076
Park in a public parking garage or lot	39.43%	1238
Circle the block looking for a parking space to become available	20.57%	646
Leave downtown and go elsewhere	4.24%	133
Other (please specify)	1.50%	47
TOTAL		3140

Question Number

13

Crosstabulation of this question with age demographics in Question #3 reveals that the younger age cohort (18-24 yrs.) is less likely to park in a public parking garage or lot.



Are you aware the public parking garages are free for the first hour and free on Sundays?

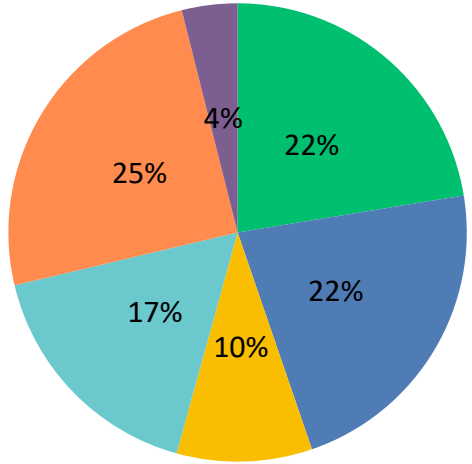
ANSWER CHOICES	RESPONSES	
Yes	72.80%	2286
No	27.20%	854
TOTAL		3140

Question Number

14

One-quarter of respondents are unaware of free parking incentives in parking garages.

Do you use the ParkMobile parking app when using public parking garages?



Nearly 45% of respondents indicated that they have never heard of ParkMobile app or do not use the app. A nearly equal number of respondents (41%) sometimes or frequently use the app.

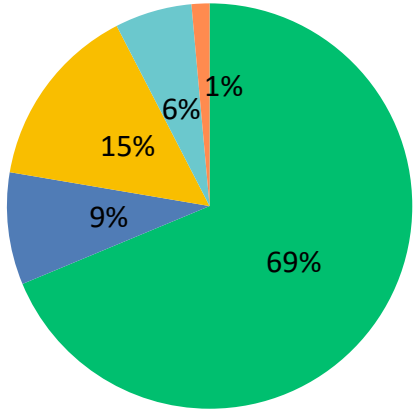
Question Number

15

Crosstabulation with age demographics reveals respondents ages 45-54 were likelier to use the app more than other age cohorts.

ANSWER CHOICES	RESPONSES	
I have never heard of the ParkMobile App	22.42%	704
I know of the App, but do not use it	22.32%	701
I rarely use the App	9.55%	300
I sometimes use the App	17.01%	534
I frequently use the App	24.78%	778
Other (please specify)	3.92%	123
TOTAL		3140

Have you ever received a parking ticket downtown?



ANSWER CHOICES	RESPONSES	
No, I have never received a parking ticket Downtown	68.73%	2158
I have received a warning, but never a ticket	8.95%	281
I have received 1 ticket	14.75%	463
I have received 2-3 tickets	6.15%	193
I have received 4 or more	1.43%	45
TOTAL		3140

The survey indicates 77.7% of respondents have not received a parking ticket, while 22.3% have received at least one ticket. Crosstabulation of this data with Question #5 (the most common reason for going downtown) reveals that 50% of respondents that come downtown for work have received one or more parking tickets.

238 respondents have received two or more downtown parking tickets.

Question Number

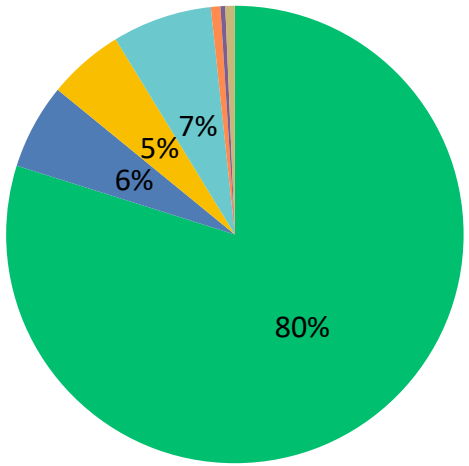
16

SEGMENTED

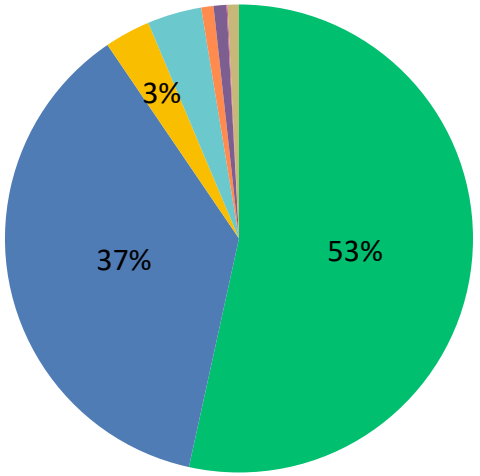
Downtown Employees, Visitors & Overall Results

How do you typically get to the downtown area?

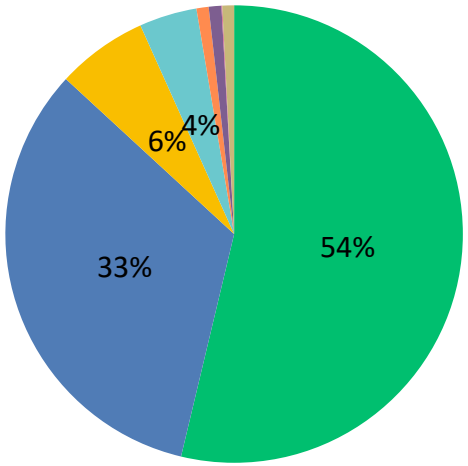
Employee Responses



Visitor Responses



Overall Responses



Question Number

01

Page 688

Drive alone - my own personal vehicle
By vehicle with others
Walk
Bike
Public Transportation - Bus/MAX
Uber, Lyft, Taxi
Scooter
Other (please specify)

How do you typically get to the downtown area?

	Employees (298)	Visitors (2,693)	Overall (3,140)
Drive alone- personal vehicle	79.9%	53.4%	53.7%
By vehicle with others	6.0%	37.1%	33.1%
Walk	5.4%	3.2%	6.4%
Bike	7.1%	3.8%	4.1%
Public Transportation	<1%	<1%	<1%
Uber, Lyft, Taxi	<1%	<1%	<1%
Scooter	<1%	<1%	<1%
Other	<1%	<1%	<1%

Of respondents identified as Employees, nearly 80% arrive downtown alone in a personal vehicle, while Visitors tend to arrive less frequently in single-occupancy vehicles (53%). However, the overall arrival by vehicle is still consistent across these groups, ranging between 86-90%.

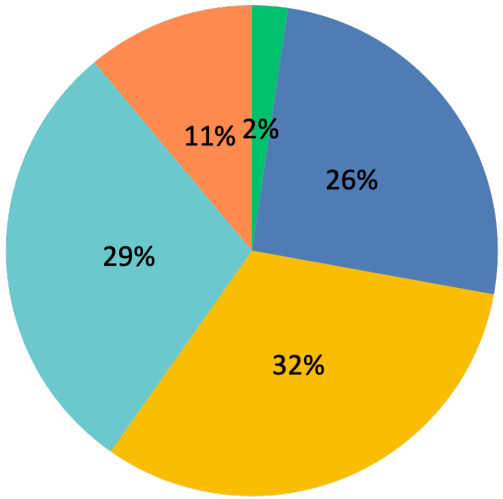
- Motor vehicle use is the most used transportation mode by visitors and employees to get downtown.
- Employees come downtown by bicycle, which is double the rate of visitors.
- The number of Employees and Visitors that typically come downtown by bike is quite low. Only 7.1% of Employees come downtown by bike, and 3.8% of visitors.
- Public transportation is rarely used by the survey respondents. Only two employees of 298 and only 27 of the overall 3,140 respondents.

Question Number

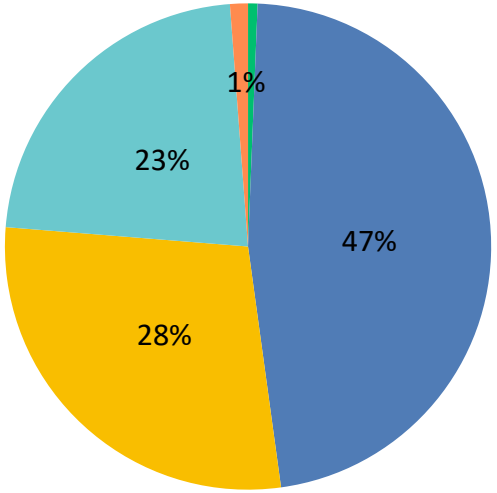
01

What is your FIRST choice when parking a vehicle downtown?

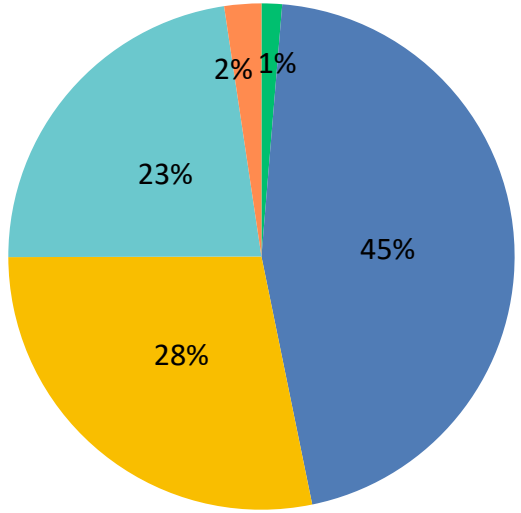
Employee Responses



Visitor Responses



Overall Responses



Question Number

02

None of the above
2-hour on-street parking
unregulated on-street parking
Public parking garage or parking lot
Private parking garage or lot

What is your FIRST choice when parking a vehicle downtown?

	Employees (298)	Visitors (2,693)	Overall (3,140)
None of the above	2.4%	<1%	1.3%
2-hour on-street parking	25.5%	47.2%	45.5%
Unregulated on-street parking	31.9%	28.4%	28.2%
Public parking garage or lot	29.2%	22.5%	22.7%
Private parking garage or lot	11.1%	1.2%	2.4%

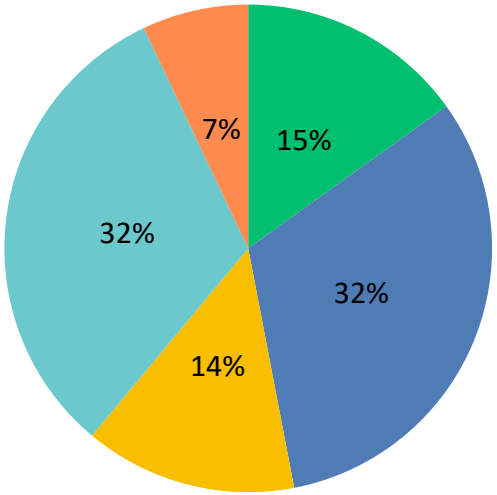
Question Number

02

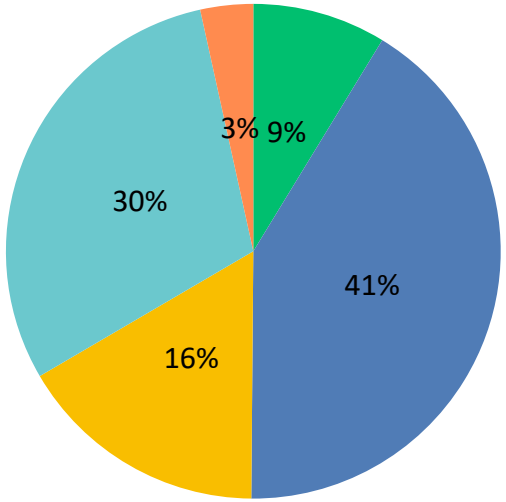
Approximately 45% of overall respondents choose 2-hour on-street parking as their first option, despite 63% indicating they typically spend 2-4 hours downtown. Visitors, as a group, also choose 2-hour on-street parking as a first choice and one-quarter of employees prefer the same. 25% of employees choose to park in 2-hour parking.

Which most accurately describes your typical parking experience in Downtown Fort Collins?

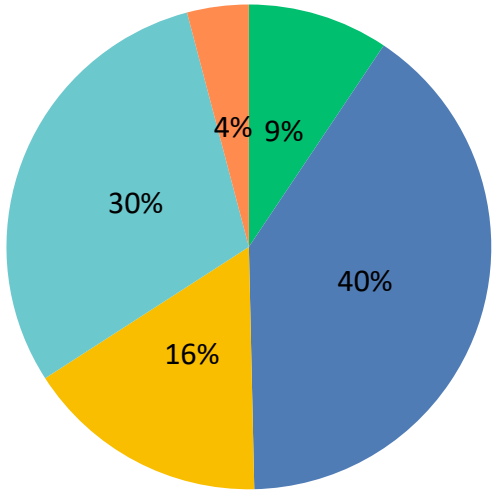
Employee Responses



Visitor Responses



Overall Responses



Question Number

03

Page 692

- I can find parking that is close to my destination quickly and easily
- I can find parking close to my destination in a reasonable amount of time
- I can find parking quickly, however it is usually not close to my destination
- I have difficulty finding parking, and when I do, it's usually not close to my destination
- Other (please specify)

Which most accurately describes your typical parking experience in Downtown Fort Collins?

	Employees (298)	Visitors (2,693)	Overall (3,140)
I can find parking that is close to my destination quickly and easily	15.1%	8.7%	9.4%
I can find parking close to my destination in a reasonable amount of time	31.9%	41.4%	40.3%
I can find parking quickly, however it is usually not close to my destination	14.1%	16.5%	16.2%
I have difficulty finding parking and when I do, it's usually not close to my destination	31.9%	30%	30%
Other	7.1%	3.5%	4.1%

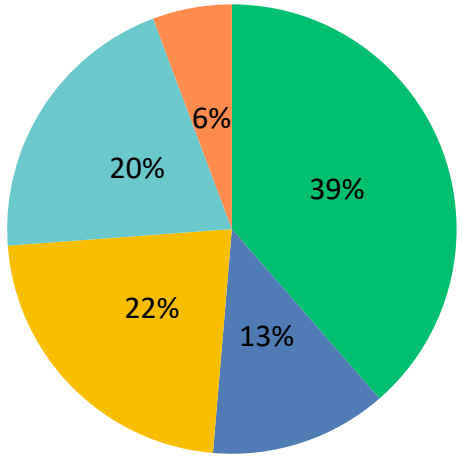
Question Number

03

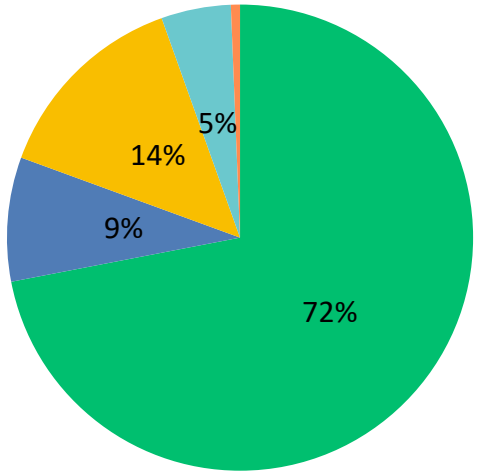
The parking experience of Employees vs. Visitors is fairly consistent, although a greater percentage of employees find parking near their destination quickly and more easily than visitors. This is likely influenced by the time of day these groups typically arrive downtown. 31.9% of Employees have difficulty finding parking. This relates to their preferred choice of parking.

Have you ever received a parking ticket downtown?

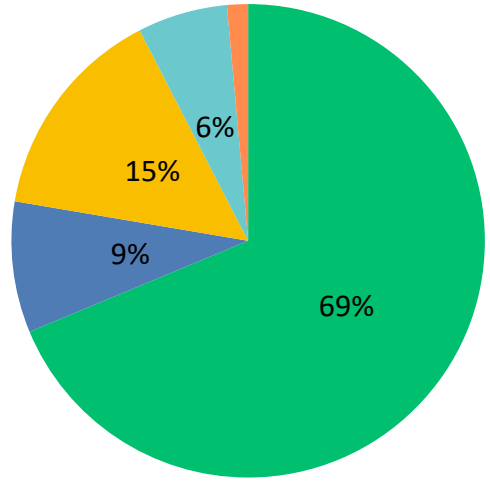
Employee Responses



Visitor Responses



Overall Responses



- No, I have never received a parking ticket Downtown
- I have received a warning, but never a ticket
- I have received 1 ticket
- I have received 2-3 tickets
- I have received 4 or more tickets

Question Number

04

Have you ever received a parking ticket downtown?

	Employees (298)	Visitors (2,693)	Overall (3,140)
No, I have never received a parking ticket Downtown	38.6%	72%	68.7%
I have received a warning, but never a ticket	12.8%	8.2%	9%
I have received 1 ticket	22.5%	14%	14.8%
I have received 2-3 tickets	20.5%	4.8%	6.2%
I have received 4 or more tickets	5.7%	<1%	1.4%

Question Number

04

Approximately 26% of Employee respondents indicate receiving more than two parking tickets. This is nearly 5x higher than Visitors and 3x the Overall group that has received two or more parking tickets. This may indicate Employees are more apt to risk getting a ticket by parking in regulated spaces for longer than allowed.

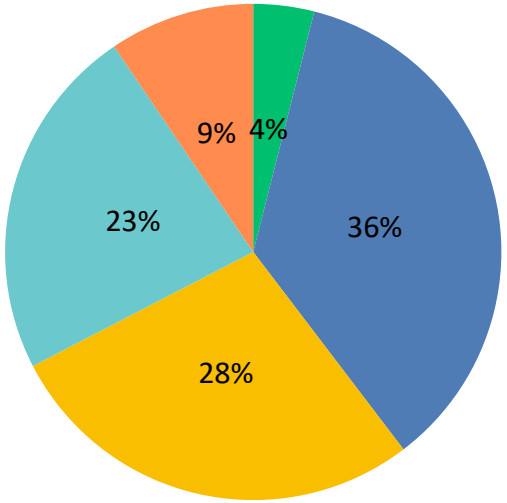
- Nearly 50% of Employees have received tickets
- Less than 20% of Visitors have received tickets

COMBINED RESULTS

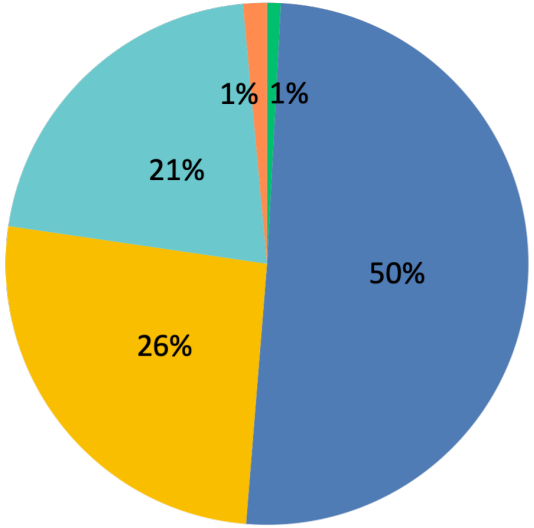
Arrivals By Time of Day Comparison

What is your FIRST choice when parking a vehicle downtown?

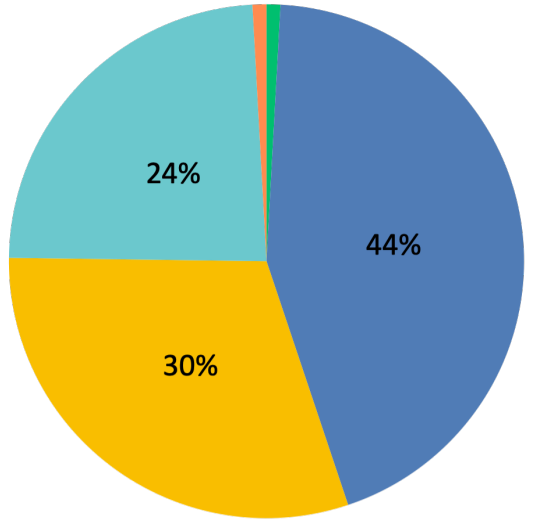
Arrivals in Morning (6 AM -11 AM)



Arrivals in Afternoon (11 AM – 5 PM)



Arrivals in Afternoon (5 PM – 9 PM)



Question Number

01

None of the above
2-hour on-street parking
unregulated on-street parking
Public parking garage or parking lot
Private parking garage or lot

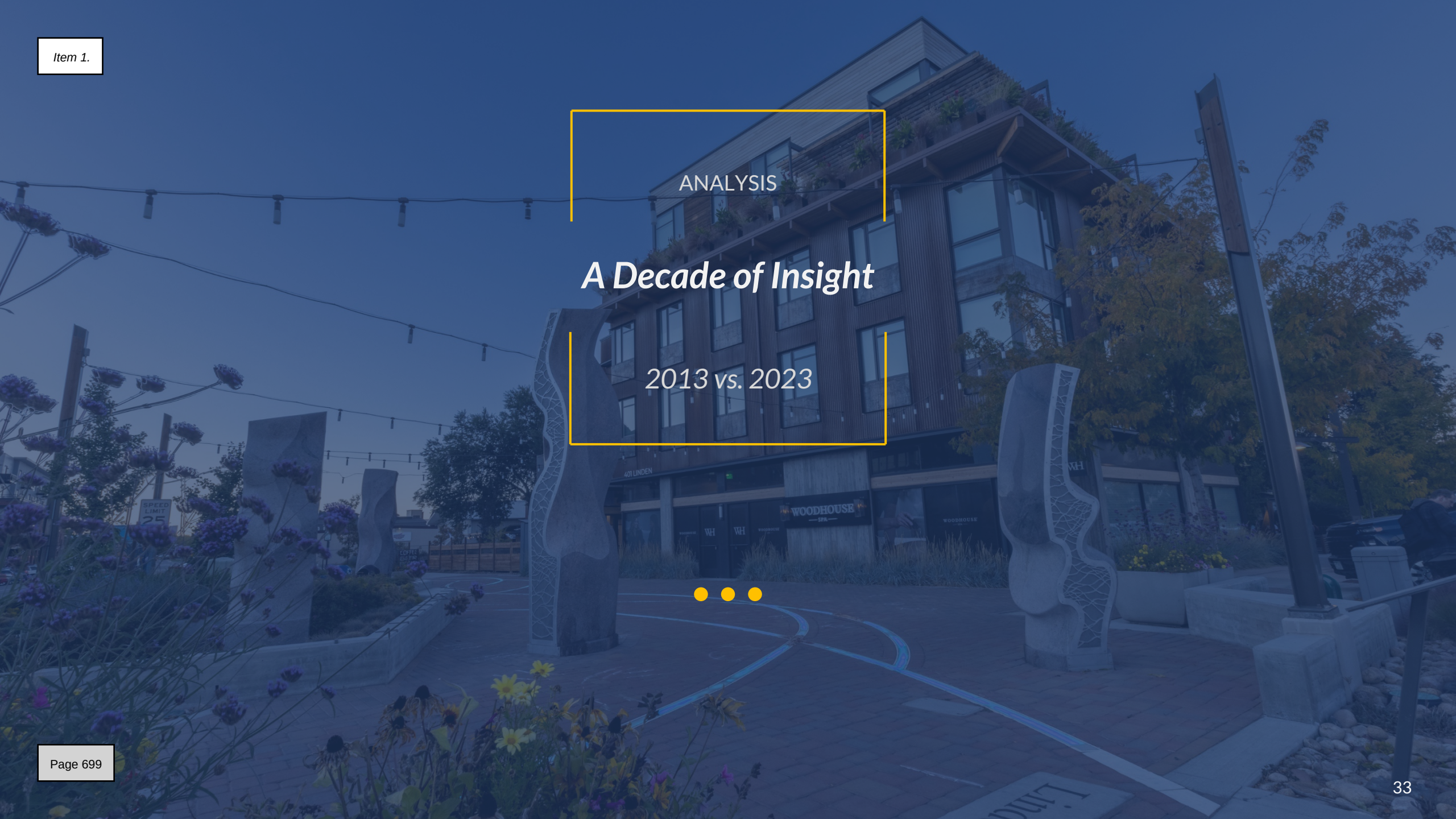
What is your FIRST choice when parking a vehicle downtown?

	6 AM -11 AM (454)	11 AM - 5 PM (1,291)	5 AM - 9 PM (1,384)
None of the above	4%	<1%	<1%
2-hour on-street parking	35.7%	50.4%	44%
Unregulated on-street parking	27.8%	26.0%	30.4%
Public parking garage or lot	23.1%	21.2%	23.9%
Private parking garage or lot	9.5%	1.5%	<1%

Question Number

01

- Parking garage choice is consistent regardless of the time of day (21-24%)
- 2-hour on-street is the most preferred regardless of the time of day
    - Increases more so during the 11 am - 5 pm time frame (35.7% morning to 50.4% afternoon)
- Private Parking is most utilized in the morning



ANALYSIS

A Decade of Insight

2013 vs. 2023

A Data-Driven Tale

1

2013

Parking Plan: Downtown and Surrounding Neighborhoods

2

2023

Downtown Fort Collins Parking & Travel Habit Survey

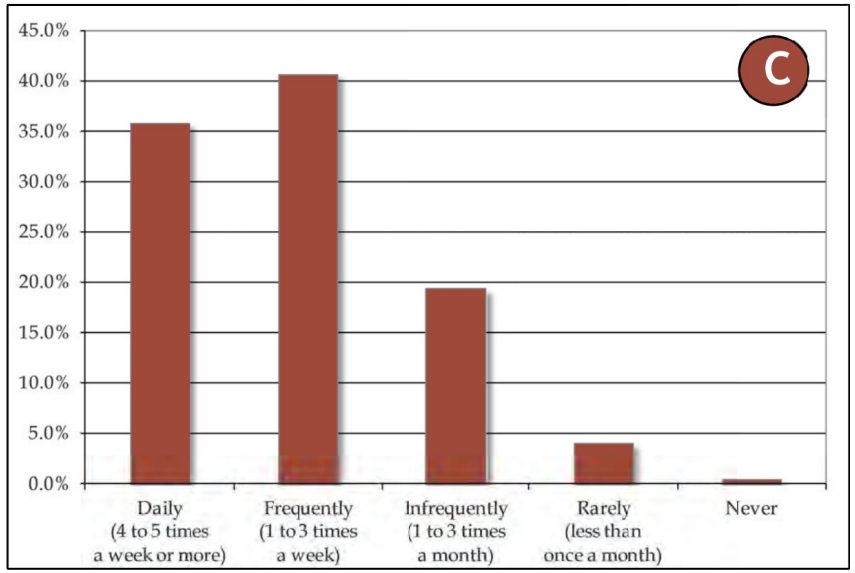
3

RESULTS & COMPARISON

A decade of data yields continued community insight and opportunities for future action and innovation to improve downtown parking.

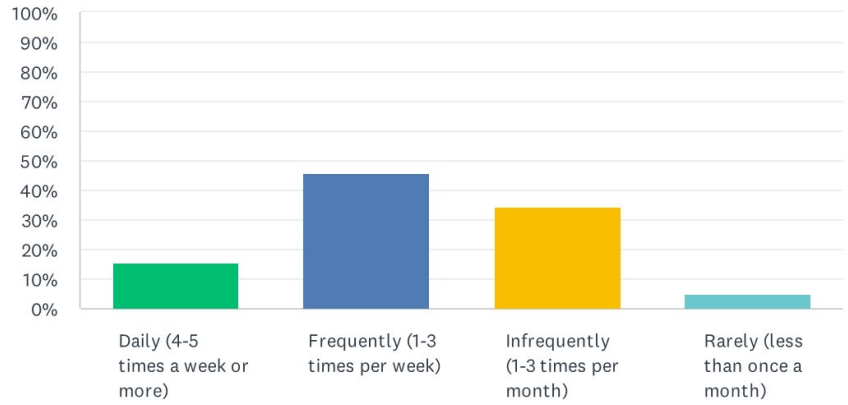
How often do you visit Downtown Fort Collins?

1 2013 RESPONSES



Number of Respondents	853	
	Responses	**% of Total**
Daily (4 to 5 times per week)	308	36.1%
Frequently (1 to 3 times a week)	343	40.2%
Infrequently (1 to 3 times a month)	164	19.2%
Rarely (less than once a month)	35	4.1%
Never	3	0.4%

2 2023 RESPONSES



ANSWER CHOICES	RESPONSES	
Daily (4-5 times a week or more)	15.41%	484
Frequently (1-3 times per week)	45.57%	1,431
Infrequently (1-3 times per month)	34.24%	1,075
Rarely (less than once a month)	4.78%	150
TOTAL		3,140

Results & Comparison

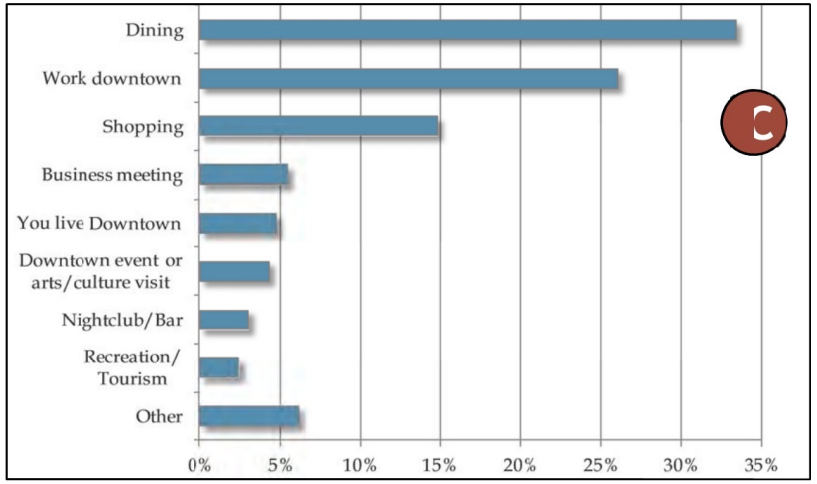
3 How often do you visit Downtown Fort Collins?

Daily downtown visitation decreased from 36% in 2013 to 15% in 2023. The decrease in daily visitation is most likely related to office employees working remotely or in a hybrid arrangement with fewer days spent in a downtown office.

Respondents indicated weekly downtown visitation increased from 40% in 2013 to 45% in 2023, and monthly visitation increased from 19% in 2013 to 34% in 2023. When examined in aggregate, approximately 95% of respondents in both 2013 and 2023 visited the downtown at least one time per month.

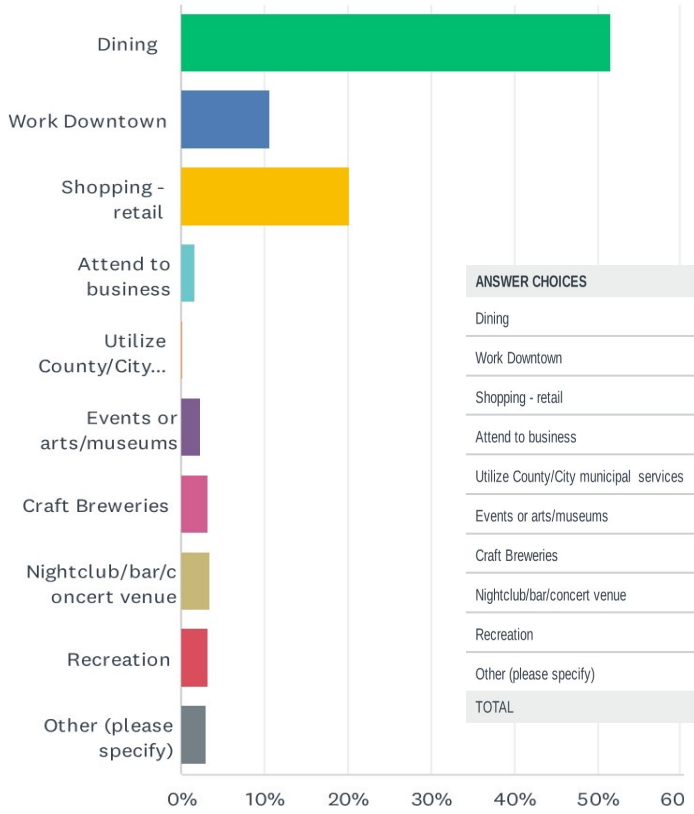
What is the most common reason you go downtown?

1 2013 RESPONSES



Number of Respondents	818	
	Responses	**% of Total**
Shopping	129	14.8%
Dining	290	33.3%
Nightclub/bar	26	3.0%
Work downtown	226	25.9%
Business meeting	47	5.4%
Downtown event or arts/culture visit	37	4.2%
Recreation or tourism	22	2.5%
Live downtown	41	4.7%
Other	53	6.1%

2 2023 RESPONSES



ANSWER CHOICES	RESPONSES	
Dining	51.69%	1,623
Work Downtown	10.76%	338
Shopping - retail	20.29%	637
Attend to business	1.75%	55
Utilize County/City municipal services	0.16%	5
Events or arts/museums	2.26%	71
Craft Breweries	3.25%	102
Nightclub/bar/concert venue	3.50%	110
Recreation	3.28%	103
Other (please specify)	3.06%	96
TOTAL		3,140

Results & Comparison

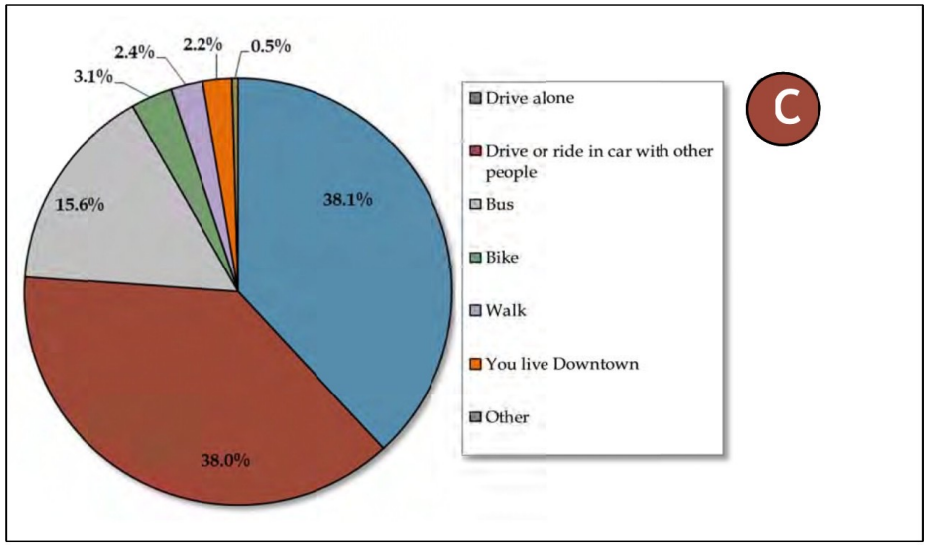
3 What is the most common reason you go downtown?

Respondents indicated sizable increases in dining and shopping as the reasons for going downtown. Dining increased from 33% in 2013 to 51% in 2023, and shopping increased from 14% in 2013 to 20% in 2023.

Respondents that go downtown for work decreased from 25% in 2013 to 10% in 2023. Attendance at events/arts/cultural activities decreased from 4.2% in 2013 to 2.2% in 2023, while attendance at nightclubs/bars/concert venues increased from 3% in 2013 to 3.5% in 2023.

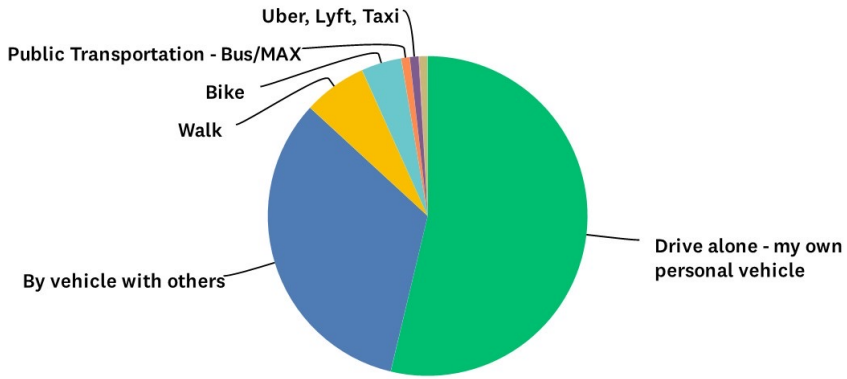
How do you typically get to the downtown area?

1 2013 RESPONSES



Number of Respondents	863	
	Responses	**% of Total**
Drive alone	328	38.0%
Drive or ride in the car with other people	329	38.1%
Bus	4	0.5%
Bike	135	15.6%
Walk	27	3.1%
Live Downtown	19	2.2%
Other	21	2.4%

2 2023 RESPONSES



ANSWER CHOICES	RESPONSES	
Drive alone - my own personal vehicle	53.73%	1,687
By vehicle with others	33.12%	1,040
Walk	6.43%	202
Bike	4.08%	128
Public Transportation - Bus/MAX	0.86%	27
Uber, Lyft, Taxi	0.89%	28
Scooter	0.06%	2
Other (please specify)	0.83%	26
TOTAL		3,140

Results & Comparison

3 How do you typically get to the downtown area?

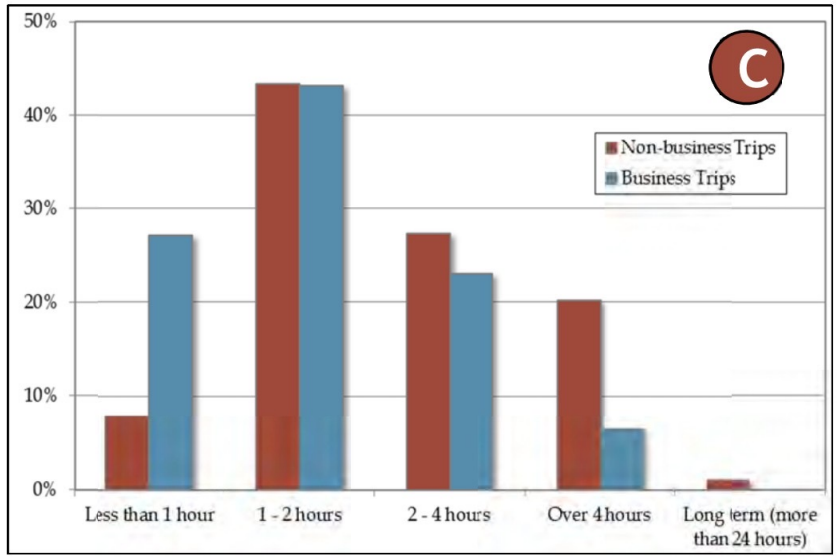
Notable shifts in respondents' preferred transportation modes were revealed in comparing the 2013 and 2023 survey data:

- Respondents that drive alone when going downtown increased from 38% in 2013 to 53% in 2023.
- Respondents that drive or ride in a vehicle with others decreased from 38% in 2013 to 33% in 2023.
- In total, the overall vehicle use(s) to get downtown increased from 76% in 2013 to 86% in 2023.

Alternative travel modes also shifted among respondents, with biking to downtown decreasing from 15% in 2013 to 4% in 2023. Respondents walking downtown increased from 3% in 2013 to 6% in 2023. In 2013 (before the MAX bus rapid transit system was constructed), 0.5% of respondents indicated they arrived downtown by bus. In 2023, with MAX operational, but with constricted days and hours of service, only 0.8% of respondents indicated they arrived downtown via public transportation.

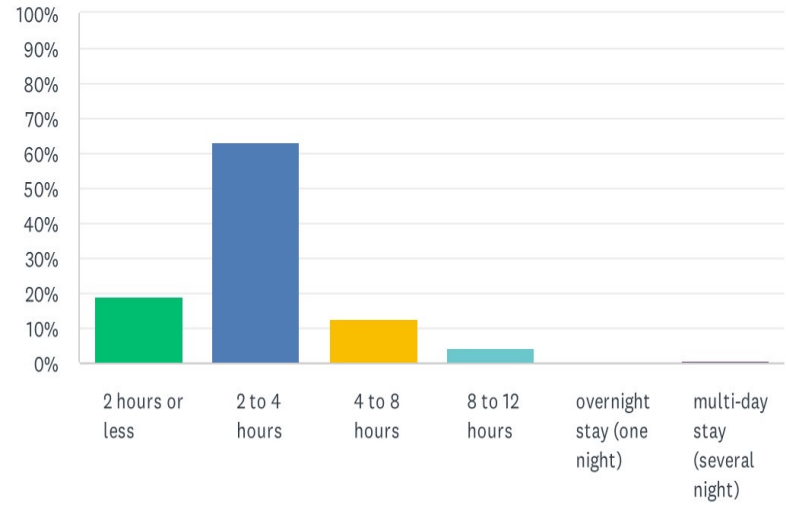
What is the typical time you spend downtown per stay?

1 2013 RESPONSES



Number of Respondents	806	
	Responses	**% of Total**
Less than 1 hour	64	7.9%
1-2 hours	350	43.4%
2-4 hours	221	27.4%
Over 4 hours	163	20.2%
Long term (more than 24 hours)	8	1.0%

2 2023 RESPONSES



ANSWER CHOICES	RESPONSES	
2 hours or less	18.95%	595
2 to 4 hours	63.34%	1,989
4 to 8 hours	12.71%	399
8 to 12 hours	4.46%	140
overnight stay (one night)	0.10%	3
multi-day stay (several night)	0.45%	14
TOTAL		3,140

Results & Comparison

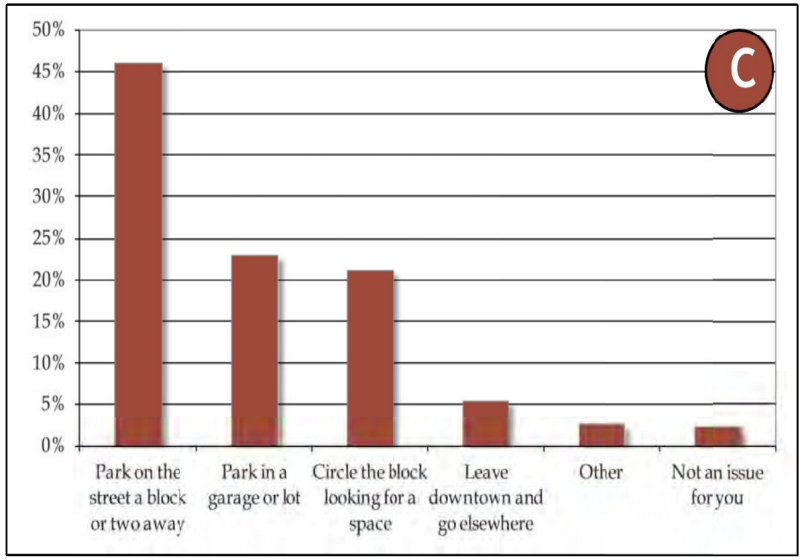
3 What is the typical time you spend downtown per stay?

A very notable change has occurred since the last survey posed this question. The new survey reveals that people spend longer periods downtown than they did 10 years ago. This new data should inform future policy and management practices that offer new options and increased choices for people to stay downtown longer.

In 2013, 51% of respondents indicated they spent 2 hours or less downtown, and in 2023 only 19% indicated they spent 2 hours or less. In contrast, 27% of respondents indicated they spent 2-4 hours downtown in 2013, and 63% indicated they spent 2-4 hours per stay in 2023.

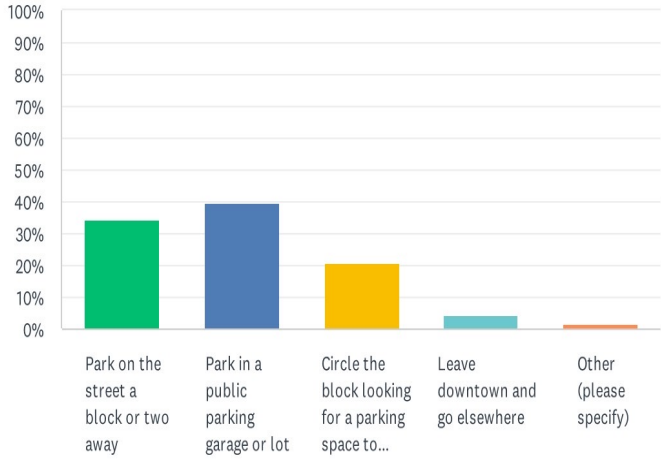
...parking is not available near your destination, what would you most likely do?

1 2013 RESPONSES



Number of Respondents	804	
	Responses	% Total
Circle the block looking for a space	174	21.1%
Park on the street a block or two away and walk to your destination	379	45.9%
Park in a garage or lot	189	22.9%
Leave downtown and go elsewhere	44	5.3%
You typically do not park near your destination so this isn't an issue for you	18	2.2%
Other	21	2.5%

2 2023 RESPONSES



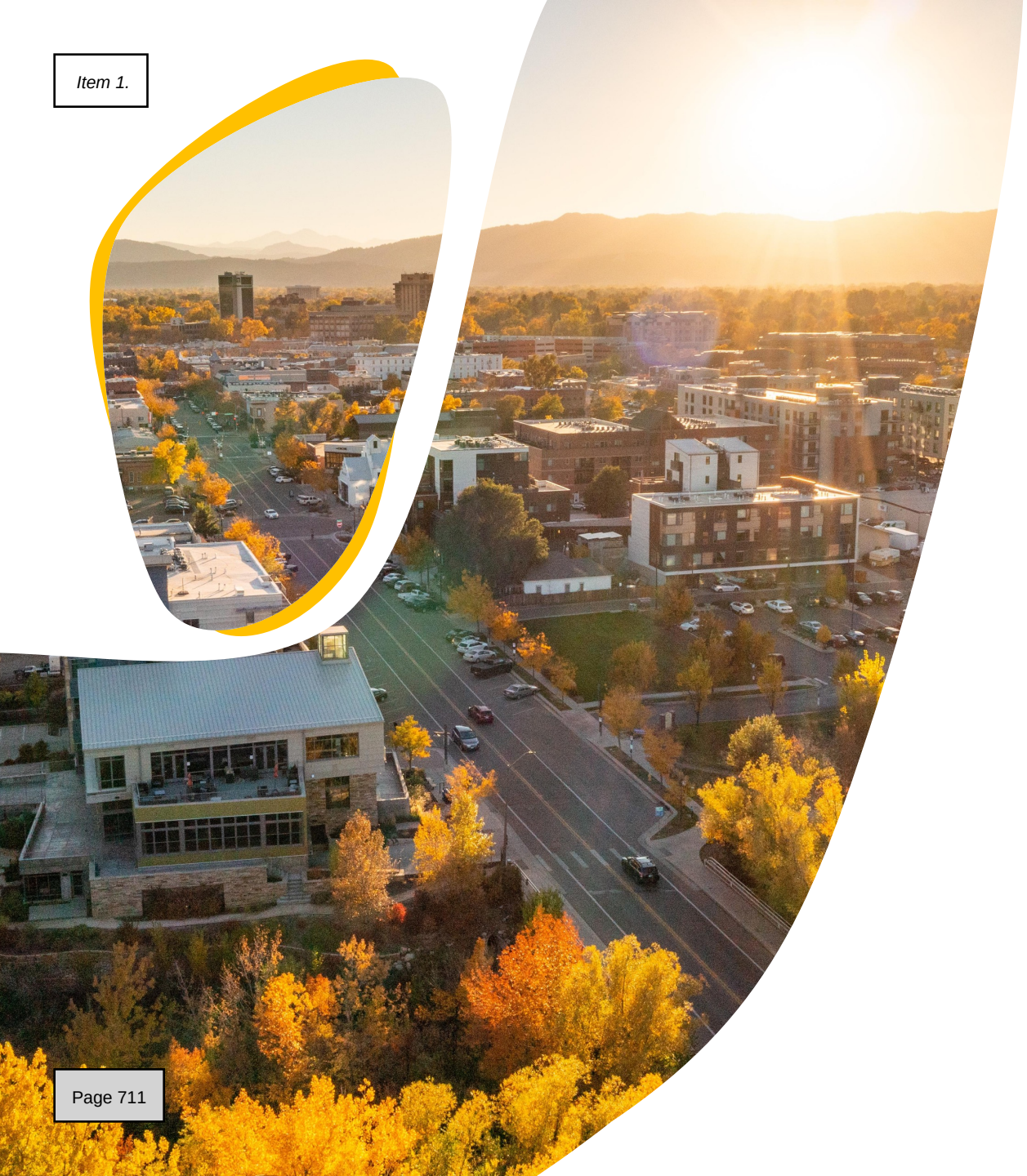
ANSWER CHOICES	RESPONSES	
Park on the street a block or two away	34.27%	1,076
Park in a public parking garage or lot	39.43%	1,238
Circle the block looking for a parking space to become available	20.57%	646
Leave downtown and go elsewhere	4.24%	133
Other (please specify)	1.50%	47
TOTAL		3,140

Results & Comparison

3 If parking is not available near your destination, what would you most likely do?

Responses to this question suggest that increases in time spent downtown also influence where people park. Parking in a public garage or lot increased from 22% in 2013 to 39% in 2013. Since enforcement in garages typically occurs during only one-third of the day, this increased use suggests the potential for recapturing significant revenue leakage for the other two-thirds of the day to support ongoing operations and preventative maintenance of the three public parking structures.

Respondents that circle the block looking for their ideal parking space remained consistent between 2013 and 2023 and suggest that management techniques that influence the availability of on-street parking spaces would reduce this pollution-inducing act by downtown users.



dda
DOWNTOWN DEVELOPMENT AUTHORITY
FORT COLLINS • COLORADO

DOWNTOWN
FORT COLLINS

OFFICE HOURS

Monday – Friday

8:00 a.m. – 5:00 p.m.

CONTACT US

19 Old Town Square, Suite 230

Fort Collins, CO 80524

oldtownsq@fcgov.com

(970) 484-2020

LEARN MORE

DowntownFortCollins.Org

PHOTOGRAPHY CREDITS

Bob Younger Images

Fort Collins Downtown Development Authority

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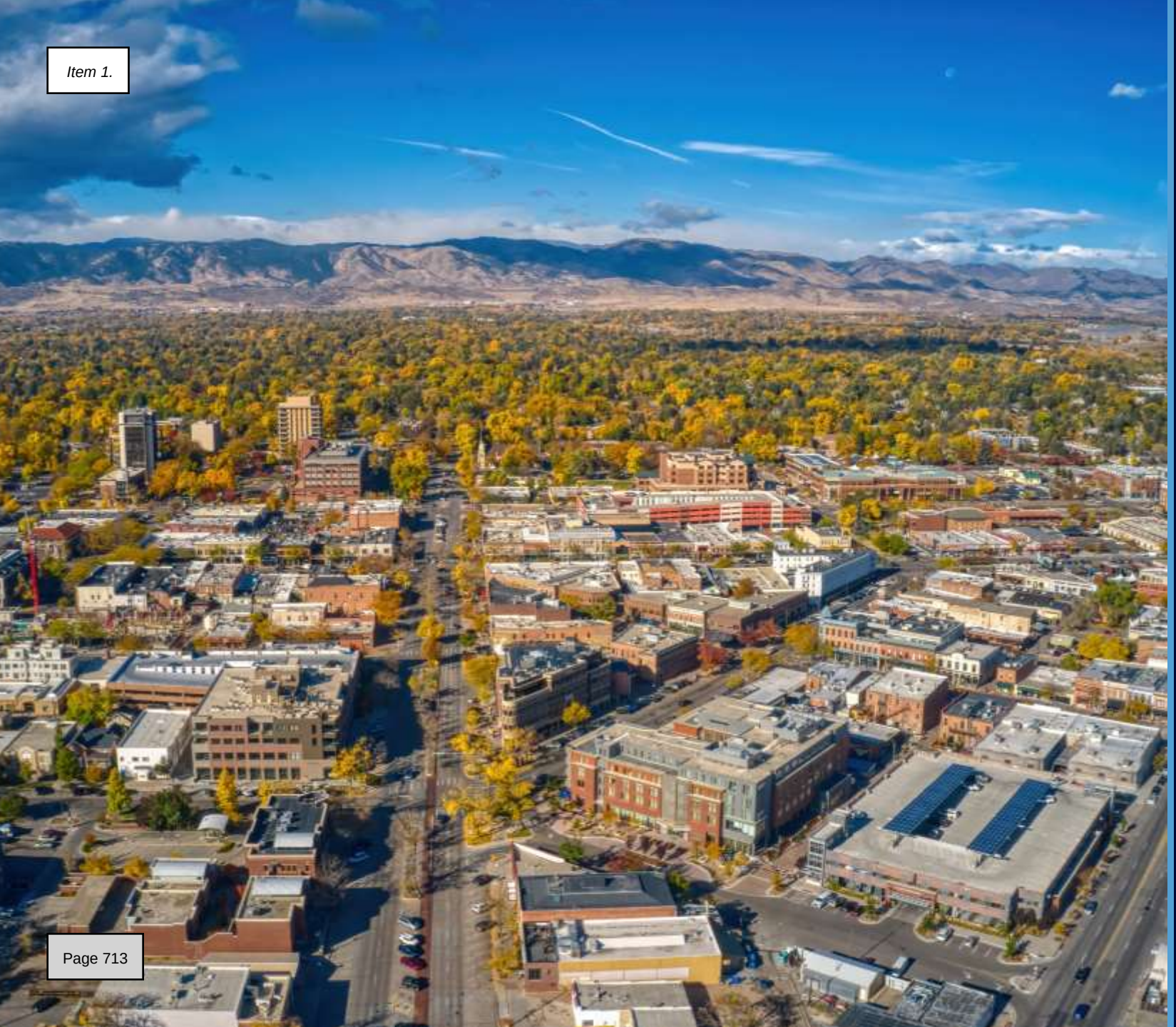
THANK YOU.

2023 DOWNTOWN FORT COLLINS PARKING & TRAVEL HABITS SURVEY



City of Fort Collins

October 24, 2023

Parking Services –

Downtown Parking System Update

Eric Keselburg

Parking Services Manager

Drew Brooks

Deputy Director, PDT

Question for Council

1. **Does Council support continuing efforts to develop a new financial and strategic model for Parking Services and related implementation plan for downtown parking?**

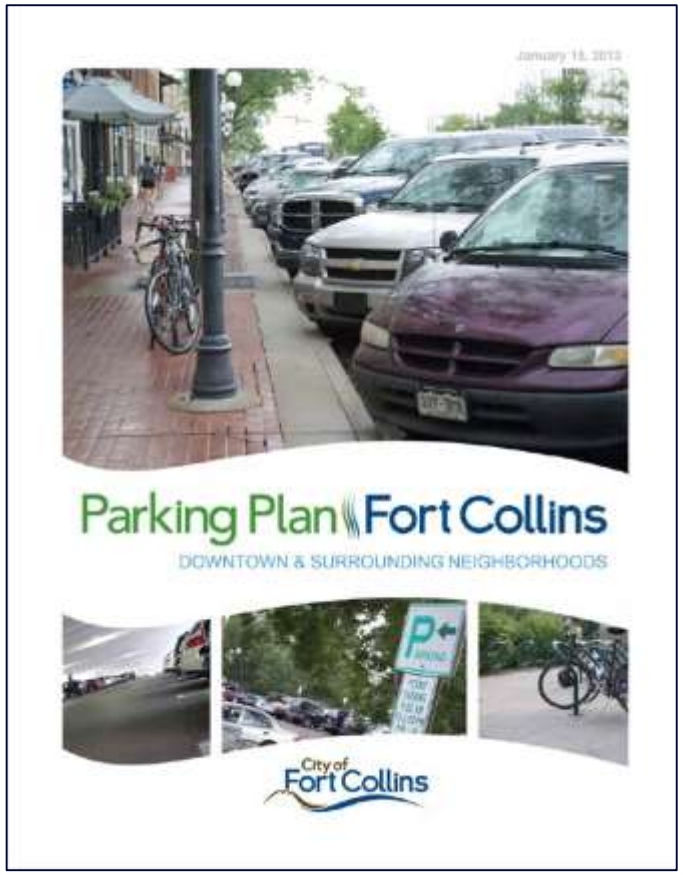
Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.

6.6 Manage parking supply and demand based on time and location in a sustainable manner.

- Parking at key locations maximizes the effectiveness of integrated transit, bicycle and pedestrian solutions.
- Access to convenient parking for people of all abilities is an important consideration.
- Successfully implementing transportation demand management strategies should reduce automotive congestion and the increasing need for associated parking.
- Mobility hubs enhance last-mile access into neighborhoods from key parking locations and need consideration along future Bus Rapid Transit (BRT) corridors for deploying additional MAX-like services.
- Current Downtown pricing structures disincentivize parking in preferred long-term locations.

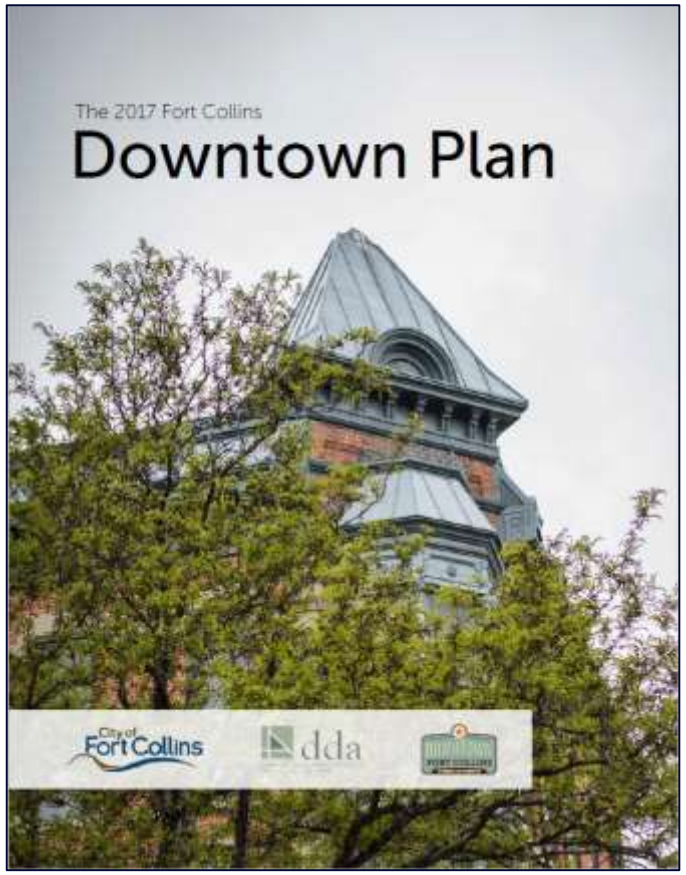
Upside-down Pricing



2013 – Parking Plan

The **most convenient and desirable on-street spaces are free** while **less convenient garage parking costs money**. This discourages the use of 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.

The 2013 Parking Plan identified this phenomenon as "**parking structure avoidance**" due to "**upside down pricing**".



2017 – Downtown Plan

Problem Statement

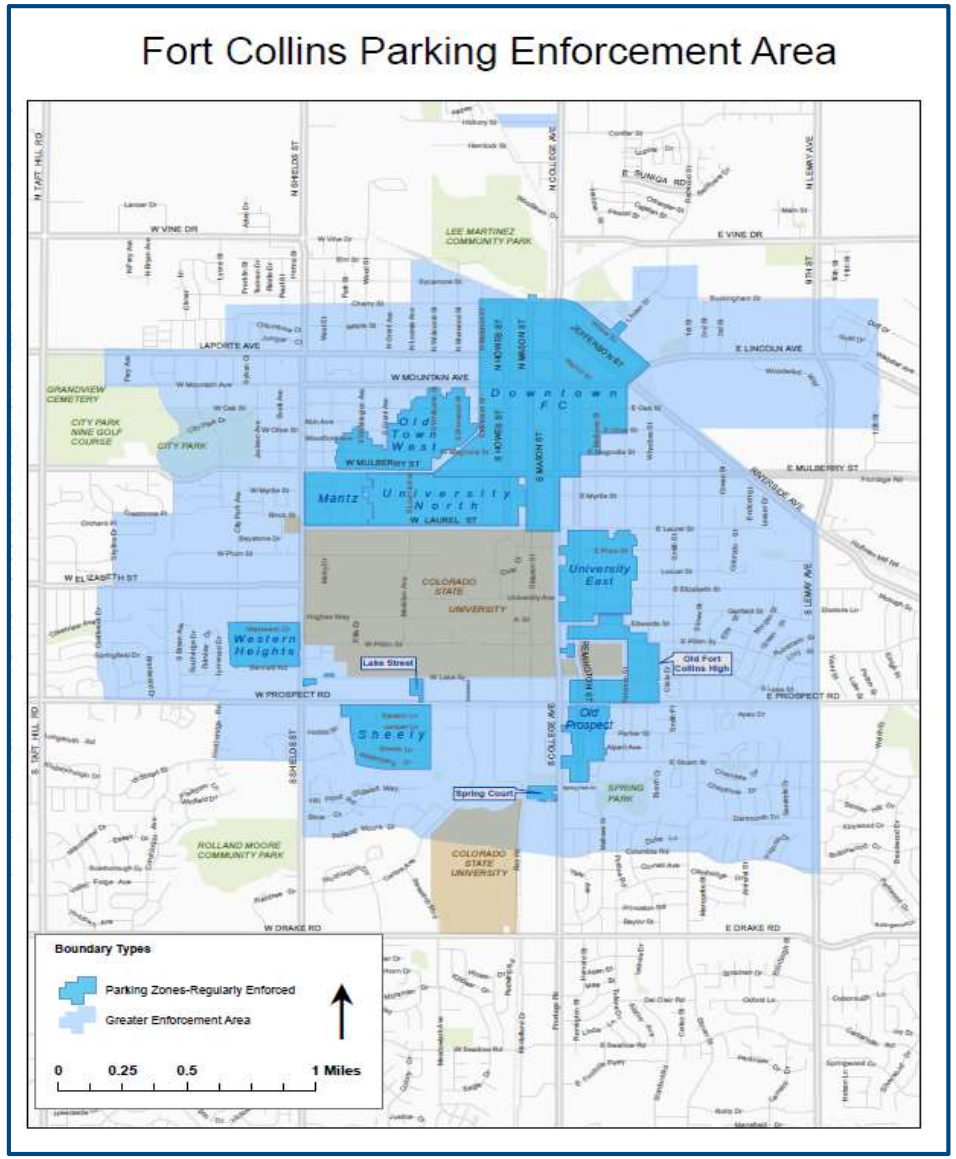
The current parking system model is **not providing the parking choices needed** for the people who come Downtown to shop, dine, play and work. It is **incapable of addressing the demand distribution challenges** that frustrate users because of its reliance on enforcement and the use of low-dollar paid parking in less desirable facilities. Finally, it is **unable to fulfill its required goals to fund its maintenance priorities** because it can't achieve cost neutrality.

The Current System

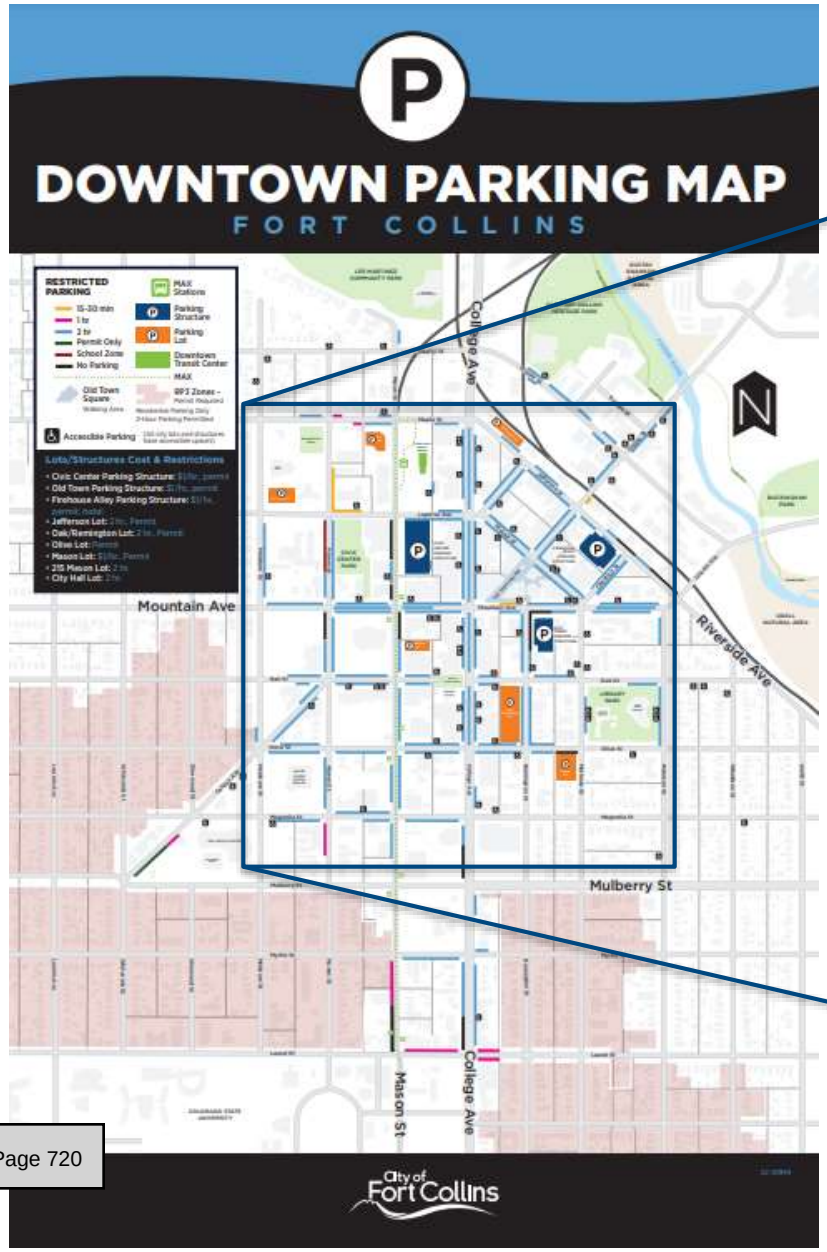
Parking Services – Where We Manage

The City of Fort Collins is approximately fifty-seven (57) square miles in size;

- **Parking Services** proactively manages the parking system for approximately six (6) square miles of the City of Fort Collins,
- The rest of the City of Fort Collins is patrolled, primarily reactively, by Fort Collins Police Services, **Community Service Officers**.



Parking Services – Downtown Parking



The total public parking supply is 4,846 spaces;
3,149 on-street and 1,697 parking structures and surface lots

Parking Services – Downtown Parking

RESTRICTED PARKING

- 15-30 min
- 1 hr
- 2 hr
- Permit Only
- School Zone
- No Parking

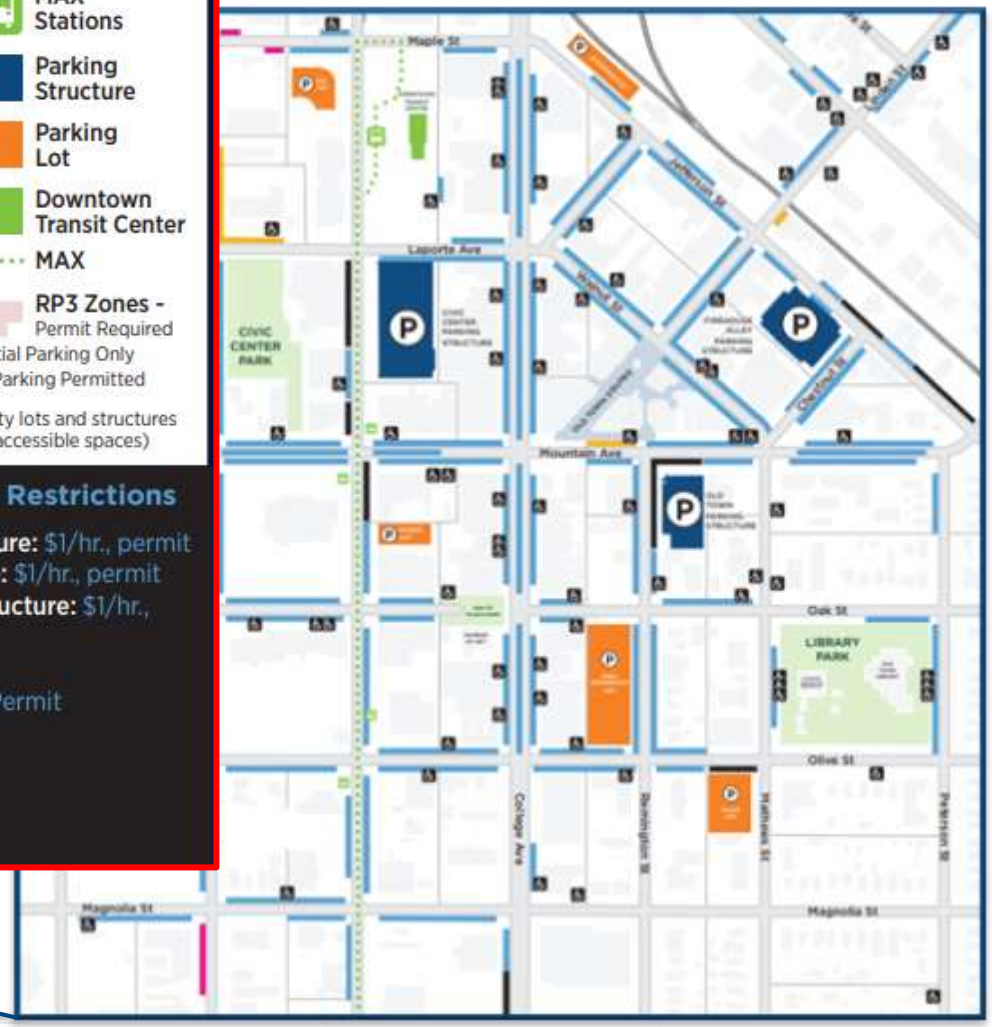
- MAX Stations
- Parking Structure
- Parking Lot
- Downtown Transit Center
- MAX

- Old Town Square — Walking Area
- RP3 Zones - Permit Required — Residential Parking Only, 2-Hour Parking Permitted

Accessible Parking (All city lots and structures have accessible spaces)

Lots/Structures Cost & Restrictions

- **Civic Center Parking Structure:** $1/hr., permit
- **Old Town Parking Structure:** $1/hr., permit
- **Firehouse Alley Parking Structure:** $1/hr., permit, hotel
- **Jefferson Lot:** 2 hr., Permit
- **Oak/Remington Lot:** 2 hr., Permit
- **Olive Lot:** Permit
- **Mason Lot:** $1/hr., Permit
- **215 Mason Lot:** 2 hr.
- **City Hall Lot:** 2 hr.



The total public parking supply is 4,846 spaces;
3,149 on-street and 1,697 parking structures and surface lots

sociated Service Costs

City of Fort Collins

Parking Pricing and Management

PARKING RATES

$0 per hour
Rate per hour for on-street and most surface lots

$1 per hour
Rate per hour for parking structures (after 1st hour)

PARKING PERMITS

$50 - $60
Monthly range for cost of parking permit in garages

$30 - $43
Monthly range for cost of parking permit in most surface lots

FINES FOR PARKING VIOLATIONS

$0 - $50
Range for fines for overtime parking violations

$25
Fine for most other non-serious violations

$100
Fine for serious violations

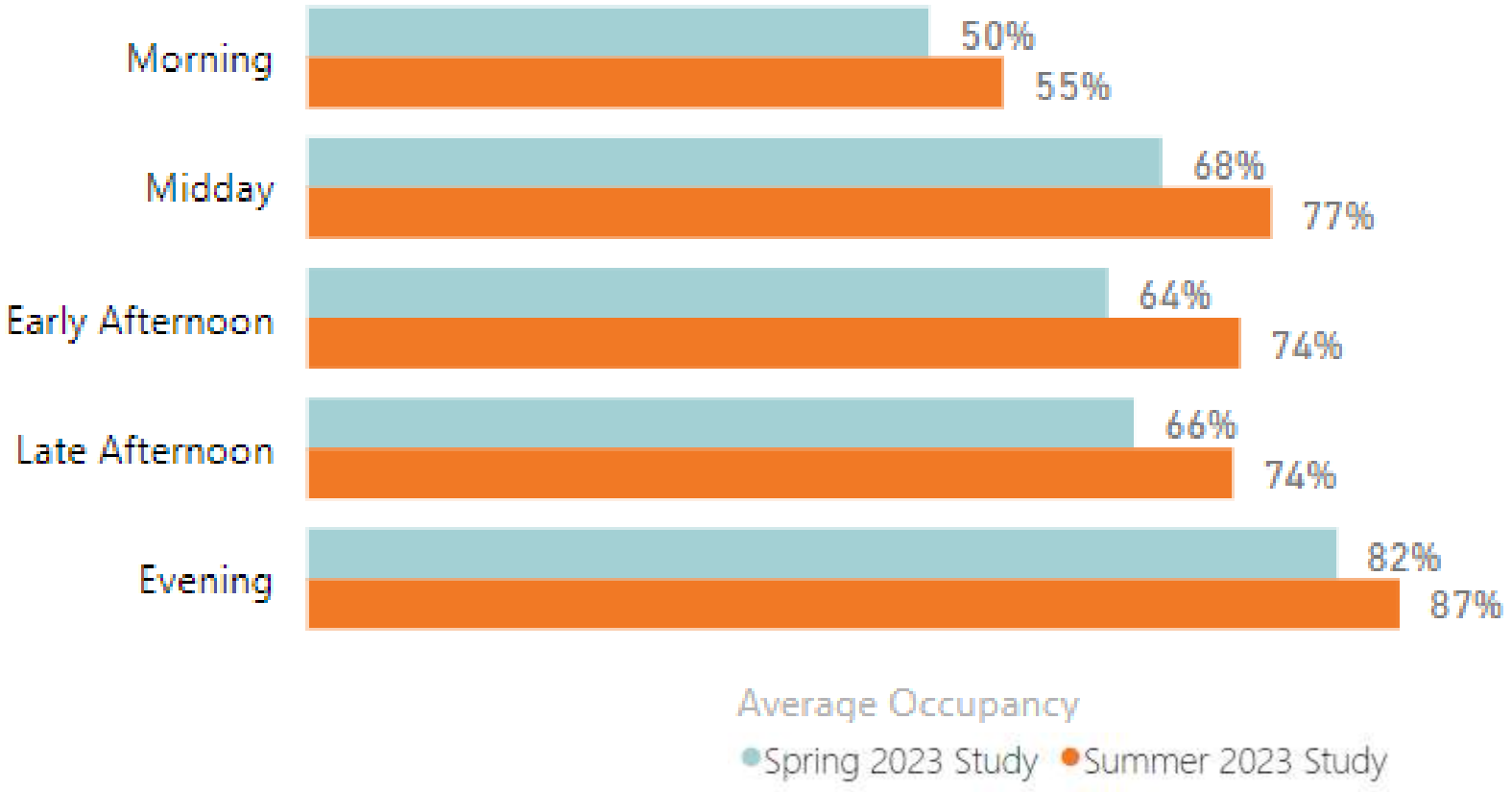
Changing Trends

erage Downtown Block Face Occupancy

On-street occupancy is considered unhealthy at 80%-85% or above (meaning, there is limited on-street parking space availability).

Several block faces in the downtown core exceed healthy level(s) throughout the day.

Average Occupancy

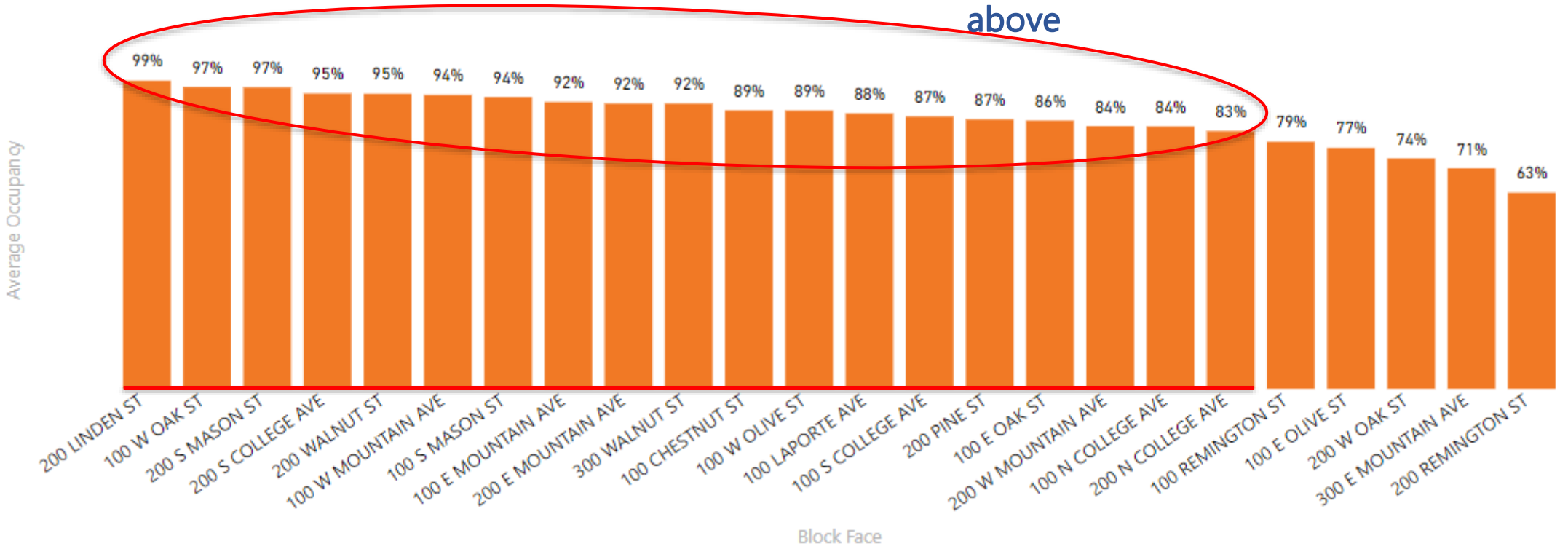


k Face: A portion of the street or highway between intersections, including all on-street parking.

erage Downtown Block Face Occupancy - Evening

Average Occupancy

19 of 24 block faces at 80% or above



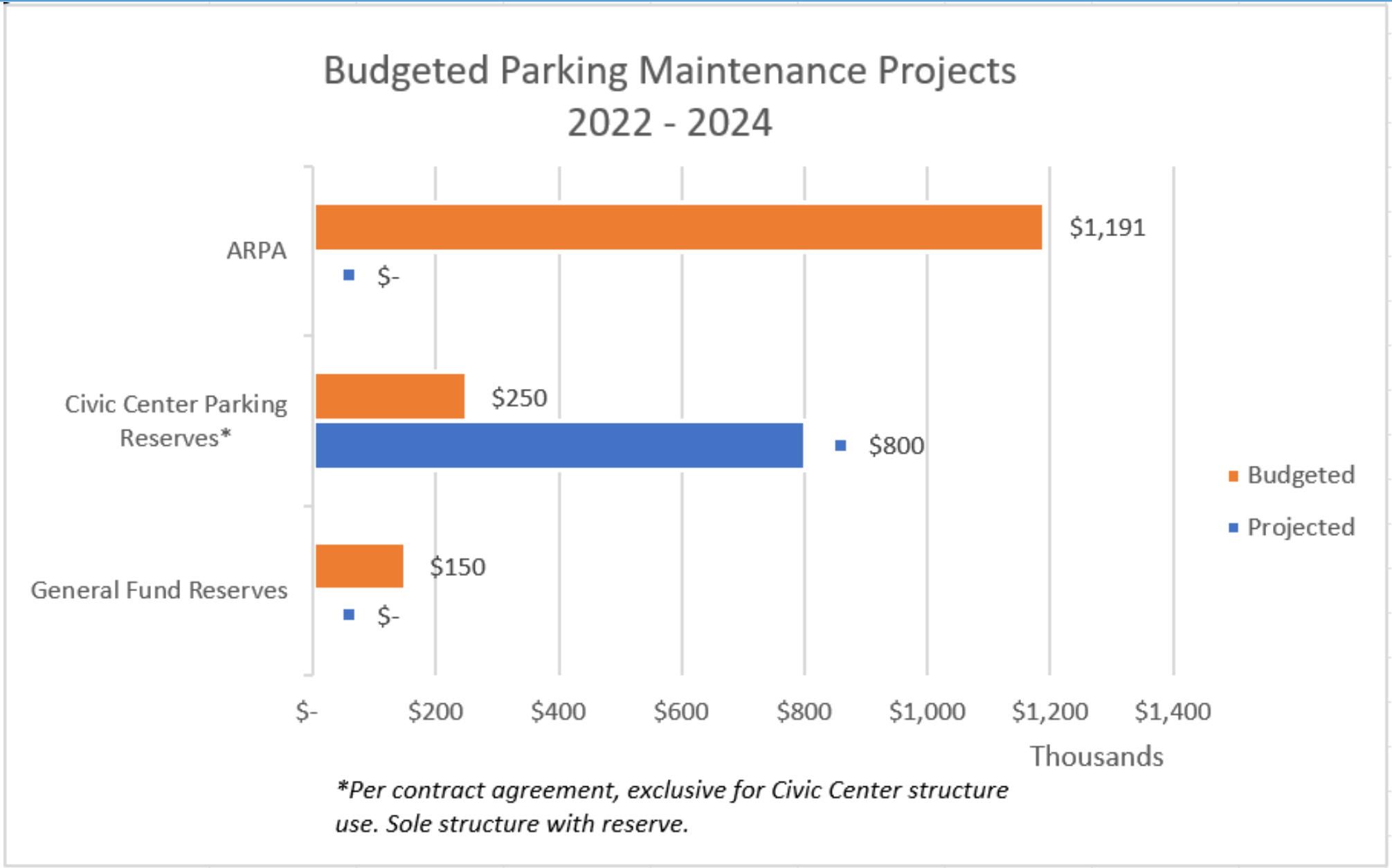
Evening- 5:30pm-7:00pm

ummer 2023 Study

DDA Survey Overview

- Notable shifts in respondents' preferred transportation modes were revealed in **comparing the 2013 and 2023 survey data**:
  - Overall vehicle use(s) to get downtown increased from 76% in 2013 to 86% in 2023.
  - In 2013, 51% of respondents indicated they spent 2 hours or less downtown, and in 2023 only 19% indicated they spent 2 hours or less
  - 27% of respondents indicated they spent 2-4 hours downtown in 2013, and 63% indicated they spent 2-4 hours per stay in 2023.
- Respondents that circle the block looking for their ideal parking space remained consistent between 2013 and 2023

jor Maintenance Costs



neral Fund - Cost Recovery

Financial Sustainability

Year	2019	2020	2021	2022
Cost Recovery from System Operation Alone (%)	98%	97%	89%	75%

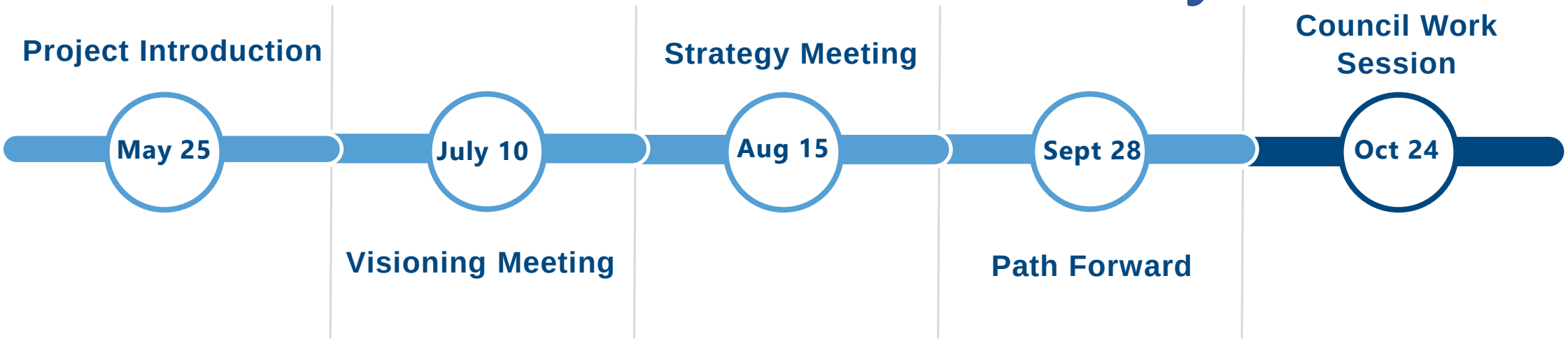
The General Fund is subsidizing parking operations at a growing rate, diverting funds away from other services and programs, and making it more difficult to sustain and invest in the parking system.

Changes to the system would be needed to improve cost recovery, reduce reliance on the general fund, and generate needed revenue for system enhancements and parking asset maintenance/repairs.

A Parking System Fit for the Future

Parking System Fit for the Future

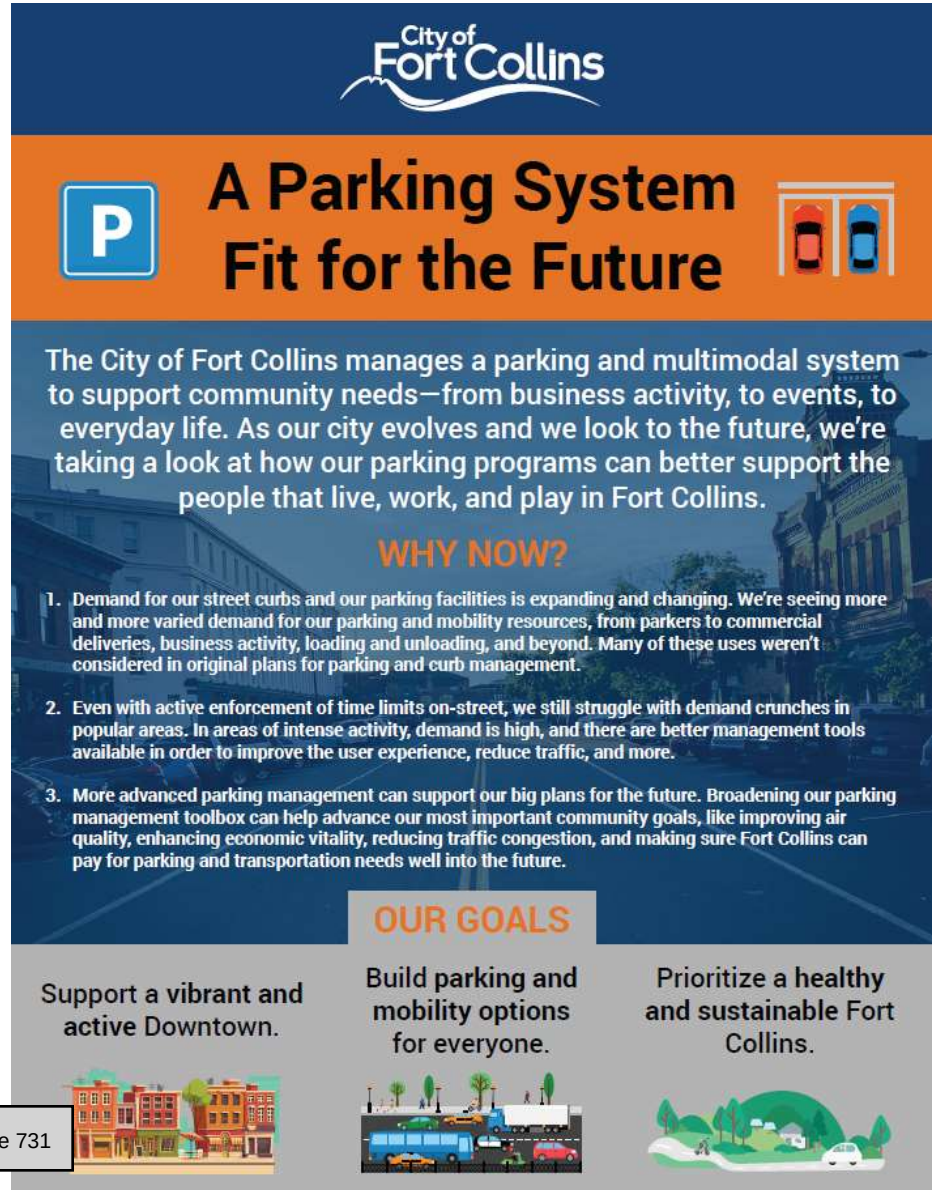
Advisory Committee



Boards & Committees

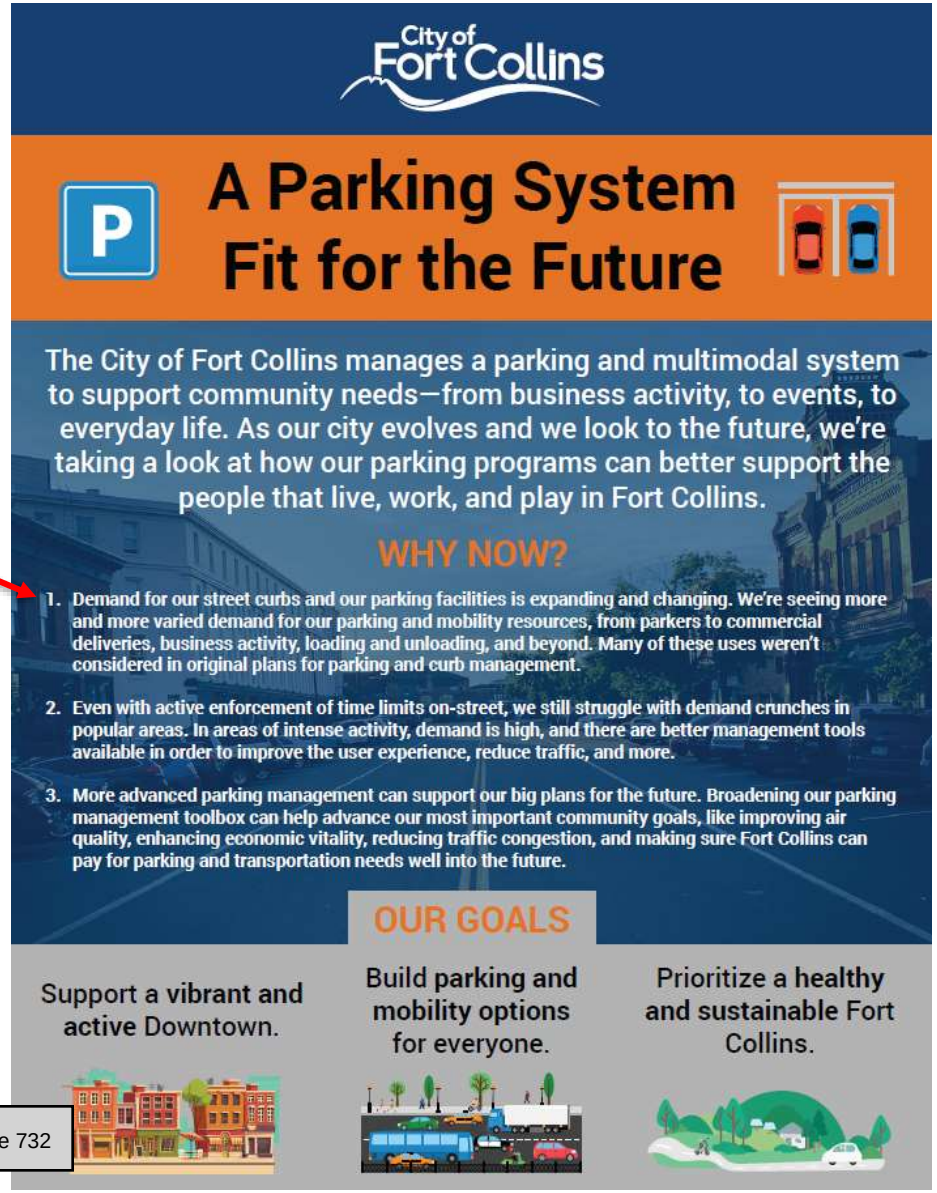
Sept 20	Oct 13	Oct 18	Nov 9	Nov 15
Natural Resources Advisory Board	Local Legislative Affairs Committee	Economic Advisory Board	DDA – Board of Directors	Transportation Board

A Parking System Fit for the Future – Why?



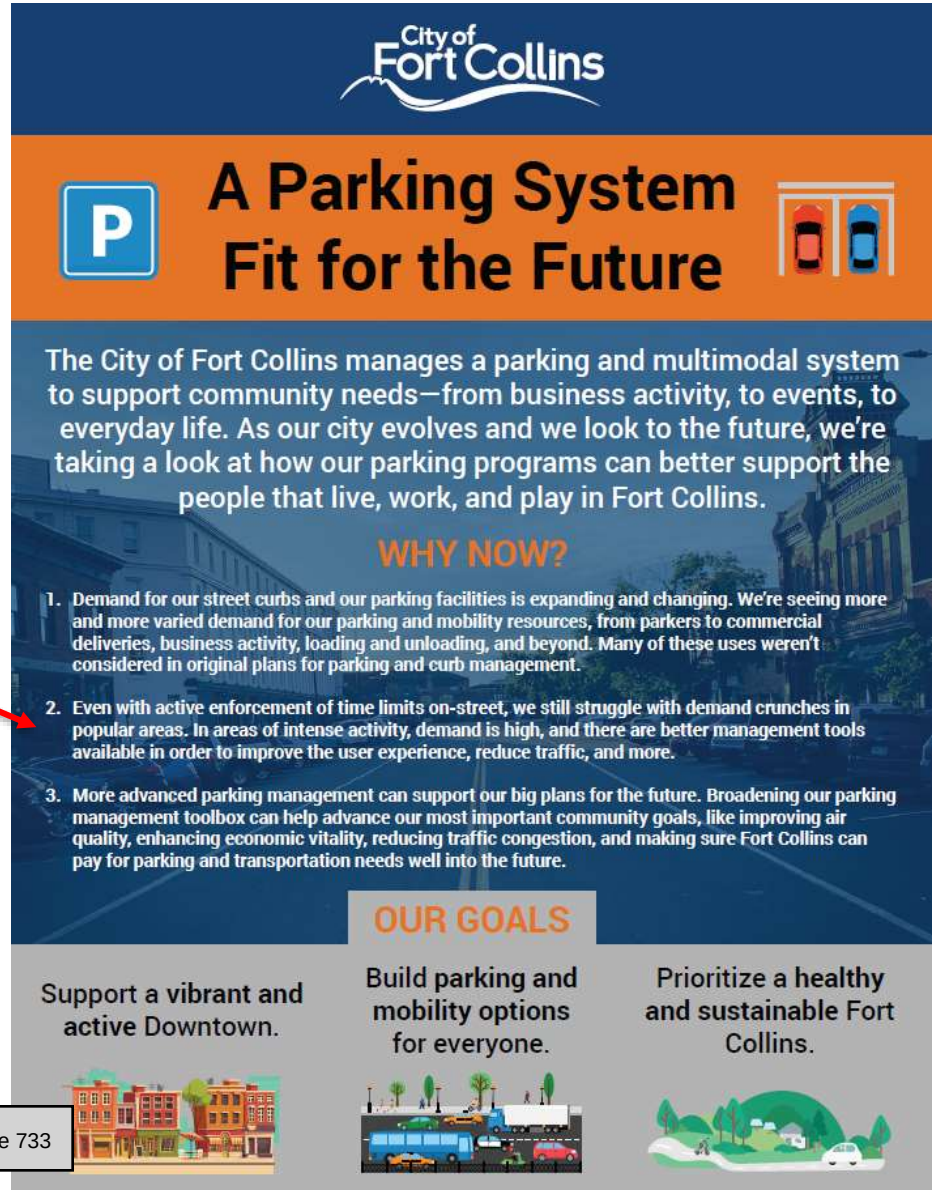
The City of Fort Collins Parking Services Department is currently working with **Walker Consultants** regarding the current parking model, to discuss possible **future methodologies** around the following:

A Parking System Fit for the Future – Why?



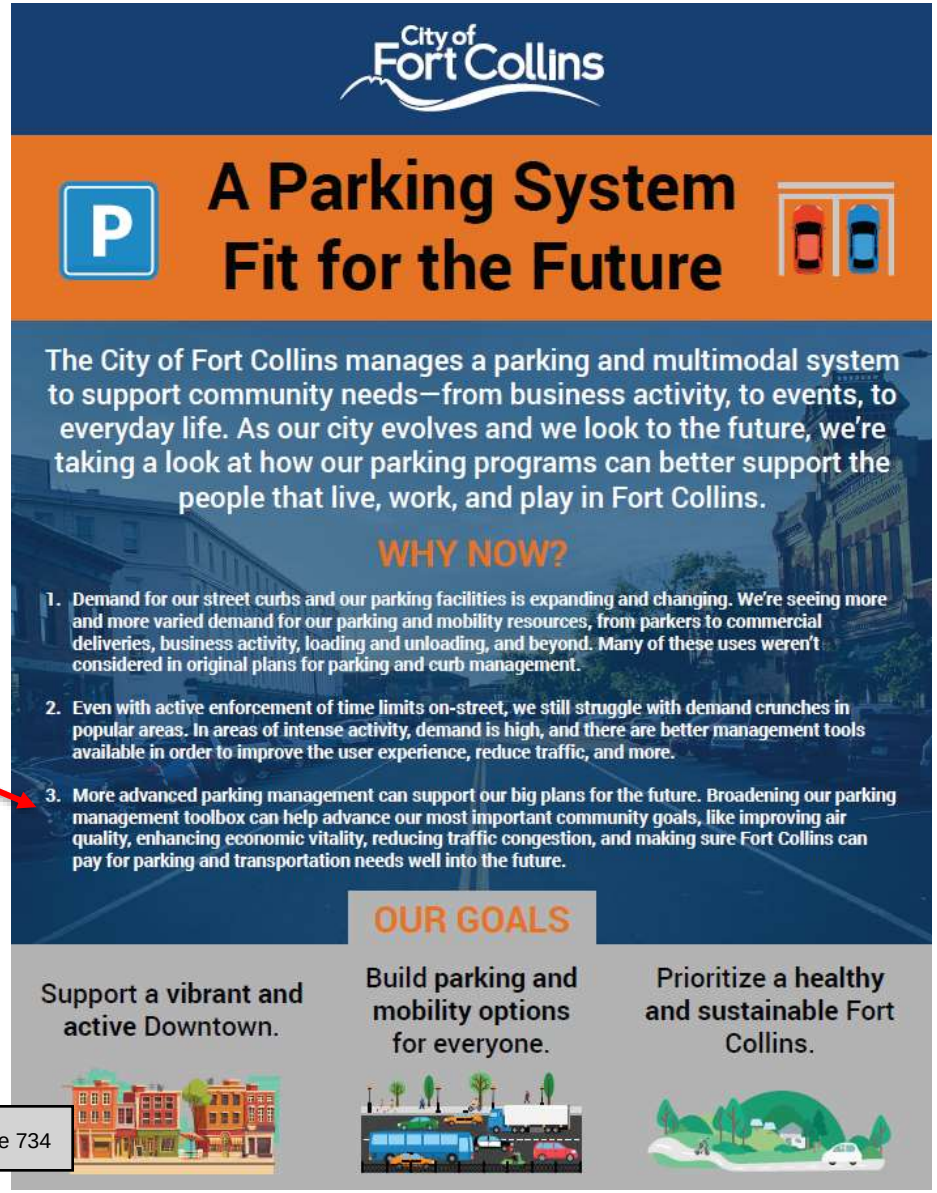
1) **Curb Management**; demand for public street curbs and public parking facilities,

A Parking System Fit for the Future – Why?



2) Better management tools to address **demand crunches**, to improve user experience,

A Parking System Fit for the Future – Why?



3) **Support broad community goals**; Our Climate Future, economic vitality, reduce traffic congestion, and fund parking asset maintenance needs.

Project Objectives

Update our **framework** for managing parking downtown given new realities and visions for success.

Create **metrics** that show us when to change our approach and help inform how we're doing.

Expand and refine our **menu of options** for different kinds of parkers—residents, employees/commuters, visitors and more.

Understand **resources needed** for near-term, mid-term and long-term objectives.

Share and build consensus with **decision-makers**.

Problem Statement

The current parking system model is **not providing the parking choices needed** for the people who come Downtown to shop, dine, play and work. It is **incapable of addressing the demand distribution challenges** that frustrate users because of its reliance on enforcement and the use of low-dollar paid parking in less desirable facilities. Finally, it is **unable to fulfill its required goals to fund its maintenance priorities** because it can't achieve cost neutrality.

Fears and Concerns

I'm concerned that…

- **Nothing changes** at all.
- We don't address the **perception that there is no parking Downtown**, which leads to frustration and anger.
- The **parking system's financial condition will worsen**, leading to an inability to maintain assets, create a user-friendly environment, etc.
- Parking becomes **too focused on revenue generation** instead of its role as a supportive system for Downtown vitality and vibrancy.
- There will be **no room for short-term pick-up/drop-off and deliveries**.
- Solutions will **not be sufficiently data- and survey-driven**.
- We'll **increase vehicle congestion** OR **rely too much on other travel choices** instead of driving and parking.

hat We Heard: Vision of Success

Vision of Success

A successful parking system…

- Supports a **vibrant, thriving economy and community** Downtown.
- Is **welcoming and easily understandable for anyone**—from a local to a first-time visitor.
- Offers **multiple options** that make sense for any user—very short-term (e.g., <30 minutes, short-term and long-term).
- **Leverages and maintains our key assets**, like the big (and expensive!) garages.
- Makes it **easier and more pleasant** to use other forms of travel (e.g., walking/biking).
- Achieves **cost neutrality and can fund key maintenance priorities** to keep our parking assets clean, safe and easy to use.
- Is transparent about what revenues pay for and **how they benefit the community**.
- Relies on **customer choice** rather than penalization.
- Follows **data and industry standards** for effective parking management.

hat We Heard: Strategy Session

Strategy Session

Identified guidance objectives…

- **Employ paid parking strategically and thoughtfully** to incentivize and leverage off-street assets and address demand distribution issues, **particularly during peak periods.**
- Leverage supportive, rather than punitive, enforcement and **reduce ticket-writing** and enforcement revenues over time.
- With paid parking employed on-street, **off-street options need to be heavily incentivized** and leveraged as a lower-cost or no-cost option. Off-street **assets also need to be attractive**, welcoming, and properly enforced.
- Offer low-cost, available, **flexible parking options** for our workforce to support our continued success.
- Acknowledge that more payment must equal **better maintenance** and **user experience** across the board—improvements should be tangible and obvious.
- **Study different governance models** that derive direction and input from downtown stakeholders. This model should allow for more dynamic parking pricing which can more rapidly respond to block-face changes in storefronts.

1. **Does Council support continuing efforts to develop a new financial and strategic model for Parking Services and related implementation plan for downtown parking?**

Questions & Discussion

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Deputy Director, PDT
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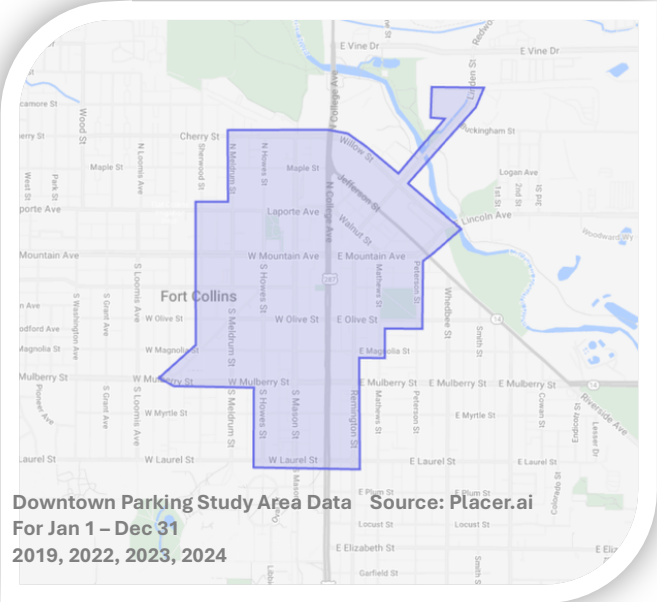
970 221-6386

Downtown Fort Collins "Parking Study Area" Data

Placer.ai



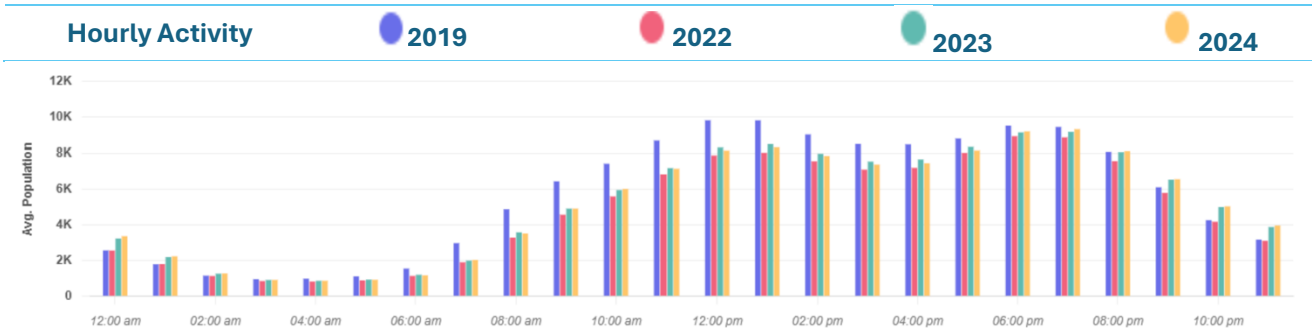
The following data was extracted from Placer.ai and captures the frequency of *Visitors* and *Visits* that engage the Downtown Fort Collins Parking Study Area boundary. The data is for Jan 1 – Dec 31 of the calendar years 2019, 2022, 2023, and 2024.

"Out-of-Market Visitor" definition: Number of unique people who visit the Downtown Parking Study Area, but do not live or work in it. Any person whose residence is located outside the Study Area is considered an out-of-market visitor.

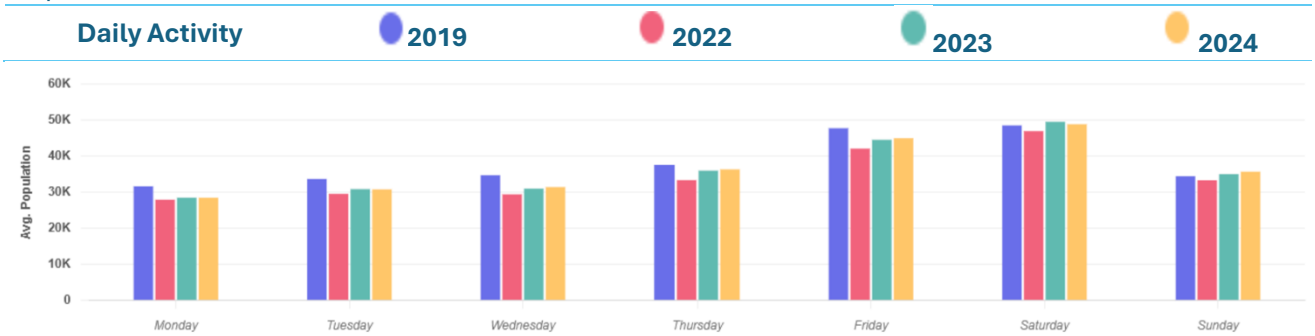
"Visits" definition: Number of unique daily visits. Overnight visitors, such as hotel patrons, are counted once per day spent in the Study Area.

Total Visitation Metrics by Year	2019	2022	2023	2024
Out-of-Market Visitors	2.4M	2.2M	2.1M	2.1M
Visits	12.9M	11.9M	12.3M	12.4M
Avg. Daily Time Spent in Study Area on Given Day	123 min	116 min	119 min	117 min

Hourly Activity: These figures represent the average population, including residents of the study area, inbound employees, and out-of-market visitors. Daytime activity was higher in 2019, likely due to greater in-office attendance before the pandemic. In contrast, evening and late-night population levels after 7:00 pm increased in 2023 and 2024, indicating increased patronage of nighttime economy offerings.

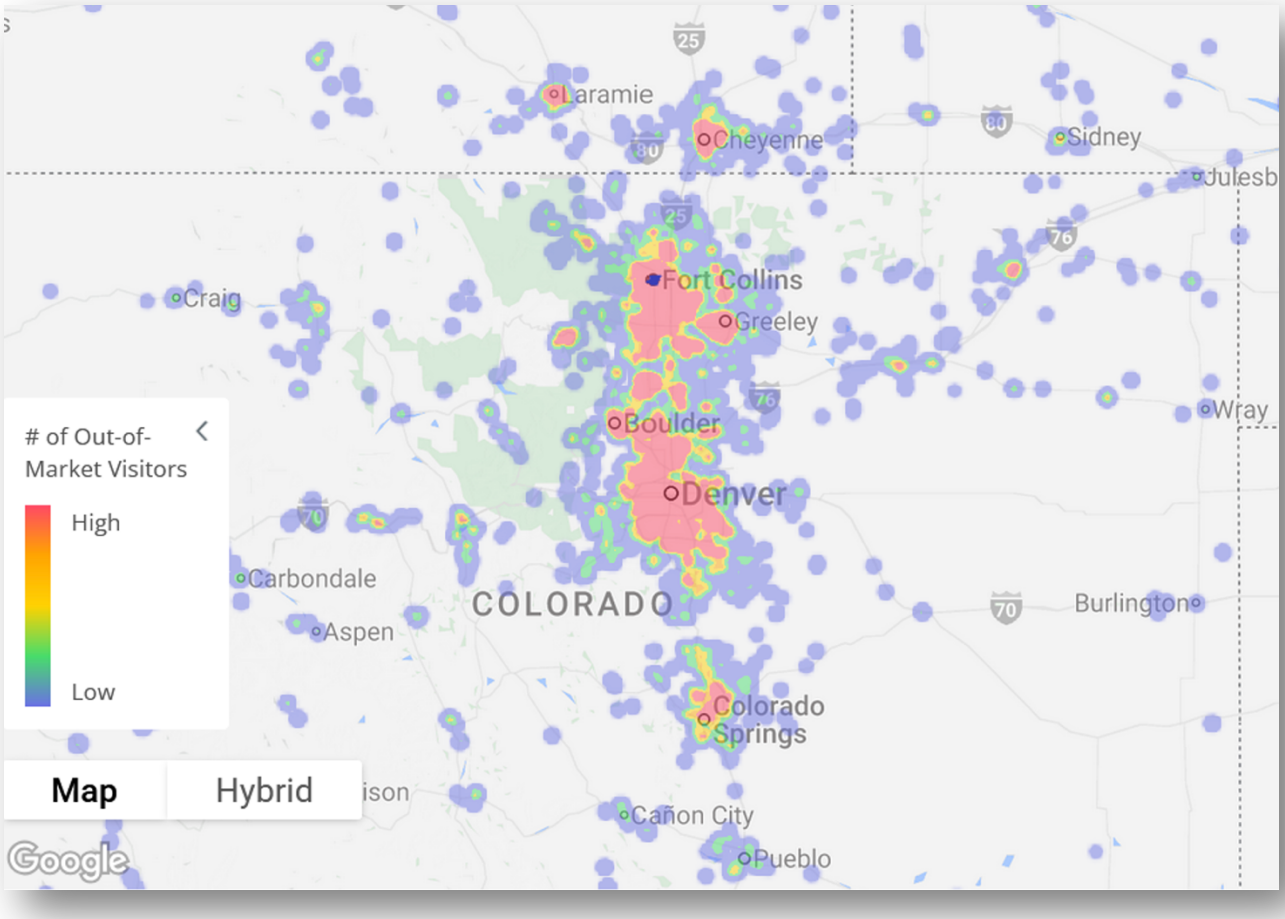


Daily Activity: These figures represent the average daily population within the study area, including residents who live in the study area, inbound employees, and visitors from outside the market. While weekday activity was slightly higher in 2019, weekend activity increased in 2023 and 2024 and has surpassed 2019 levels.

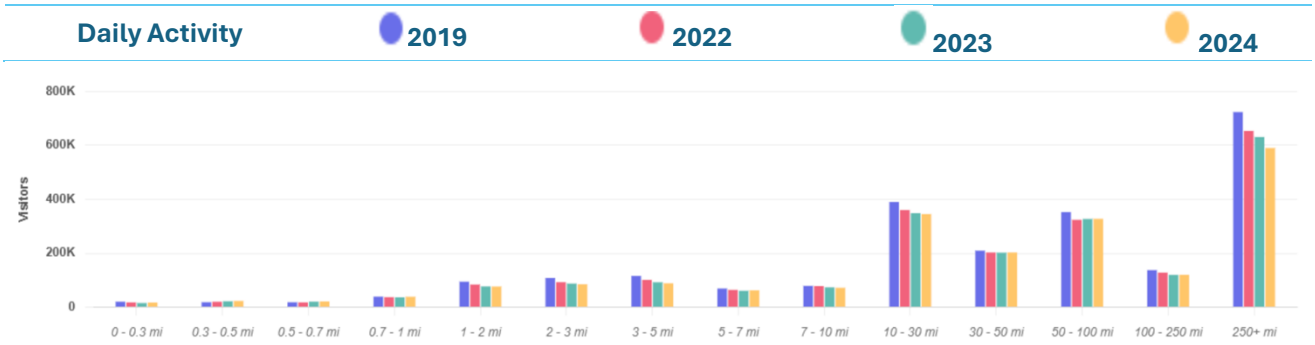


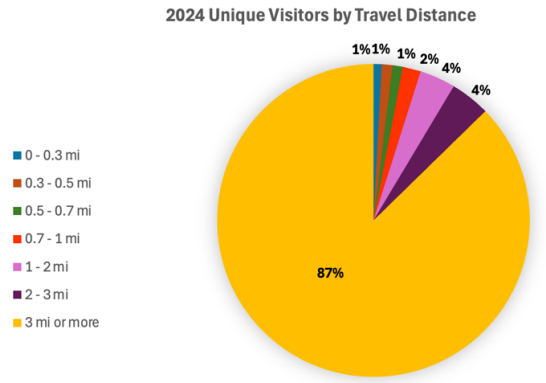
Travel by Distance - 2024

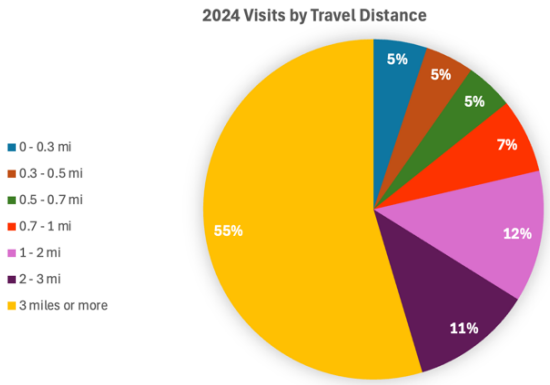
The following heat map depicts the number of unique Visitors from the greater region that visited the Downtown Parking Study Area in 2024.



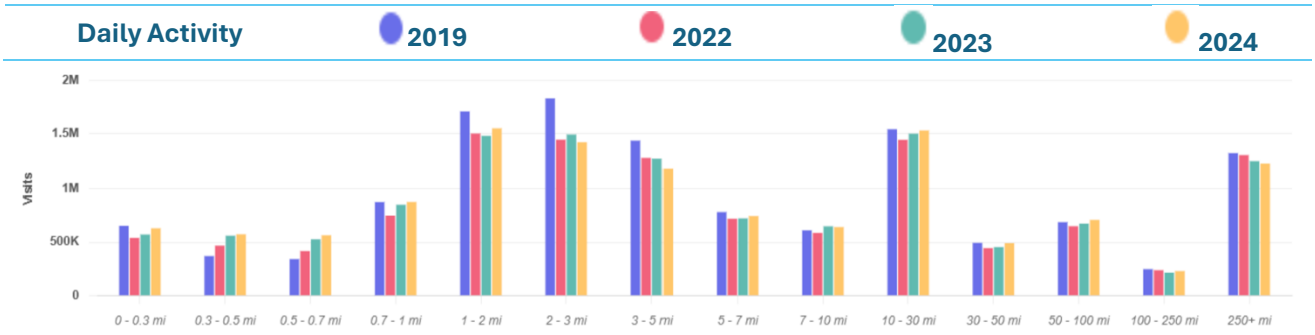
Visitor Travel by Distance: These figures represent the distance in miles that unique Out-of-Market Visitors travel to reach the Study Area, commonly representing the distance that visitors live from the Study Area. In 2024, 1.8M unique visitors, or 87% of all visitors, traveled 3 miles or greater to reach the Study Area.





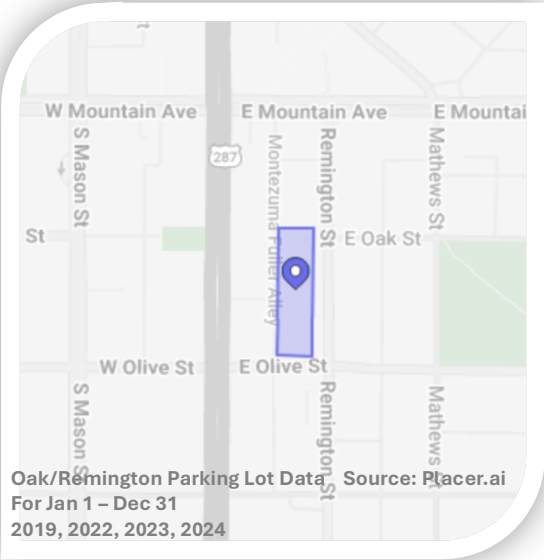


Visits Travel by Distance: These figures represent the distance in miles that Out-of-Market Visitors traveled on one or more occasions to visit the Study Area. In 2024, 6.7M visits to the Study Area, or 55% of all visits, began at a distance of 3 miles or greater.



Downtown Fort Collins "Oak/Remington Parking Lot" Data

Placer.ai



Oak/Remington Parking Lot Data Source: Placer.ai
For Jan 1 – Dec 31
2019, 2022, 2023, 2024

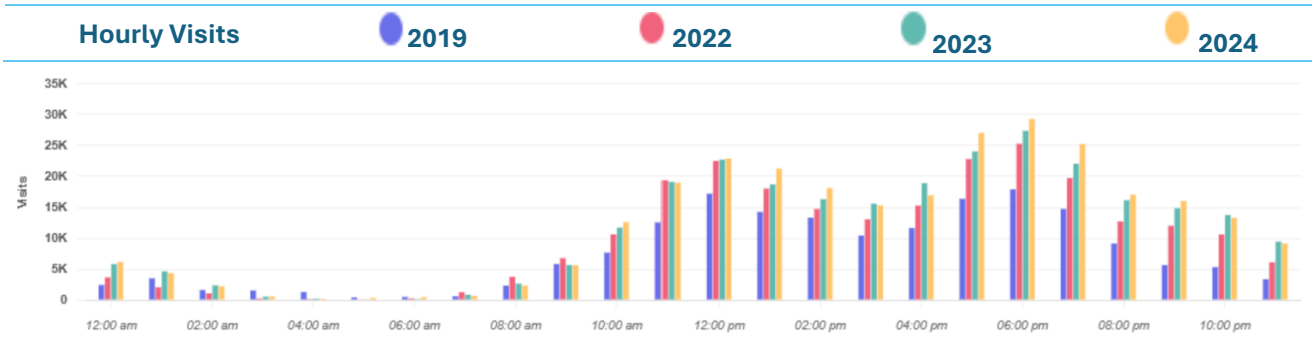
The following data was extracted from Placer.ai and captures the frequency of *Visitors* and *Visits* at the Oak/Remington Parking Lot. The data is for Jan 1 – Dec 31 of the calendar years 2019, 2022, 2023, and 2024. Overall, the data reveals that the parking lot in 2024 experienced increased usage on an hourly, daily, monthly and annual basis over previous years presented in this snap-shop of activity.

"Visitor" definition: Number of unique people that visit the Oak/Remington Parking Lot.

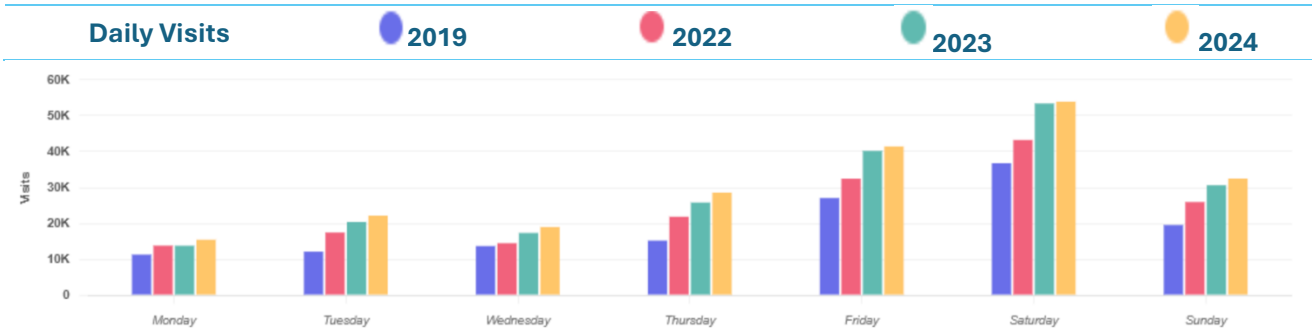
"Visits" definition: Number of visits to the parking lot, which can include people who visit one or more times.

Total Visitation Metrics by Year	2019	2022	2023	2024
Visitors	73.8K	80.6K	95.7K	107K
Visits	135.6K	169.1K	201.4K	212.9K

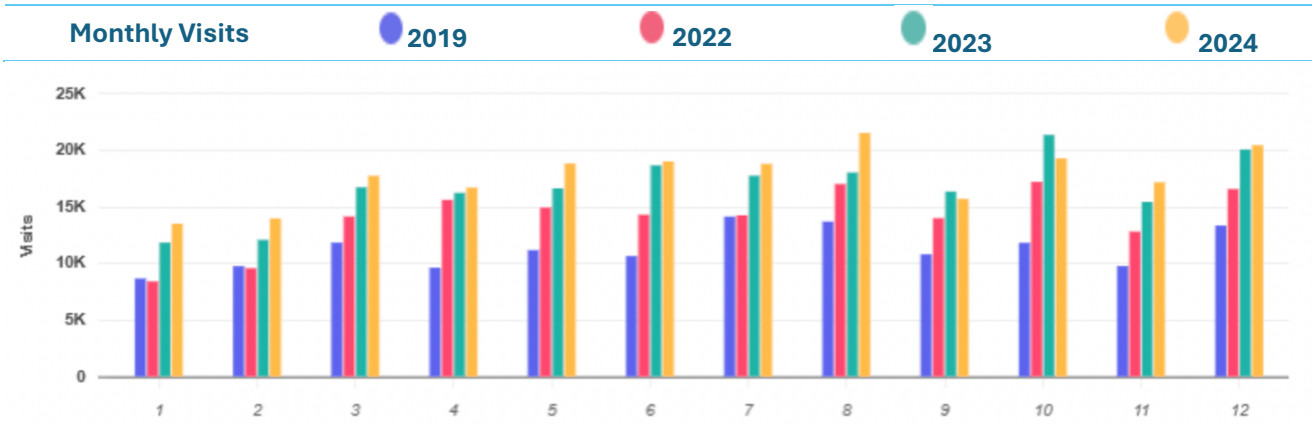
Hourly Visits: These figures show the number of visits by time of day at the Oak/Remington Parking Lot, including repeat visits by individuals within the same year. Overall, visits in 2022–2024 were significantly higher than in 2019. In 2024, use of the lot during midday (12–2 pm), evening (5–7 pm), and early nighttime (8–9 pm) also exceeded previous years, indicating increased demand. The high utilization of the parking lot from 7 pm to 12 am indicates a shift toward a growing nighttime economy.



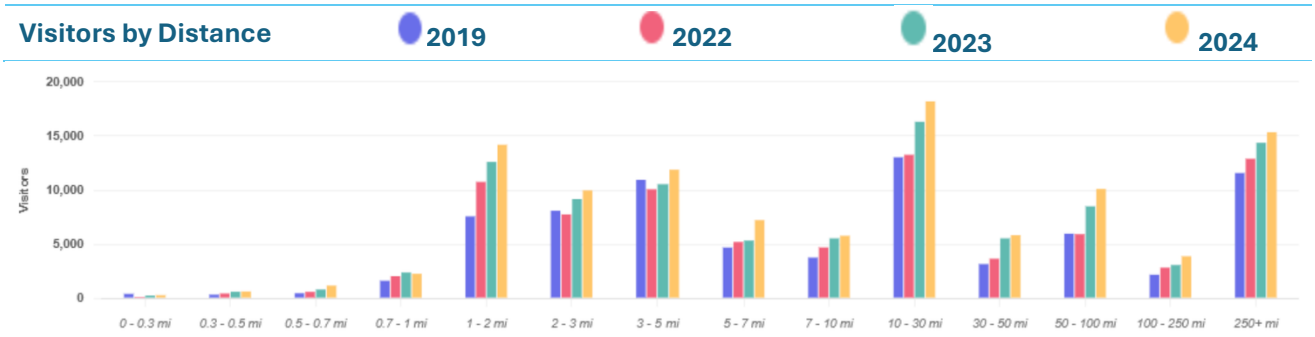
Daily Visits: These figures show the number of visits by day of week at the Oak/Remington Parking Lot and include repeat visits by individuals within the same year. In 2024, daily parking lot visits surpassed both weekday and weekend usage from all previous years.



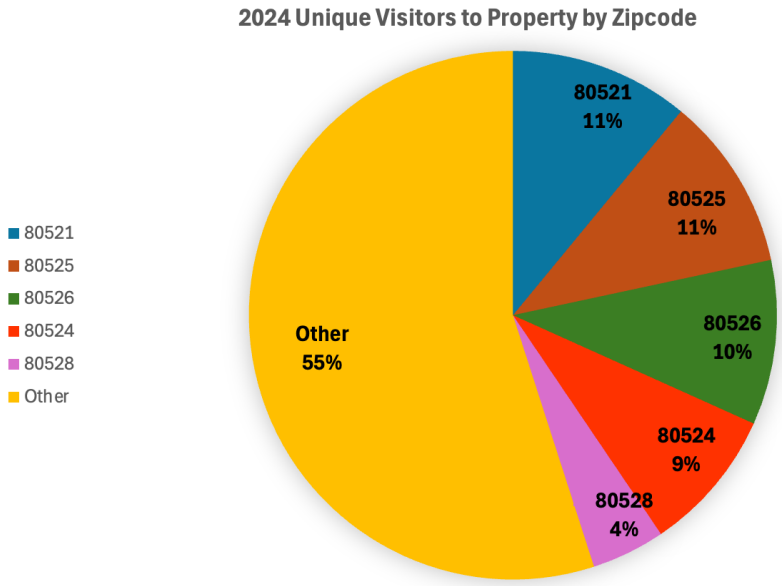
Monthly Visits: These figures show the number of visits by month at the Oak/Remington Parking Lot and include repeat visits by individuals within the same year. In 2024, monthly visits to the lot increased during 10 of the 12 months.



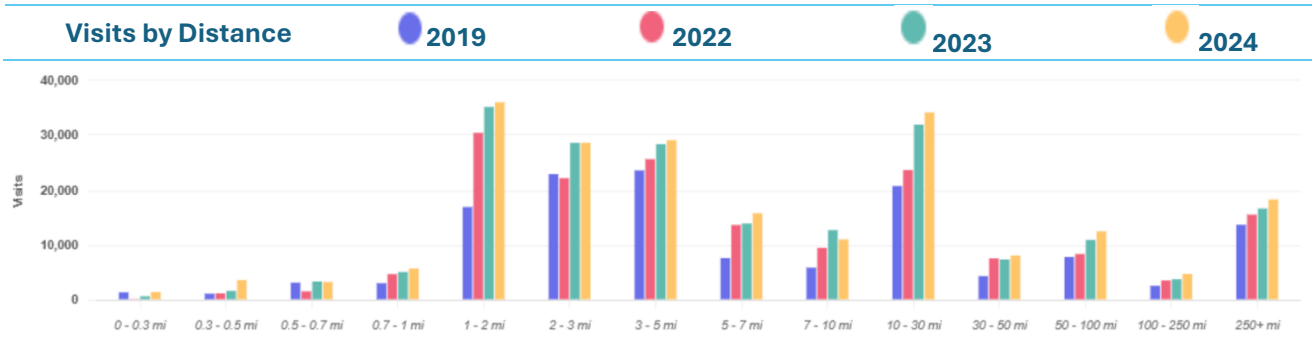
Visitors by Distance: These figures represent the distance in miles that unique Visitors traveled to use the Oak/Remington Lot. In 2024, over 78.1K Visitors, or 73% of all Visitors, traveled a distance of 3 miles or greater to use the lot.



2024 Visitors by Zip Code: These figures represent the Visitors by zip code who used the Oak/Remington Parking Lot. Forty-five percent (45%) of the parking lot users were from Fort Collins zip codes, while 55% were from other zip codes.



Visits by Distance: These figures represent the distance in miles that people traveled on one or more occasions to use the Oak/Remington Lot. In 2024, 133.8K visits to the parking lot, or 63% of all visits, began at a distance of 3 miles or greater.



August 12, 2025

Parking Services –

Downtown parking Optimization Study

Eric Keselburg

Sr. Manager, Parking Services

Drew Brooks

Deputy Director, PDT

enda

- Strategic Alignment & Goals
- Fiscal Picture & Indicators of Demand
- Study Highlights & Recommendations
- Next Steps

estions for Council

- What questions do Councilmembers have on the supply & demand and financial analysis of our downtown parking system?

- What feedback do Councilmembers have on next steps to implement paid on street parking and other proposed changes to the parking system?

ategic Alignment

TRANSPORTATION & MOBILITY (T&M)

T&M 3: Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city.

- A strategic approach to the City's parking system and requirements can help achieve many other goals related to housing, climate and transportation. Incentivizing behaviors to make progress in these spaces requires a context-specific approach based on a number of factors including density, economic activity and availability of structured parking.
- In Downtown specifically, the existing parking model incentivizes additional vehicle trips as the spaces that are ideal for longer-term parking (garages) cost more than the spaces better suited for short stays (on-street). This results in a revenue model that is not sustainable for the long-term maintenance of the parking structures or the Parking Services team and increases congestion Downtown.
- Successfully implementing transportation demand and targeted land use strategies can reduce automotive congestion and the increasing need for associated parking across the community.
- In 2023, City Council supported advancing a workstream to look at new models for pricing Downtown parking.

Parking System Fit for the Future

Goals:

1. Support a vibrant and active downtown economy,

2. Customer focused system that provides choice for all parkers and modes,

3. A parking system that is financially sustainable and aligned with community goals.

1. Support a vibrant and active downtown economy.

- Make it easier for people to reach their destination.
- Improves the publics perception of parking ease and availability.
- Balance parking demand and more evenly distribute it across the system.
- Incentivize longer-term parkers to park into underutilized parking garages.
- Enhances economic growth by establishing a market-based price mechanism to incentivize efficient use of parking to support parking space turnover.
- Support and encourage different modes and transportation choices.
- Appropriate placement of parking garage(s) around the periphery of downtown, to provide parking capacity and allow the ability to reimagine the space use.

2. Customer focused system that provides choice for all parkers and modes.

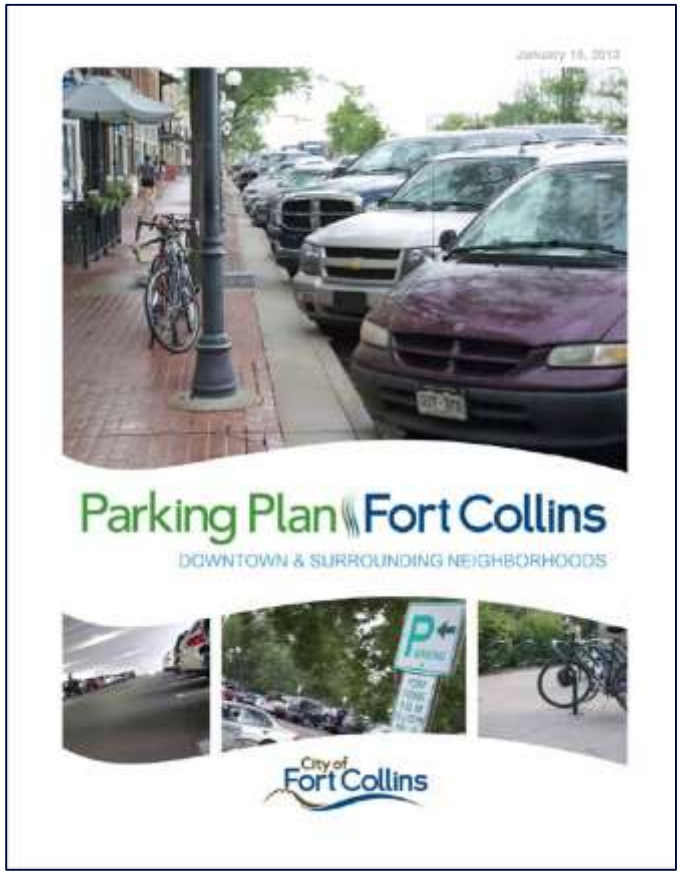
- People generally value choice, a paid parking model provides a market-based approach where a menu of different options are provided.
- Ensure that the most convenient spaces are available to those who value them the most.
- Make a distinction between the most valuable curb space along the busiest streets downtown and less valuable curb space along less busy streets a little further away from the center of activity.
- Maximize efficiency of the parking system and ensure that parking assets are being used and allocated adequately and as intended.
- Leverage supportive, rather than punitive, enforcement and reduce ticket-writing and enforcement revenue over time.

3. A parking system that is financially sustainable and aligned with community goals.

- Dedicated funding mechanism to fund additional new parking assets when or if they are needed.
- Utilize parking revenues to offset management, maintenance, administration, and other costs associated with the parking system.
- Reduce “trolling” activity, which will decrease traffic circulation and on-street congestion and lower carbon emissions.
- Allow for the ability to fund other improvements that may complement the parking system or reduce the need for parking, such as micromobility or bicycle/pedestrian infrastructure improvements.
- Support and encourage different modes and transportation choices.
- Ensure that the people who need parking are the ones paying for it and that people who do not own vehicles and/or do not park downtown are not subsidizing parking.

evious Plans

Upside-down Pricing

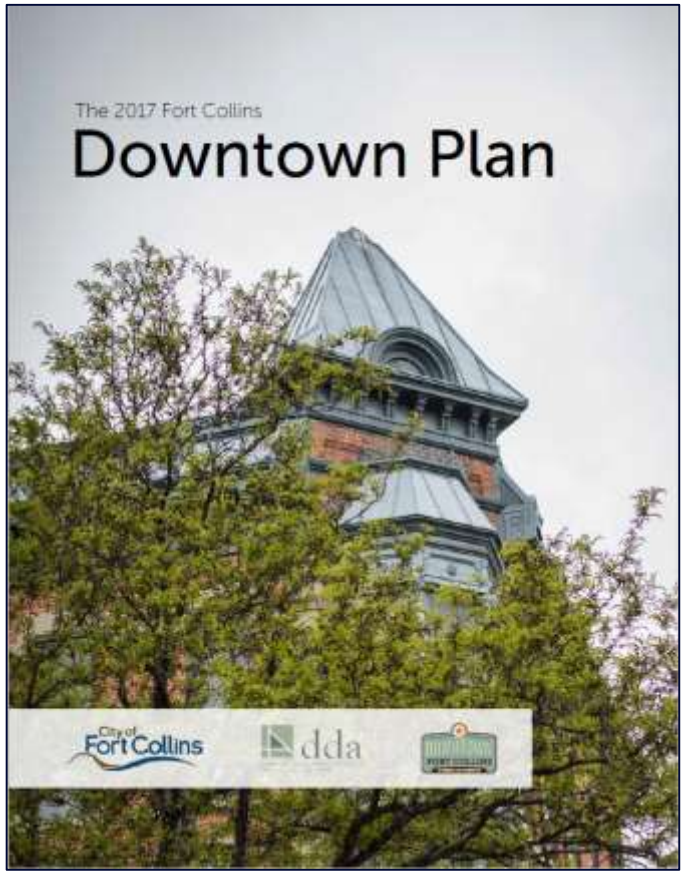


2013 – Parking Plan

January 15, 2013 - City Council adopted 7-0

The **most convenient and desirable on-street spaces are free** while **less convenient garage parking costs money**. This discourages the use of 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.

The 2013 Parking Plan identified this phenomenon as "**parking structure avoidance**" due to "**upside down pricing**".

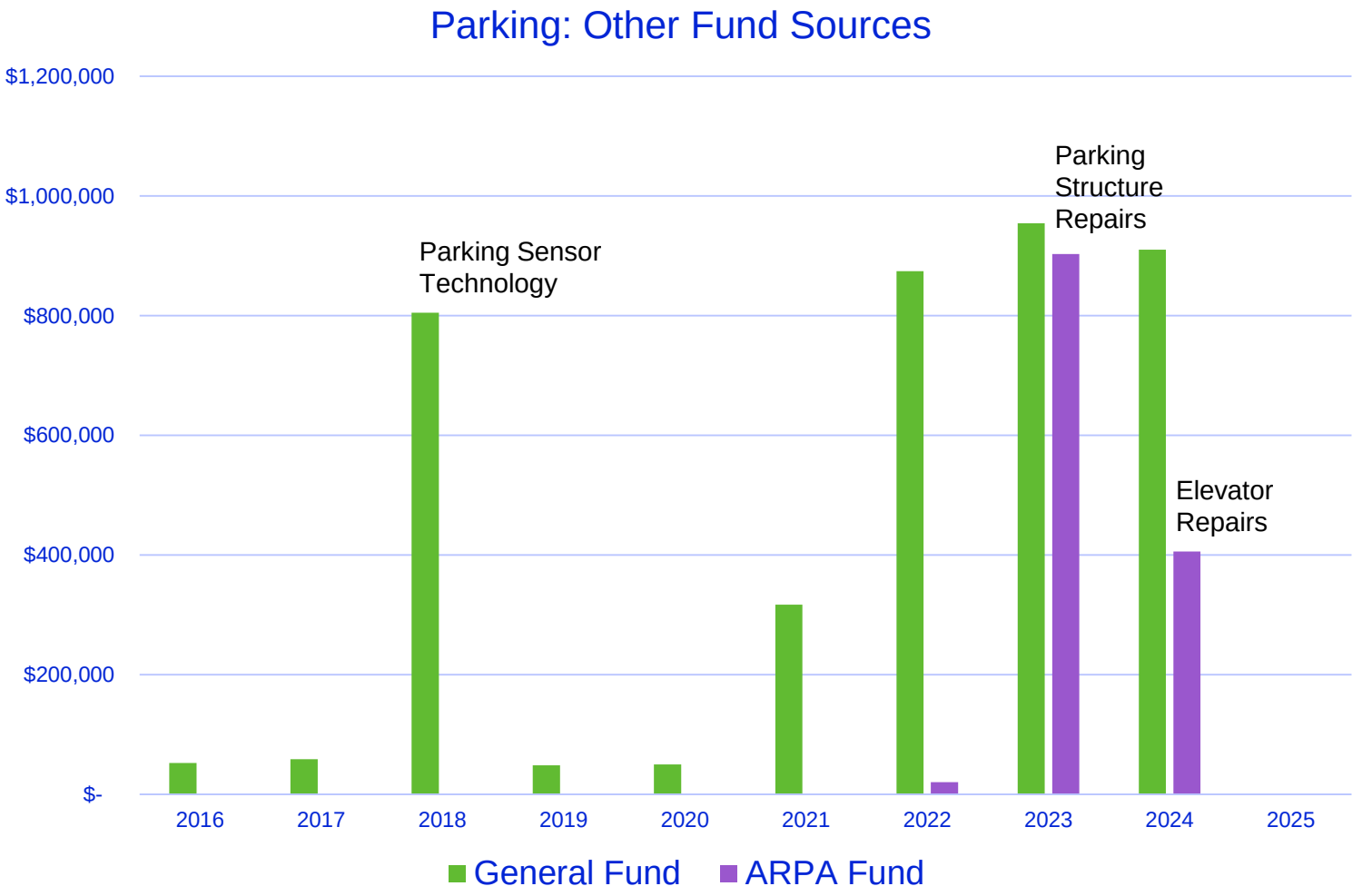


2017 – Downtown Plan

rking Funds

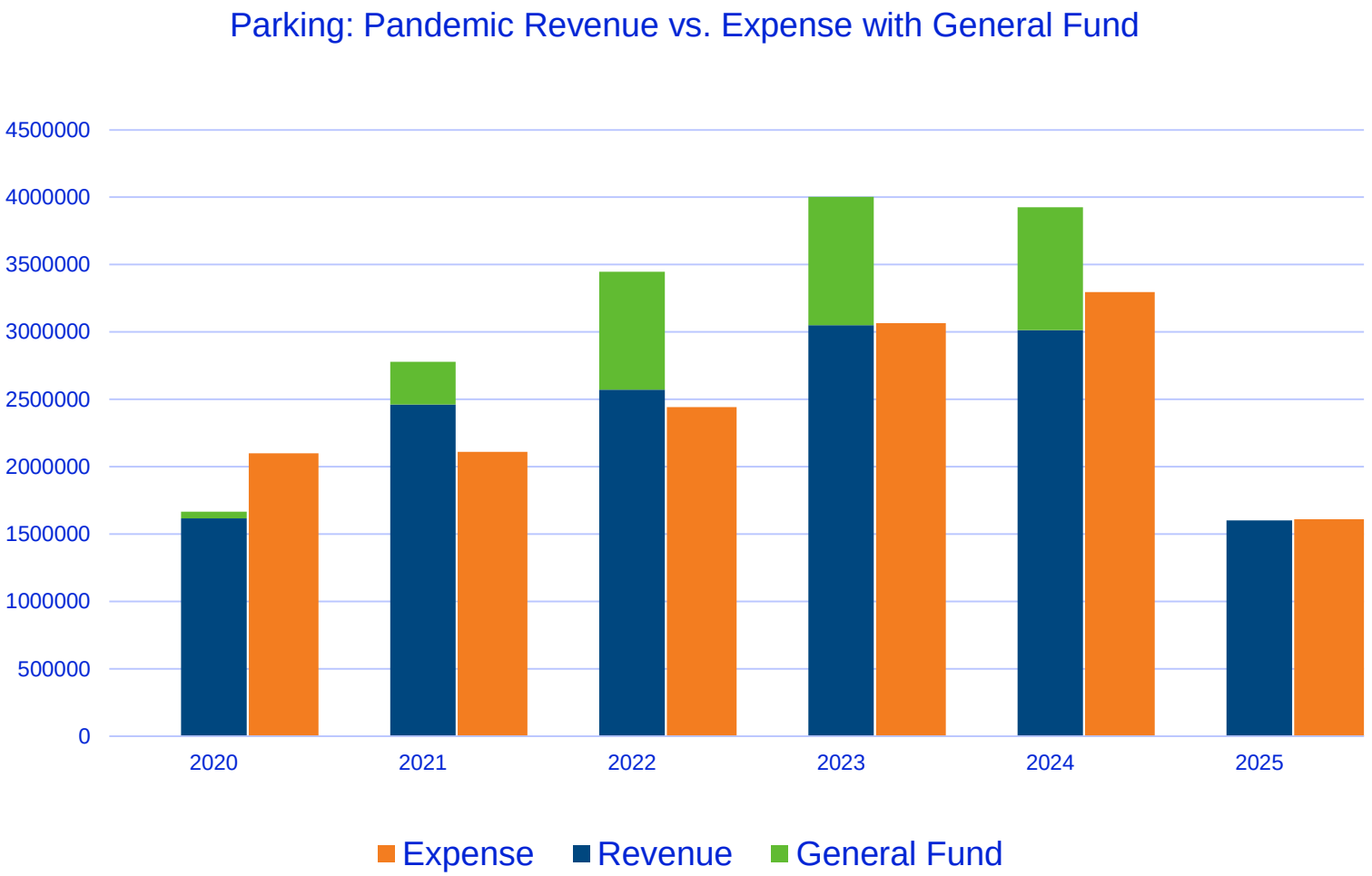
- Historically, operational revenue & expense for Parking Services track closely.
- The imbalance in revenue versus expense from 2020 – 2024 is representative of the significant pandemic impact from initial losses through recovery in 2024.
- Pandemic revenue shortfalls were met through General Fund subsidy.

rking Funds: Past Maintenance & Capital



- Historically, significant maintenance or other capital costs are met through non-Parking Services revenue sources.
- A sustainable parking system requires additional revenue collection to effectively plan for and meet maintenance and capital costs.

rking Funds: Current Maintenance & Capital



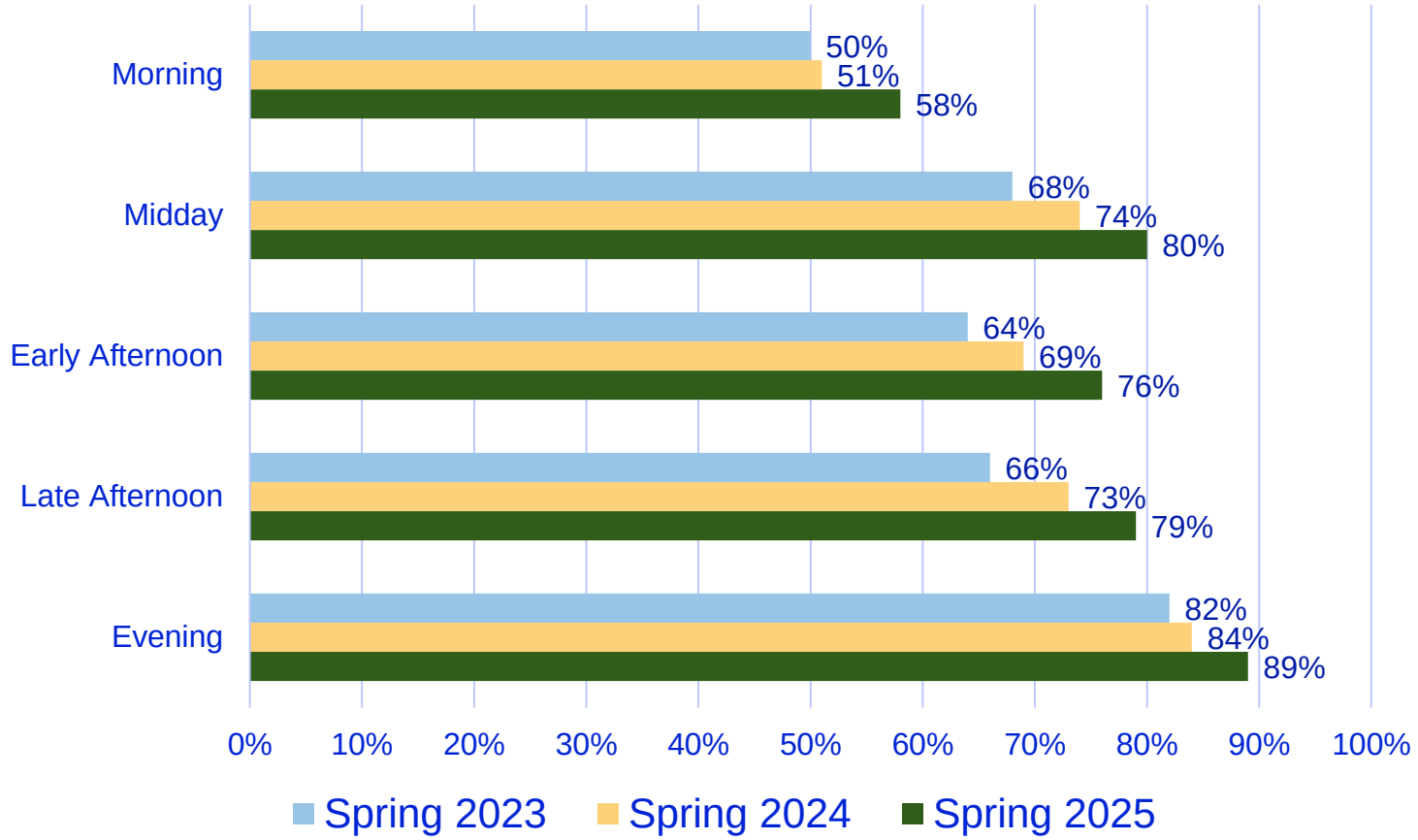
- Parking Services revenue recovered while the Parking Fund was still receiving General Fund revenue
- This resulted in Parking Services reserve balance growing
- Projects funded from Parking Services reserves in 2025:
  - Stairwell Replacement : $1.2M
  - Parking Services office move to support Municipal Court expansion: $450k

pply & Demand

Indicators of Demand

On-street occupancy is considered unhealthy at 80%-85% or above (meaning, there is limited on-street parking space availability).

Several block faces in the downtown core exceed healthy level(s) throughout the day.

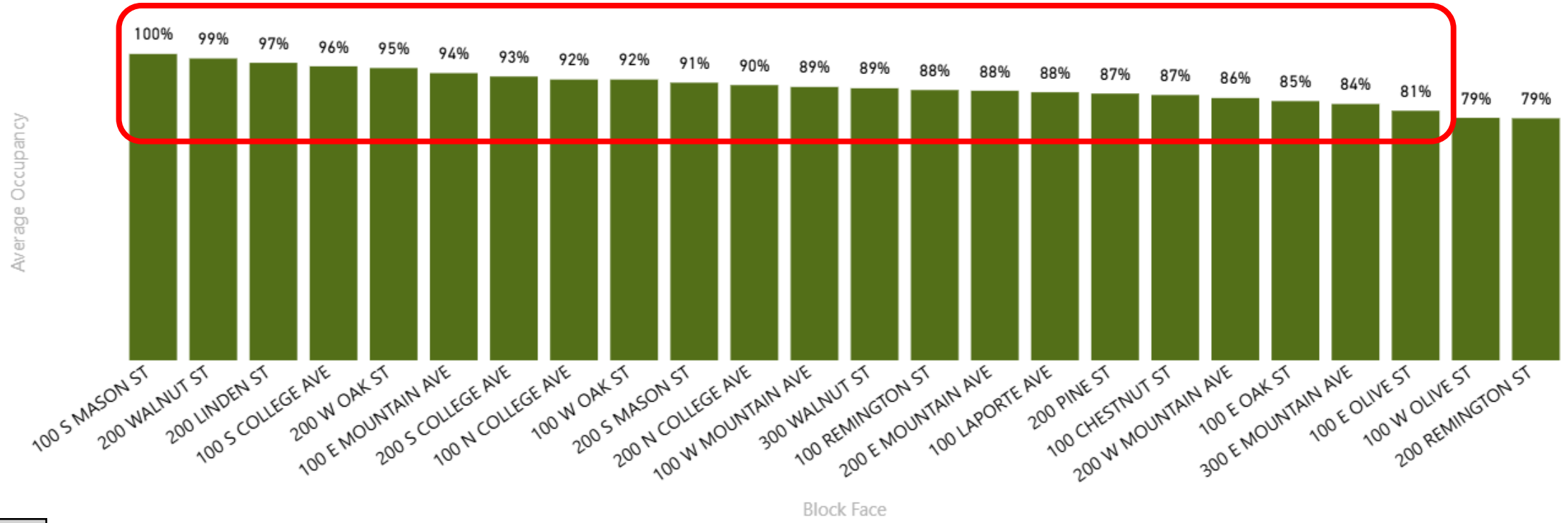


Block Face: A portion of the street or highway between intersections, including all on-street parking.

licators of Demand - Evening

Average Occupancy

Dinner - 22 of 24 block faces at 80% or above



Spring 2025 Study

Evening- 5:30pm-7:00pm

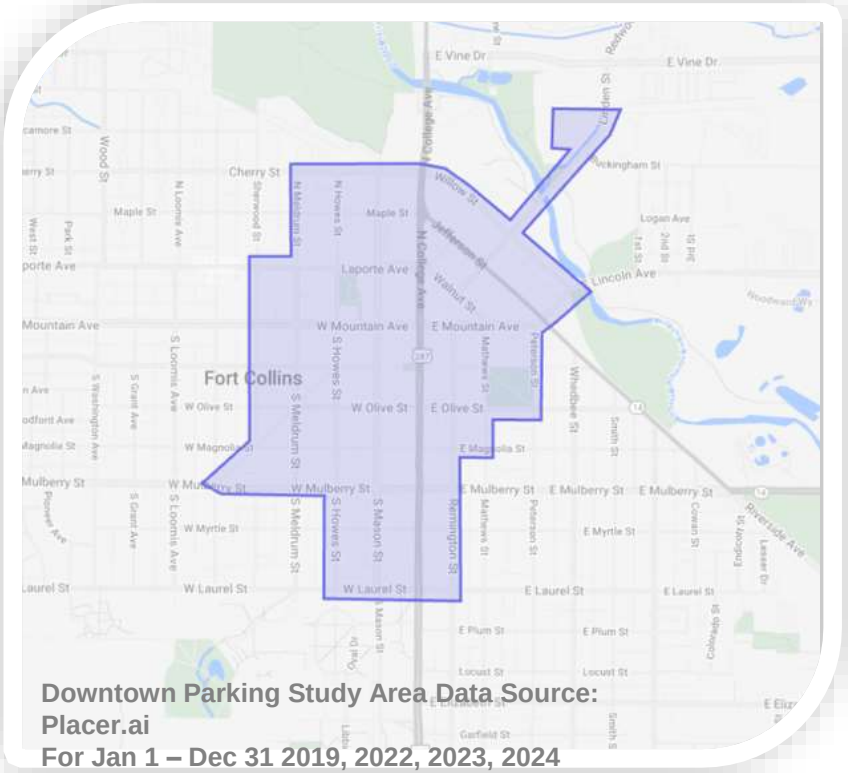
licators of Demand – Downtown Visits

Downtown Fort Collins "Parking Study Area" Data

Placer.ai

"Out-of-Market Visitor" definition: Number of unique people who visit the Downtown Parking Study Area, but do not live or work in it. Any person whose residence is located outside the Study Area is considered an out-of-market visitor.

"Visits" definition: Number of unique daily visits. Overnight visitors, such as hotel patrons, are counted once per day spent in the Study Area.



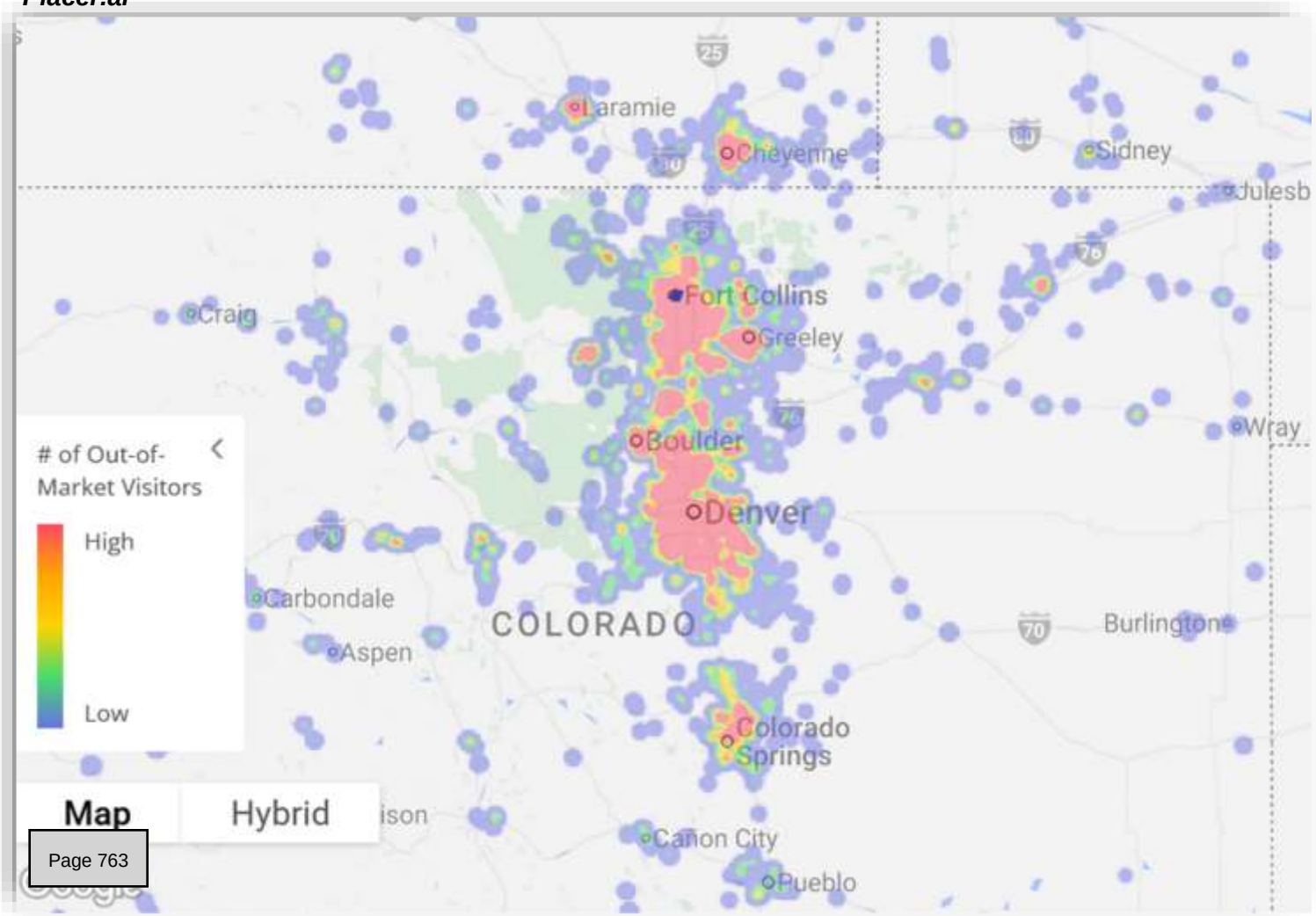
Downtown Parking Study Area Data Source: Placer.ai
For Jan 1 – Dec 31 2019, 2022, 2023, 2024

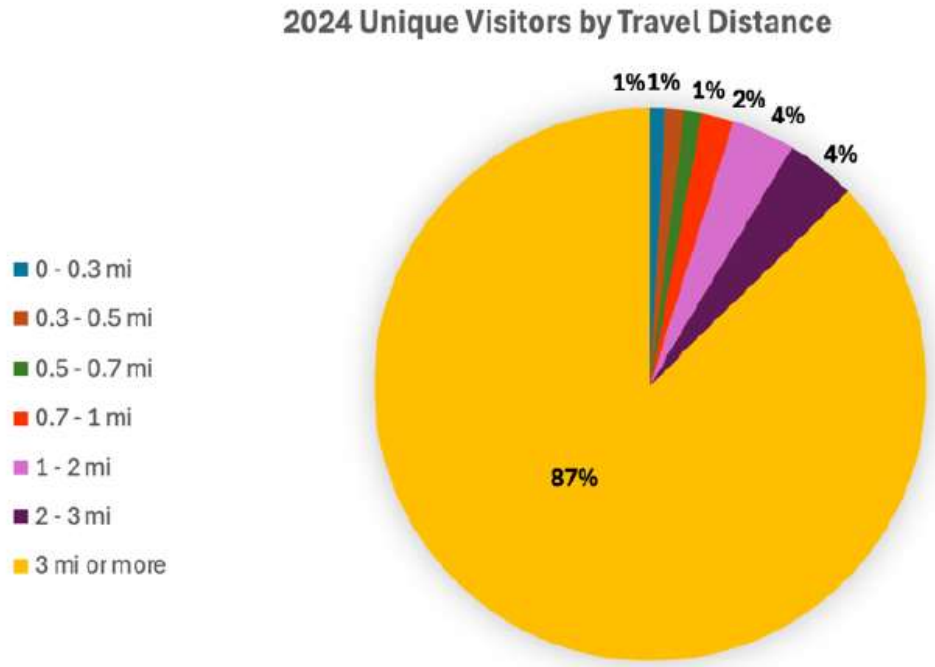
Total Visitation Metrics by Year	2019	2022	2023	2024
Out-of-Market Visitors	2.4M	2.2M	2.1M	2.1M
Visits	12.9M	11.9M	12.3M	12.4M
Avg. Daily Time Spent in Study Area on Given Day	123 min	116 min	119 min	117 min

licators of Demand – Visitor Travel

Downtown Fort Collins "Parking Study Area" Data

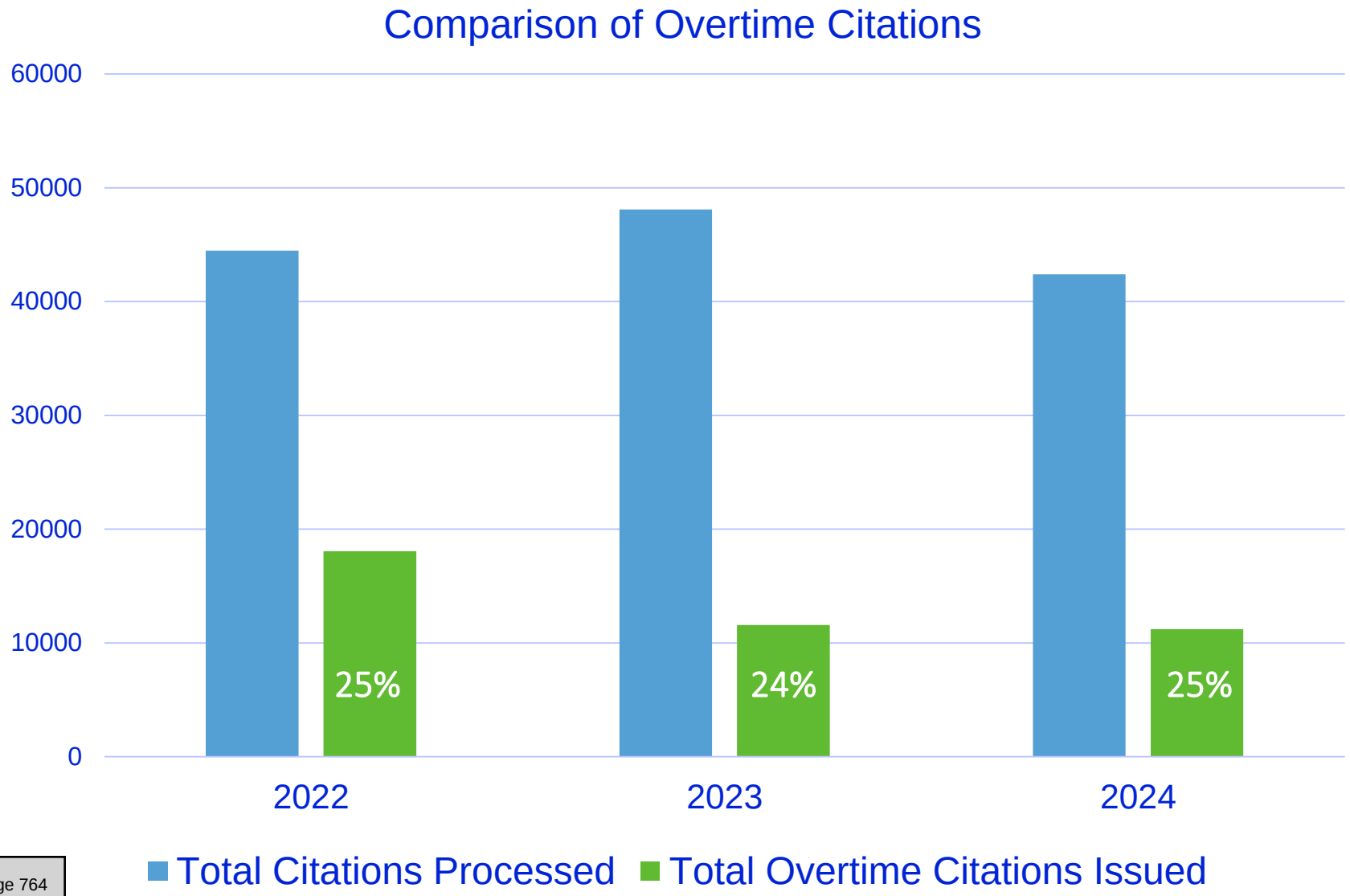
Placer.ai





In 2024, 1.8M unique visitors, or 87% of all visitors, traveled 3 miles or greater to reach the Study Area.

licators of Demand - Citations Issued



licators of Demand – DDA Travel Survey

What is the typical time you spend downtown per stay?

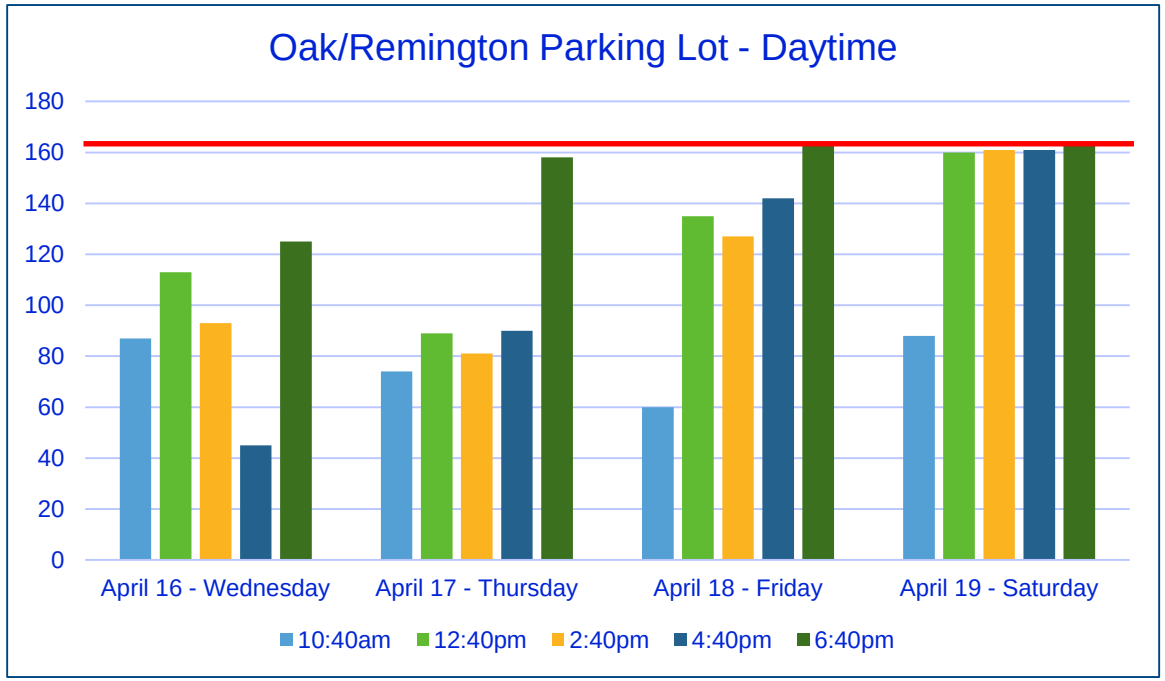
Over 80% of respondents typically spend more than 2 hours visiting downtown.

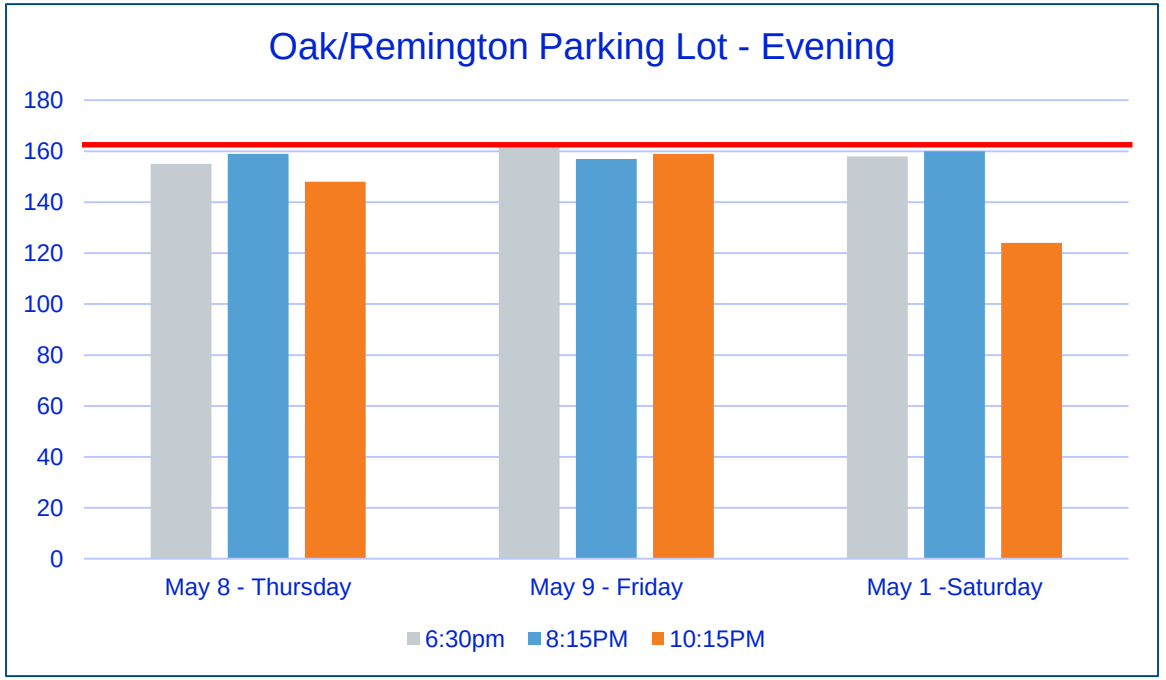
ANSWER CHOICES	RESPONSES
2 hours or less	18.95%
2 to 4 hours	63.34%
4 to 8 hours	12.71%
8 to 12 hours	4.46%

Prepared by the Downtown Development Authority (DDA), was based on a survey conducted from January 20th to February 12, 2023.

licators of Demand - Oak/Remington Surface Lot

Occupancy Study





licators of Demand - Oak/Remington Surface Lot

Downtown Fort Collins "Oak/Remington Parking Lot" Data

Placer.ai

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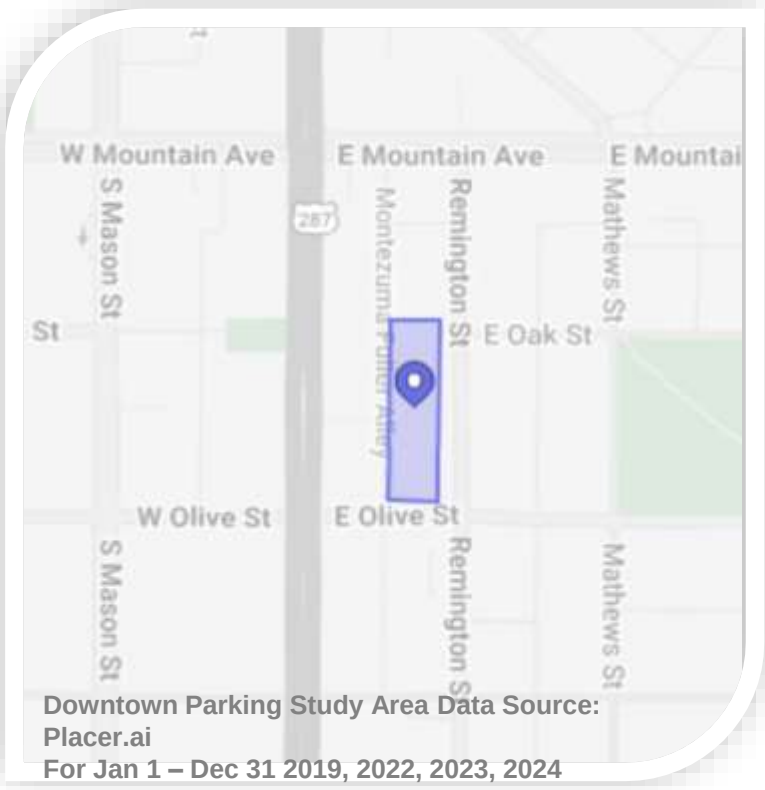

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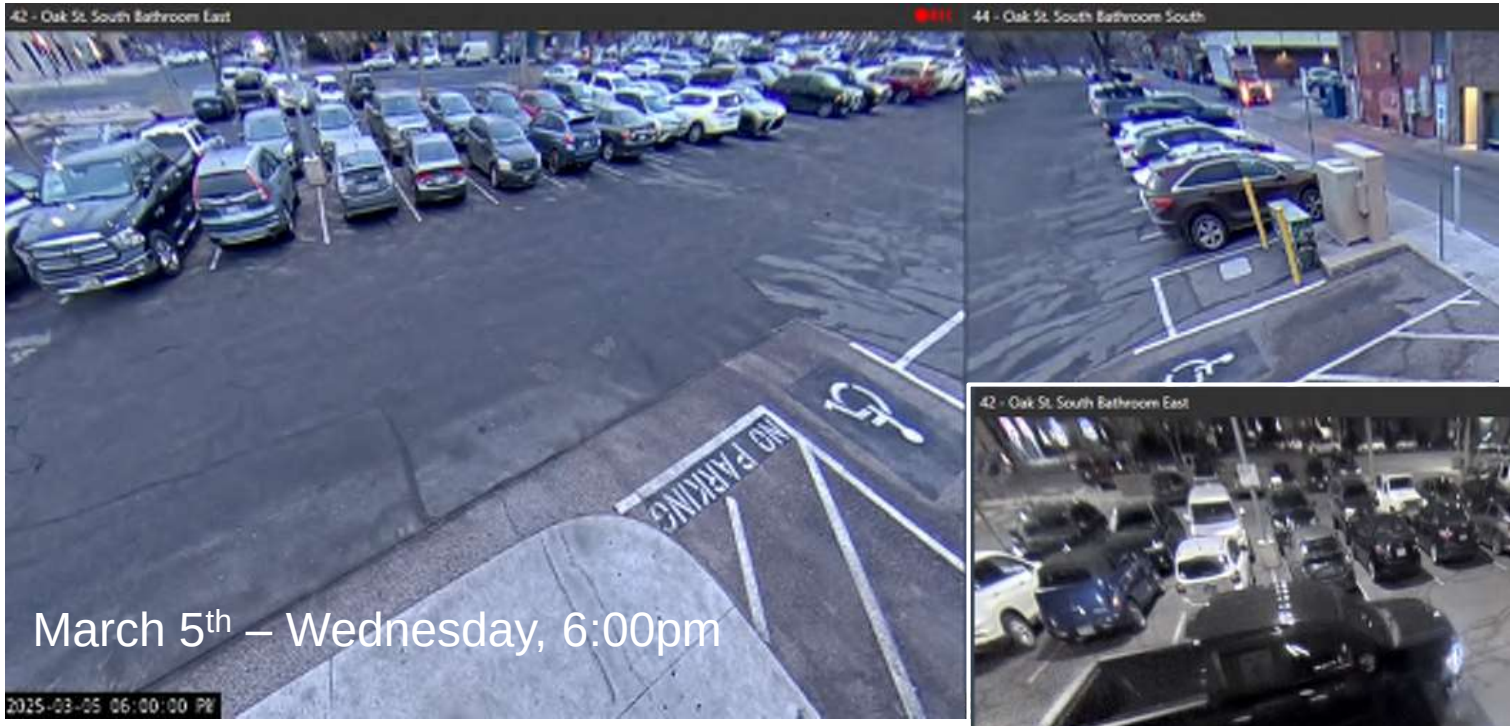
licators of Demand - Oak/Remington Surface Lot



Still photos of the Oak/Remington parking lot, as provided by the Downtown Development Authority's security cameras.

Study Recommendations & Strategies

How We Reach Our Goals

commended Implementation Strategies

Short-Term (1-2 years), or as soon as possible

- Expand Paid Parking to On-Street & to Surface Lots
- Align Enforcement with Paid and Time-Limited Parking Hours/Days
- Implement Time-Limited Parking Zone(s) Surrounding On-Street Paid Area
- Improved Parking Wayfinding Signage
- Review and Adjust Garage Hourly Parking Rates
- Review Employee/Monthly Parking Permit Program
- Implement New or Expanded RP3 Zones Surrounding Proposed Paid and Time-Limited Areas
- Review and Adjust RP3 Permit Rates
- Review Existing RP3 Zones
- Adjust Enforcement Model and Violation Fine Amounts
- Explore Governance Model

Medium-Term (3-5 Years)

- Menu of Employee and Commuter Permit Options
- Improve and Streamline Loading Downtown
- Shared Parking Agreements to Leverage Underutilized Private Parking Supply
- Real-Time Parking Wayfinding & Guidance Signage

Long-Term (5-10 Years)

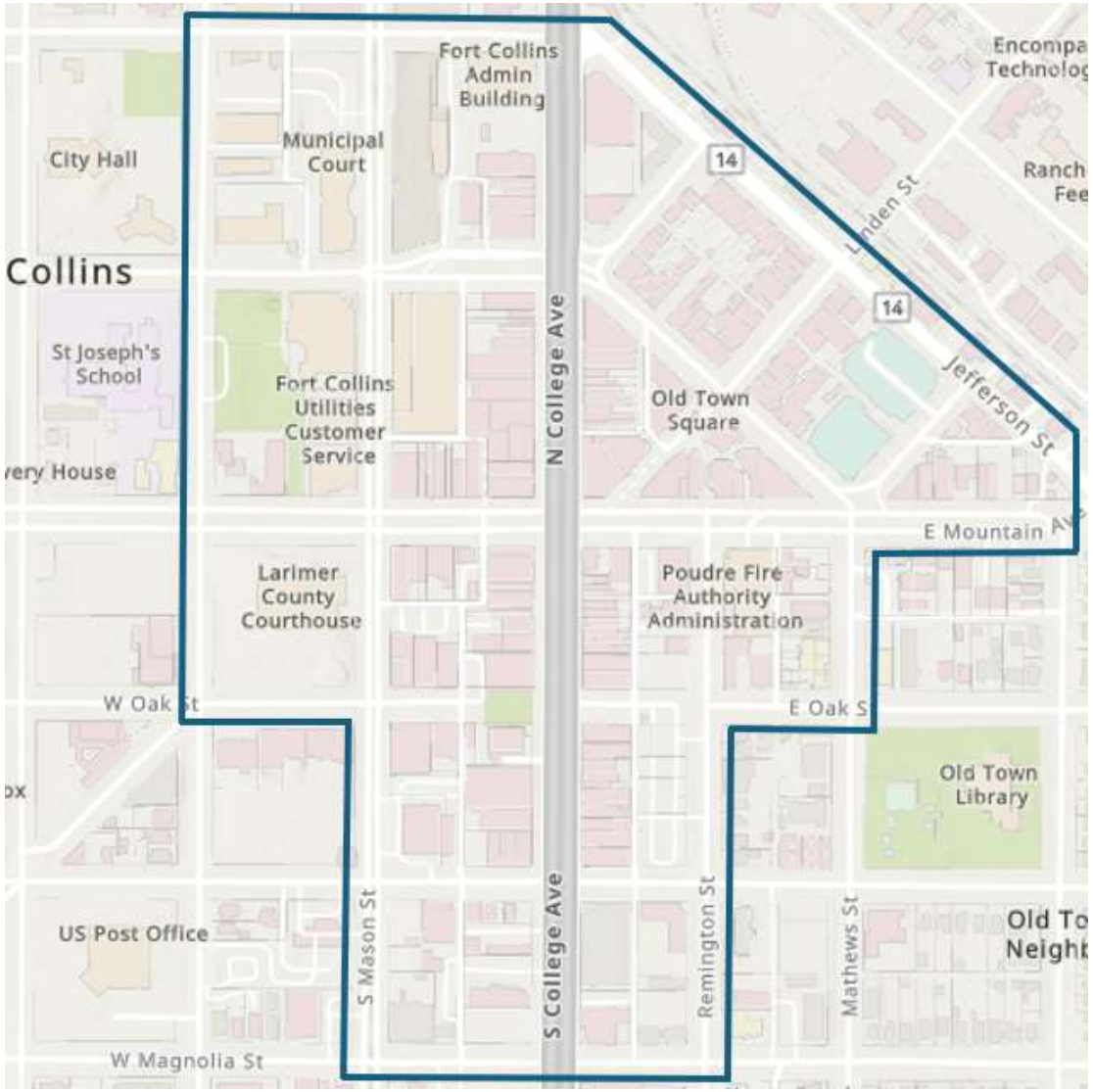
- Move Towards Parking Enterprise Model
- Variable or Graduated Paid Parking Pricing Model
- Reduce Carbon Emissions from Commercial Loading Downtown
- Expand Public Parking Supply (New Garages)

id On-street - recommendation

The study recommends paid on-street parking with the following criteria:

- Must be a contiguous area,
- Included mid- to high-density block faces,
- Included block faces where peak occupancy reaches or exceeds 75%.
- Both sides of the street, and the full length of block face.

Total parking spaces included in **blue** boundary area: 1,328

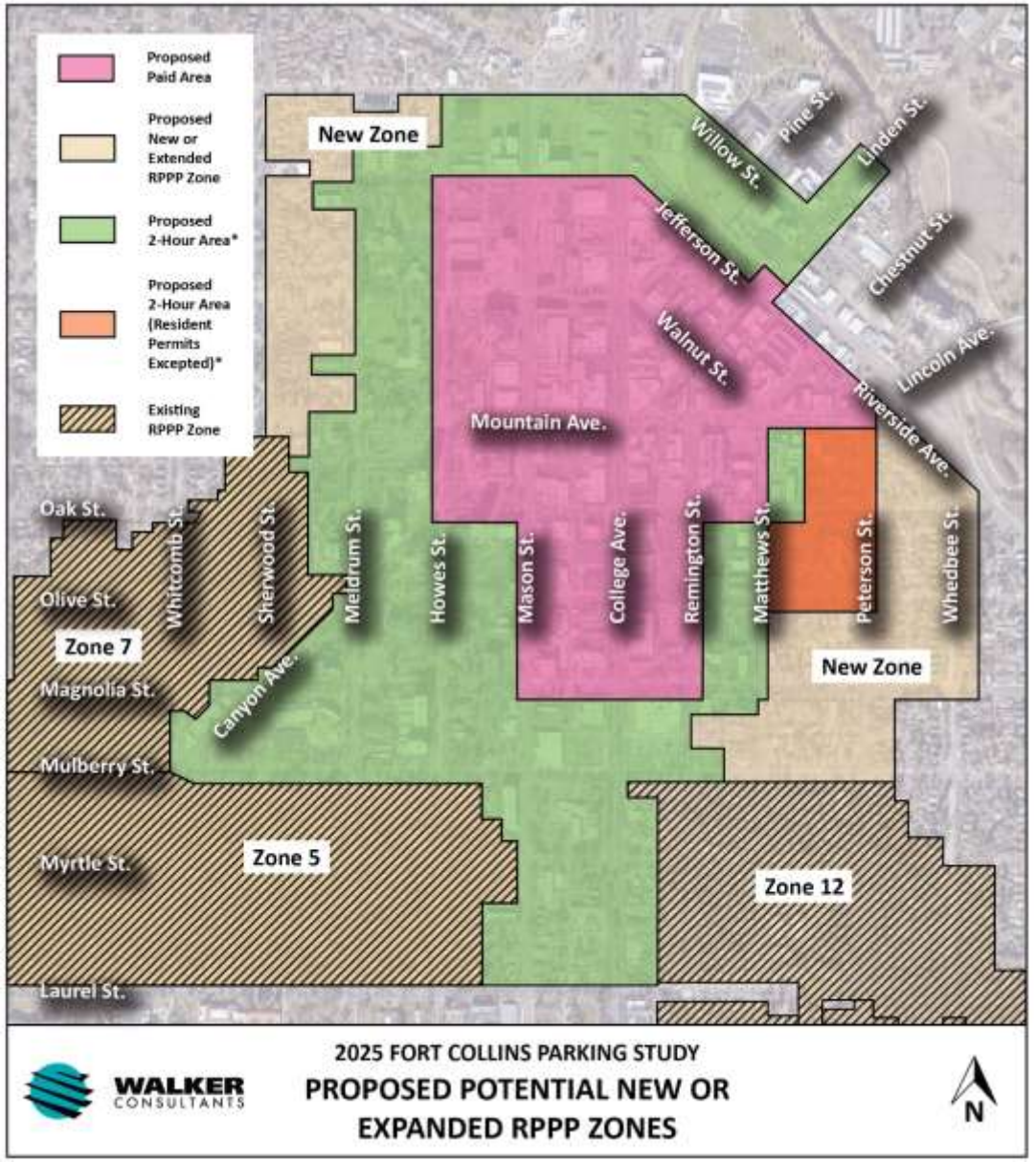


plementation - short-term strategies

These are strategies that can be implemented or should be implemented within the next 1 – 2 years, or as soon as possible.

- Time-limited area would be implemented in conjunction with the introduction of paid on-street parking in the downtown area, including a proposed additional new/expanded RP3 area(s).

The goal is to minimize neighborhood impact with the expansion of a managed parking system.



-front Investment

The up-front “all-in” cost of a multi-space parking meter, including hardware, software, configuration, and installation, ranges from $5,000 to $8,000, depending on the vendor and services provided.

- These costs do not include ongoing capital costs such as maintenance and software/platform subscriptions.

Calculated Number of Meters Needed	Cost per Multi-Space Meter		Projected Total Cost of Multi-Space Meters, Including Installation	
	Low-End	High-End	Low-End	High-End
118	$5,000	$8,000	$590,000	$944,000

Additional implementation investment costs include updated downtown parking signage, improved wayfinding signage, and parking garage parking access and revenue control systems.

Updated Downtown and Improved Wayfinding Signage		$150,000
Parking Structure – Improved Access Control	Low-End	High-End
	$195,000	$500,000

Sign replacement costs may be considered as part of ongoing maintenance expenditures.

Potential Revenue Impact

Revenue Metric	Low End of Potential Range	High End of Potential Range
Total Adjusted Annual Parking Revenue in 2024	$2.8M	$2.8M
Additional Estimated Potential Gross Revenue from Expansion of **Paid Parking** (On-Street and Off-Street Surface)	$2.4M	$4.2M
Additional Estimated Potential Gross Revenue from Adjusted Parking Structure Permit Rates	$100k	$800k
Additional Estimated Potential Gross Revenue from Adjusted Residential Parking Permit Rates	$0	$60k
Additional Estimated Potential Gross Revenue from Adjusted Citation Fines	$310k	$420k
Total Estimated Increased Gross Annual Potential Revenue Impact	**$2.8M**	**$5.5M**
Total Estimated Gross Annual Parking Revenue (Existing + Potential)	**$5.6M**	**$8.3M**

tential Revenue Impact – Paid Parking

- Establish a flat-rate framework for **on-street** paid parking with an hourly rate in place of between $1.50 and $2.00 per hour.
- Establish a flat-rate framework for existing **off-street** surface parking with an hourly rate in place of between $1.00 and $2.00 per hour.

Revenue Metric	Low End of Potential Range	High End of Potential Range
Additional Estimated Potential Gross Revenue from Expansion of **Paid Parking** (On-Street and Off-Street Surface)	**$2.4M**	**$4.2M**

The study recommends that:

- Time limits either be eliminated or extended to 4 hours for on-street parking within the paid area.
- Surface lots where public parking is currently provided as time-limited and free be treated the same as paid on-street parking from an operational perspective, including not having a grace period in place.
- Hours and days for which paid parking is in effect in the garages be the same as for the on-street system and the off-street surface lots; from 10 AM to at least 8 PM from Monday to Saturday.

er Community - comparison

Paid On-Street Parking in Selected Peer Communities

A review of peer communities reveals that Fort Collins is one of the few cities that currently does not charge for on-street parking.

City	Paid On-Street Parking?
Fort Collins, CO	**No**
Manhattan, KS	No
Bozeman, MT	No
Idaho Springs, CO	Yes
Boulder, CO	Yes
Colorado Springs, CO	Yes
Manitou Springs, CO	Yes
Aspen, CO	Yes
Eugene, OR	Yes
Columbia, MO	Yes
Davis, CA	Yes
Missoula, MT	Yes
Chico, CA	Yes
Columbus, OH	Yes
Sacramento, CA	Yes
Seattle, WA	Yes
College Station, TX	Yes
Leavenworth, WA	Yes
Park City, UT	Yes
16 of 19 – Paid On-Street Parking	85%

id Parking in Peer Communities

Success Achieved

Idaho Springs-

Between 2019, when paid parking was implemented, and 2022, downtown Idaho Springs experience a 41% increase in sales tax revenue.

Pre- and Post-Paid Parking Downtown Sales Tax Revenue				
2018	2019	2020	2021	2022
$1,355,740	$1,503,905	$1,479,348	$1,831,997	$2,2125,476

id Parking in Peer Communities

Success Achieved

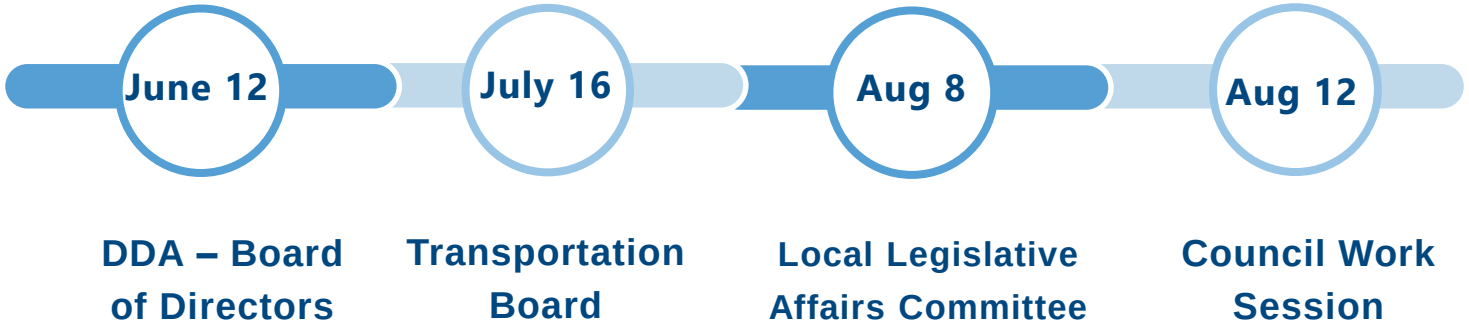
Manitou Springs-

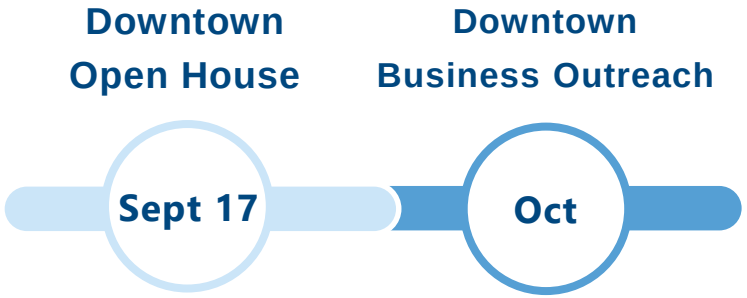
Between 2013, when paid parking was implemented, and 2019, downtown Manitou Springs experienced a 232% increase in sales tax revenue.

Pre- and Post-Paid Parking Downtown Sales Tax Revenue						
2013	2014	2015	2016	2017	2018	2019
$1,899,611	$2,365,574	$3,997,951	$5,412,284	$5,822,915	$5,765,695	$6,325,070

Parking System Fit for the Future

Boards & Committees





Community Engagement

estions for Council

- What questions do Councilmembers have on the supply & demand and financial analysis of our downtown parking system?

- What feedback do Councilmembers have on next steps to implement paid on street parking and other proposed changes to the parking system?

Questions & Discussion

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