

Chautauqua Guiding Principles

Draft Strengths, Weaknesses, Opportunities and Constraints (SWOC)

August 1, 2012

Relative to the relationship between the city and the Colorado Chautauqua Association (CCA) over financial sustainability and place management of Chautauqua:

What are the strengths?

- Long-standing public/private partnership and cooperative relationship that works and results in the preservation of one of the most vital and special places in Colorado.
- Mutual dedication and commitment to keeping Chautauqua the special place that it is and to plan for its future.
- CCA stewardship provides strong cost/benefit to the city through significant funding for the management and maintenance of the grounds and buildings at Chautauqua.
- Collaborative working relationship between city and CCA staff on day to day management.
- Strong preservation and environmental sustainability ethic and practices are shared.

What are the weaknesses?

- Misunderstanding among the community, the city organization and CCA of each entities' vision, mission and goals for Chautauqua – both commonalities and differences. Perceived lack of a unified vision.
- Lack of common understanding about the appropriate nature and degree of change that can occur at Chautauqua.
- Unclear roles and responsibilities among the CCA, City Council and various staff and boards involved in place management of Chautauqua – currently based on ad hoc arrangements.
- Inconsistent use of certain terminology (e.g. preservation, sustainability, "Chautauqua", leasehold)
- Lack of formal protocol for communication and roles in development and improvement planning.
- Insufficient coordination in addressing impacts of various uses (e.g. parking, access, circulation, safety).
- Lack of available city and CCA capital for major infrastructure improvements and related operating costs.

What opportunities are there for improvement?

- Better mutual understanding of CCA, city and community-wide goals and interests for Chautauqua.
- Clarification of and possible changes to roles and responsibilities of staff, CCA, City Council and city boards – including more clarity on lease, ownership and management boundaries.
- Better communication and collaboration on future planning (shared goals, prioritization and funding of needed improvements) – possibly through regular meetings between the City Council and the CCA BOD.
- Stronger coordination and consistency among city and CCA operations and maintenance units.
- Game plan on how to get things done in the near term.

What are the constraints?

- City and CCA resources to fund major capital improvements.
- Multiple ownership of the site.

- Multiple staff, boards and council members involved in the management and decision-making.