

### Strengths:

#### *People*

- People/Values – past and present visionary leaders with a collective commitment to: arts, education, business and environment. Example: Lincoln Center/DDA.
- Motivated & educated populace.
- Tradition of community vision, designing tomorrow today thru strong citizen involvement.
- Educated and friendly population.
- Friendly.
- Resources – people, proactive planning.
- Diversity of people involved or stakeholders – “richness of human capital”.
- Human resources – entrepreneurial, creative, educated, and engaged.
- Volunteerism, philanthropic and visionary people.
- Youthful energy + students (underground music scene).

#### *Natural resources/Geography*

- Natural environment, trees and P. River.
- Climate.
- Natural resources, river and environmental ethic.
- Geography of area, river, DT, & CSU.
- Geography – all key features (downtown, University, Poudre) in very close proximity to each other.
- Compact, human scale built environment with historic presence.
- Natural environment – landscapes, River, and climate.
- The River!
- Physical location, natural beauty and proximity (but not too close to Denver).
- River resource.

#### *Old Town/Identity*

- Pre-existing downtown vitality – historic buildings, arts & culture, loft spaces and restoration.
- Presence of City/County downtown.
- Old Town Infrastructure – DDA/Old Town Square, Historical perspective on SUCCESSES & FAILURES.
- Old Town personality with a River runs thru it.
- Established downtown with personality.
- Historic Character as exemplified by Old Town Square.
- Downtown cultural & restaurants.
- Vibrant, historic downtown rich in cultural/artistic activities which is unique in Northern Colorado and with an outstanding regional/national reputation.

## SWOT Analysis

- Old Town – central, historical local people, owners, consumers, & residents.
- Downtown business district rehabilitated, density of population increased (vertical construction).
- Downtown - vibrant, historic and thriving.
- Unique identity.
- Architectural & historical aspects.
- Not Metro area or too close to one.

### *Recreation*

- River/bike path/community recreation opportunities.
- Recreational.
- Lends itself to pedestrian areas.
- Proximity, scale & walk ability.

### *Cooperation/Collaboration*

- For the project: great momentum, interest, energy, & cooperation.
- University & City Connections – they are all ready well connected and positive cooperation is already taking place. Plans are both in the works and happening.
- Positive synergy of all 3 groups will become contagious once we begin implementation.
- All components of the connection are ‘stand-alone’ entities (very strong by themselves), but willing to work together for the benefit of the community.
- Collaborative.
- Willingness to collaborate & frontier spirit.

### *Community*

- Vibrancy of City (#1).
- Strong arts Community.
- Community pride for CSU & downtown.
- Sense of Community.
- Culture.
- We have an excellent local auto community, unique to Northern Colorado.
- Attractive cost of living.
- Safe.
- Attractive.
- Educated, creative, innovative, civic-minded, & collaborative.

### *Education/CSU*

- Strong education community CSU/FRCC/K-12.
- Education – CSU/PSD/FRCC & Others.
- Strong public education.

## SWOT Analysis

- World class University w/resources, expertise, innovation, opportunities close to downtown.
- CSU – a vibrant resource.
- CSU – diverse blend of activities – cultural, athletic, research, public access ability, multiple functions.
- Dynamic CSU research.
- Vibrant study area, University, downtown and neighborhoods.

### *Business*

- Strong business Community.
- Unique businesses, such as CSU’s small energy lab, aerospace, ER.
- Business community – which is active, passionate, and economically viable.

### *Activities*

- Very active entertainment scene.
- Breweries.

### *Miscellaneous*

- Hope.
- Personal sacrifices made & to be made.
- Possibilities for infill.
- Financial support for capital improvement.
- Opportunity to expand is in surrounding areas.
- Quality of life, such as health care.
- Public safety.
- Proactive government.

### Weaknesses:

#### *Employment Opportunities*

- Few primary employers.
- Underemployment, working poor.
- Over reliance on tech. industry.
- Lack of business/retention/expansion/attraction/strategy to create more (primary) jobs.
- Dead zones & disconnects & neglect – College between Mulberry and Laurel and River district and lack of employment and economic diversity.

#### *Transportation/Pedestrian Accessibility*

- Transportation – limited & inefficient (inefficient bus and no light rail).
- Congestion.
- Vehicle miles traveled.
- Poor pedestrian access from South to North.
- Parking & transportation.
- Transportation getting around does not allow all community members to enjoy and make use of our community's assets, like CSU, downtown, and river.
- Transit – e.g. taxi, buses, and parking issues.
- Physically within the focus area we are not pedestrian friendly.
- Traffic not pedestrian friendly.
- Not enough pedestrian areas.
- Transportation barriers – R.R., parking, one-way, corplet, lack of public transportation, need dedicated link between river, downtown and CSU.
- Multi-modal transportation for commuting and recreation.
- Lack of efficient/novel public transportation.
- Lack of accessibility between each of the three key areas (University, Downtown, Poudre) and into these areas by those who live outside the region, whether lack of parking or true access to Poudre.
- Insufficient transportation alternatives.

#### *Affordable Housing*

- Lack of affordable housing.
- Affordable housing.
- Lack of planning for student oriented housing, with penetration of family oriented & established neighborhoods.

#### *Social Issues*

- Drug & alcohol use.
- Homelessness, mental health, drug and alcohol abuse as hidden problems.

## SWOT Analysis

- Socioeconomic conflict.
- Block-by-block segregation.
- Hidden poverty

### *Funding sources*

- Public funding.
- City govt. dependence on retail sales, income tax.
- CSU – state and private funding.
- Lack of public funding.
- Lacking venture capital.
- City budget.
- Funding basis – specifically arts & cultural.
- Funding for arts & culture.
- Financing constraints/competing resources.

### *Connectivity/Cohesion*

- Lack of multi-modal (car, bike, pedestrian, transit) connectivity between CSU, downtown & River.
- Physical, non-physical and perceived barriers between CSU – Downtown – River, which works against connectivity and accessibility, and prevents fullest use of these resources.
- Lack of cohesive connections.
- Need cohesion between CSU and downtown.
- Lack of connection of areas and people – cultural and generation.
- Lack of connectivity.
- Lack of centralized vision or plan for DT/CSU/River area: employment, cultural, facilities, mix of people & uses, programs, services.
- Lack of master vision, planning.
- Lack of articulated relationship between CSU and the community, downtown.
- University/City disconnect.
- Lack of integration between city & CSU.

### *Floodplains/River*

- Floodways.
- Ignoring the River.
- Flood plain limitations – river corridor.
- The river is inaccessible to public due to homeless inhabitants & lack of developed access.
- Physical barriers – railroads, riverside & river.

### *Identity*

## SWOT Analysis

- Identity of Fort Collins unclear.
- Conflict of interests – students vs. non-students.
- Lack of brand identity. No branded connection between CSU and Ft. Collins.

### *Diversity*

- Lack of diversity.
- Lack of cultural diversity.
- Lack of diversity in retail.
- Insufficient diversity – CSU students, seniors & people of color.

### *Railroad/Trucks*

- Current use of the railroad.
- Train.
- Train & trucks.
- Truck traffic along US287/Jefferson & within downtown. Trains both down Mason and also Riverside/Jefferson.

### *Miscellaneous*

- So many visions we are unable to channel into the completion of certain projects.
- Non-profits.
- Need to bring South F.C. to downtown.
- Town/growth dilemma.
- Not maximizing the relationship between CSU and the City of Fort Collins: we are missing opportunities.
- Need to include all who need to be included & make sure residents in NHS North of the river are included (residents from Buckingham, AltaVista & Andersonville) plus CSU students.
- CSU's richness remains contained as an island & community's unaware of the richness.
- Accessibility of information.
- Lack of community facilities, be that Sports venues, cultural facilities, convention facilities, and hotels.

### **Opportunities:**

#### *Development/Opportunities*

- Economic viability through employment & venture capital.
- There are still lands available for development, both downtown, near & around the Poudre.
- Regional opportunities are on the horizon – need to take advantage of, transit and downtown.
- Many areas are poised for redevelopment – North of Jefferson, Mason St., Flood Plain, etc.
- Beet Street, Chataqua, new business start-ups.
- Opportunities for facilities downtown as a result of projected student growth (6,000); non-traditional students.

#### *Alternative Energy*

- Tech transfer – green building, clean energy, cluster – teach at CSU in morning work at start-up downtown in afternoon.
- Clean energy cluster.
- Alternative energy and clean energy (R & D, manufacturing).
- Attracting major employers, such as Clean Energy cluster.

#### *River/Railroad*

- Transforming barriers into opportunities for connection – Railroad & river.
- Development of river – make it more accessible/lighting, phones, people spaces.
- The River enhancements sustainability.
- Will connect people to nature through a possible ‘river corridor’ or ‘bioscience campus’ (CSU).
- Reclaim & preserve natural areas of river.
- Future of river – quiet nature area to sneak away, yet close to DT.
- Businesses/restaurants next to river or both – depending on part of city.
- Expansion of river use – research/recreation/cultural sites/River walk.
- The river has 2 banks.

#### *Beet Street/Mason Street*

- Development opportunities already underway: Beet St., Oxbow venue, & N. College area.
- Fulfillment of Beet St. vision, including programming development between CSU & downtown, and also the facilities needed (year round Farmer’s Market Amphitheater).
- Beet Street.
- Mason Street Corridor.

## SWOT Analysis

- To capitalize on transit of Mason Street corridor opportunities.
- Beet Street: being identified as an international arts & cultural destination.
- Legacy Pkwy – along Mason St. corridor and Poudre River walk.

### *Willingness for partnership*

- Willingness of CSU and city to create a shared identity together.
- Partnership that share capital and intellectual resources.
- New paradigm for communication between public/private – CSU, citizens, etc.
- Collaboration between CSU, City, organizations, businesses and people.
- Synergy & momentum between CSU & City.
- Opportunity to learn from one another while building up the community.
- Experiential/service learning partnerships
- New partnerships & relationships.

### *Attractions/Events*

- Regional multicultural attractions.
- Cultural events, Festivals, Functions, Museums, Park, Theater, Music, International Peace Corps. Museum @CSU.
- Ft. Collins – a destination location – expand research/business/recreation/Legacy Park/Portal to Peace.
- Hosting micro-conventions.
- Will attract visitors to Ft. Collins for a total experience.
- Creative funding to create cultural, research districts, entrepreneurial center.
- Business & cultural incubator.
- Bringing more people downtown, including historic tourism; arts & culture (Beet Street, Oxbow site, etc.)

### *Arts & Culture*

- To become a nationally recognized arts & culture Mecca.
- Cultural magnate – arts & activities (funds available to do those things).

### *CSU*

- Access University through non-traditional paths.
- To reach out to the community and get buy-in from diverse groups, including CSU student populations, PSD, etc. (residents & businesses from South end of town too along with North)
- To collaborate & utilize CSU's talents and expertise to solve problems and achieve goals of University connections.
- Enhance connections between Downtown and CSU, including the new Alumni Center.

### *Miscellaneous*

- Changing voting districts to include voters & users of city facilities.
- Centerra – standard of living vs. Ft. Collins – quality of life.
- Create master plan/vision for focus area (river, downtown, Mason corridor).
- Infill – more density in downtown.
- Attract more and more diverse job opportunities.
- Create mass transportation to prevent fragmentation (ind. Multi-modal trans.)
- Senators Allard & Salazar.
- A “new” Downtown Development Authority in 2011.
- Affordable housing and sustainability advocates.

### Threats:

#### *Implementation/Vision*

- Thinking too small – don't think based on what is, but instead what could be.
- Complacency – we're #1 now we can rest!
- Timing – loss of momentum.
- Balance threats of opportunities.
- Within UniverCity Connections – what if so many different opinions that we can't focus on specific actions or directions, so jeopardize implementation effectiveness?
- Over development that competes against strengths.
- Over-reaching on vision under delivering on promise.
- Too many ideas, not enough action to follow-through.
- Unwillingness to cooperate.

#### *Social Issues*

- Decay – increase in crime, drugs & graffiti.
- Development can further disenfranchise groups (e.g. push poverty to fringe).
- Continued loss of public funding, especially from instability of tech. economy, retail center moving south.
- Disenfranchised populations – haves/have nots.
- Increasing drug use, especially meth.
- Increasing poverty.

#### *Funding/Economics*

- Funding – apathy on the part of the taxpayers (for CSU too).
- Lack of finding public/private \$ and loss of \$ because of Centera, etc.
- Overly dependent on sales tax.
- Investment between business, organizations and community.
- Economic threat – CSU funding, competition from other regions, and public funding.
- Disconnect between wants and willingness to pay for them.
- Yes on economic development, more on social development.
- Allowing resource limitations to constrain our vision.
- Competition for sales tax revenue & location of new businesses between downtown, Harmony & I-25/34.
- Development in low-income areas, its not that development isn't welcomed but the impact for property tax increase may cause foreclosures on fixed incomes.
- Retail leakage leads to financial issues unless we diversify our income streams.
- Overdependence on sales tax revenue.
- Flat/Lower City and State revenues and dependence on it.

## SWOT Analysis

- Legislative impact – Ref. C, higher ed. funding, downtown tax increment funding.

### *Transportation*

- Transportation/mobility stagnation – maybe hard to sell the Mason St. corridor.
- Lack of parking.
- No changed mindset of alternative transportation.
- Trucks/Trains – non-cooperation could throw a monkey wrench into all our UniverCity Connection planning and enthusiasm.

### *Buy-In*

- Total Ft. Collins residents’ buy-in.
- Inability to implement what we’ve developed due to political/bi-partisan bickering or lack of full buy-in into vision.
- Making sure we fit needs of community, not elitist, how to affect those outside city limits, county property inside district.

### *River*

- River levels.
- River.
- Impact of increased use of natural environment & Poudre River.
- Guarantee of minimum water flow.
- Poudre dries up.
- Losing water in the river.

### *Regional Issues*

- Regional competition.
- Other retail/economic developments within the community and within the region.

### *Urban Growth*

- Gentrification.
- Urban crime.
- Losing character with too many national chains.
- Loosing a Ft. Collins Downtown sense of place if density/intensity of development is left uncontrolled.
- If destination location – threat to be overwhelmed, population, traffic, water issues – losing our “small town” flavor.

### *Miscellaneous*

- Single issue focus, ex-person with passion for arts steamrolls over everything else.
- Neighborhood opposition to congestion and new uses.

## **SWOT Analysis**

- CSU student expansion is likely to be of concern to adjacent neighborhoods.
- Affordable housing advocates.
- New retail competition including Foothills Mall, Bayer and Centerra.