

Chautauqua Guiding Principles Discussions

Notes from the First Meeting between the City Council Temporary Committee and the Colorado Chautauqua Association

July 30, 2012

Discussion of Strengths, Weaknesses, Opportunities, Constraints

Additions to Strengths:

- We all own it (can also be a weakness).
- The past year has been fabulous in terms of collaboration, public input and data collection and listening and learning from the community.
- The relationship between the CCA and the cottagers is strong.
- The opportunity to work on multiple goals for Chautauqua such as preservation, sustainability, cultural opportunities, energy efficiency.
- People who visit Chautauqua bring a broader economic benefit to the city.

Additions to Weaknesses:

- Pedestrian safety.
- Resource constraints regarding maintenance and operations, utility investment.

Additions to Opportunities:

- Ability to change current roles and responsibilities to address issues.

Additions to Constraints:

- Continual change in the people involved in ownership, management and decision-making

General comments from the committee and CCA representatives:

- Let's spend time on resolving issues and disagreements and not on our commonalities.
- Our relationship is largely successful, let's make sure we don't make it less so by over-programming management and decision-making.
- The city needs to answer the question of what level of governance it wants over its asset.
- The CCA members have a fiduciary duty to the association.
- Individual points of view from board members sometimes over-influence decision-making – let's consider a way to interweave board input on certain matters (an example is the Greenways Advisory Board).

Public comment:

- Chautauqua still functions as it did historically – that's a strength.
- The primary goal should be in preserving and protecting the historic experience.
- Overuse of the area is an issue – 65 percent of the visitors are from outside the city.
- Identify goals for Chautauqua as part of the discussion.
- Preservation and protection of Chautauqua's historic qualities should be emphasized.

- The main issue is whether or not new buildings should be developed.
- Include traffic management and parking as a weakness (in line with pedestrian safety).
- Need to more clearly identify what the lease allows the CCA to do in terms of development and improvements.

Topics for Guiding Principles:

1. The nature of Chautauqua as a public and private place – both physically and operationally.
 - a. *What's the responsibility of the community?*
 - b. *What is the community benefit being served in light of private interests?*
 - c. *Describe the unique nature of the cottage ownership.)*
2. The various organizations responsible for place management and financial sustainability of Chautauqua, including their stated mission regarding management of Chautauqua (e.g. preservation, education, recreation).
 - a. *Is Chautauqua about preservation and protection or enhancement and improvement, etc. What's the appropriate balance?*
 - b. *Is our mission about maximizing use and revenue throughout the year? Private management of public asset.*
3. Roles, responsibilities and the nature of the relationship among City Council, the Colorado Chautauqua Association, various boards, departments and staff involved in Chautauqua management.
 - a. *Is the level of oversight of the CCA appropriate? Matrix of responsibilities.*
4. Clarity about ownership and public access – limitations.
5. Maintenance and capital investment responsibilities.
 - a. *There are different "public" groups with different impacts – the guiding principles should address different impacts and who's responsible.*
6. Process and decision-making structure for initiating capital improvements or addressing joint management issues.