



Transportation Master Plan Fort Collins

February 15, 2011



innovate · sustain · connect

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 Lisa Poppaw, District 2
 Aislinn Kottwitz, District 3
 Wade Troxell, District 4
 David Roy, District 6

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Ray Martinez, Mayor
 Bill Bertschy, Mayor Pro Tem
 Eric Hamrick
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 David Roy
 Marty Tharp
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City Council 1997

Ann Azari, Mayor
 Gina Janett, Mayor Pro Tem
 Alan Apt
 Chris Kneeland
 Bob McCluskey
 Will Smith
 Chuck Wanner

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 Sara Frazier
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 Matt Wempe, Transportation Planning
 Timothy Wilder, Advance Planning
 Martina Wilkinson, Larimer County Public Works/Engineering
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City of Fort Collins
 Air Quality Advisory Board
 Bicycle Advisory Committee
 Commission on Disability
 Downtown Development Authority
 Economic Advisory Commission
 Natural Resources Advisory Board
 Parks and Recreation Board
 Planning and Zoning Board
 Senior Advisory Board
 Telecommunications Board
 Transportation Board
 Youth Advisory Board
 Fort Collins Area Chamber of Commerce
 North Front Range Metropolitan Planning Organization Technical Advisory Committee and Transit Advisory Group
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Overview

PURPOSE OF THE PLAN

The *Transportation Master Plan* (TMP) serves to document a bold vision for the long-term multimodal transportation system that will support the Fort Collins community well into the future. The plan provides policy direction for decisions regarding the implementation of the transportation system to achieve the City's vision, mission, and values as a World Class Community. The TMP sets the vision planning horizon at 2035, with the understanding that the plan will be updated in approximately five years.

The 2010-11 TMP acts as a “connecting document” rather than a “collecting document.” The document provides the highlights for each element of the TMP and provides connections to the transportation information available; it does not embed all of the information in the following pages. The plan provides high level summaries to describe the new directions that have come forward during this update with direction to more detailed information for further reference as needed by various internal and external customers of the TMP over time. The intent is to make the TMP an easy reference guide and living document for City staff, boards, commissions, and the City Council as well as the community at large.

The plan provides priority actions and strategies for implementing projects and services to meet short-term needs while working toward the long-range goals for the ultimate transportation system the City and community strive to achieve. Actions are identified that will happen concurrent with the adoption of the plan in the short term (1-2 years) and longer term (3+ years) to achieve the vision of this TMP. The plan also includes performance measures to ensure continuous improvement.



Downtown Fort Collins reflects a successful integration of land use and transportation supporting multiple modes of travel including vehicles, transit, bicycles, and pedestrians.

THE 2010-11 UPDATE

Both the *Transportation Master Plan* (TMP) and [City Plan](#) were updated through a process called *Plan Fort Collins*. The original *City Plan* and original *Transportation Master Plan* were developed collaboratively but separately, in 1997. To further enhance collaboration between *City Plan* and other planning processes, the 2004 update to *City Plan* was conducted simultaneously with the update of the *Transportation Master Plan*. These symbiotic planning efforts shared information, conducted coordinated presentations, and held joint public open houses and workshops. The result was a multi-faceted document that built on the solid foundation of the original *City Plan* and reflected many view points of the community.

The 2010-11 update to *City Plan* and the *Transportation Master Plan* took this spirit of collaboration to the next level, integrating both planning projects into one unified process: *Plan Fort Collins*. As with earlier collaborations, this integrated process allowed the City to maximize efficiency and share resources for public events and presentations. The 2010-11 update was also prepared with extensive involvement from the City's Utilities department, leading to close integration of a variety of topics – energy, water, stormwater – that previous *City Plan* efforts had incorporated in a more cursory manner. Re-branding these two efforts as *Plan Fort Collins*, a more simplified, recognizable name, afforded even greater public awareness and understanding of the two projects. Like the shared name, the process to update the two plans was unified around the tenants of innovation, sustainability, and connections so that the long range visions and policies for *City Plan* and the *Transportation Master Plan* would be mutually supportive and comprehensive.

The *Transportation Master Plan* process also includes updates to the City's [Master Street Plan](#) (MSP), multimodal transportation [Capital Improvement Plan](#) (CIP), and [Pedestrian Plan](#). The TMP, MSP, and CIP have not been thoroughly updated since 2004, and the *Pedestrian Plan* has not been updated since 1996. The TMP also includes the [Transfort Strategic Plan](#) (2009) and the [Bicycle Plan](#) (2008) elements. These plans were recently approved by City Council, so staff is keeping these elements as adopted and focusing this current effort on updating the TMP document, *Master Street Plan*, *Capital Improvement Plan*, and *Pedestrian Plan*.

This unique approach for the 2010-11 TMP update includes an inter-disciplinary staff team from throughout the City organization. Additionally, an evaluation process using a systems-based, triple bottom line approach applied more broadly to include environmental, economic, and human factors is added to the traditional transportation planning process.

For example, in addition to the traditional analysis methodologies that transportation staff would typically use to forecast future transportation needs (current and future traffic projections, safety criteria, construction feasibility, transit ridership, etc.), a transportation subteam was convened to provide input throughout the planning process. The transportation subteam included representatives from multiple City departments such as Engineering, Traffic Operations, Transfort, Utilities/Storm Water, Natural Resources/Air Quality, Advance Planning, Planning Development and Transportation, City Manager's Office, Community Development and Neighborhood Services, City Attorney's Office, and others. The subteam met regularly to provide input and coordinated with the overall Plan Fort Collins team including Light and Power, Economic Development, and Culture, Parks, Recreation, and Environment. Through this more collaborative process, the project team used a broad range of criteria to address impacts and opportunities for economic, environmental, and human factors in addition to the traditional



transportation factors. This approach has helped the project team develop and analyze the various elements of the TMP from a more holistic and systems-based approach.

Broad-based community input is also very important to make sure the transportation plans reflect diverse viewpoints in the community and will have strong support over time. The project team has received great input on suggestions to improve transportation from the community as well as through additional review by the City boards, commissions, and Council. These include the following:

- Adapting the transportation system to support infill and redevelopment through flexibility and context sensitive solutions.
- Integrating transportation, land-use, and utilities with new ideas such as “Green Streets.”
- Advancing the concept of Enhanced Travel Corridors.
- Increasing safety education and awareness for bicycles and pedestrians for all ages and abilities.
- Addressing mixed-use and urban design along corridors that serve activity centers, special districts, and key transit routes (including lighting, landscaping, public spaces, pedestrian features, etc.).
- Exploring ideas for reliable long-term transportation funding strategies to support the vision of the community.
- Focusing on policies to support activity centers and the College Avenue spine as well as other Enhanced Travel Corridors.
- Ideas for “reshaping” existing streets in select areas, including new ideas such as bicycle boulevards and other techniques to improve transportation choices for all modes of travel.
- Addressing the future for new vehicle alternatives.
- Opportunities for trails to serve as part of the city-wide bicycle/pedestrian transportation network, recognizing the need to address potential safety and environmental impacts.
- Enhancing opportunities for the community to achieve the desired long-term transportation vision.
- Establishing an updated map for pedestrian priority areas that integrates with the City Structure Plan and high demand pedestrian districts and corridors.



Plan Fort Collins community symposium public meeting

The updated TMP includes updated vision, principles, and policies as well as proposed implementation strategies and performance measures. The TMP is organized by subject areas to align with the City's [Budgeting for Outcomes](#) transportation goals based on the transportation results map:

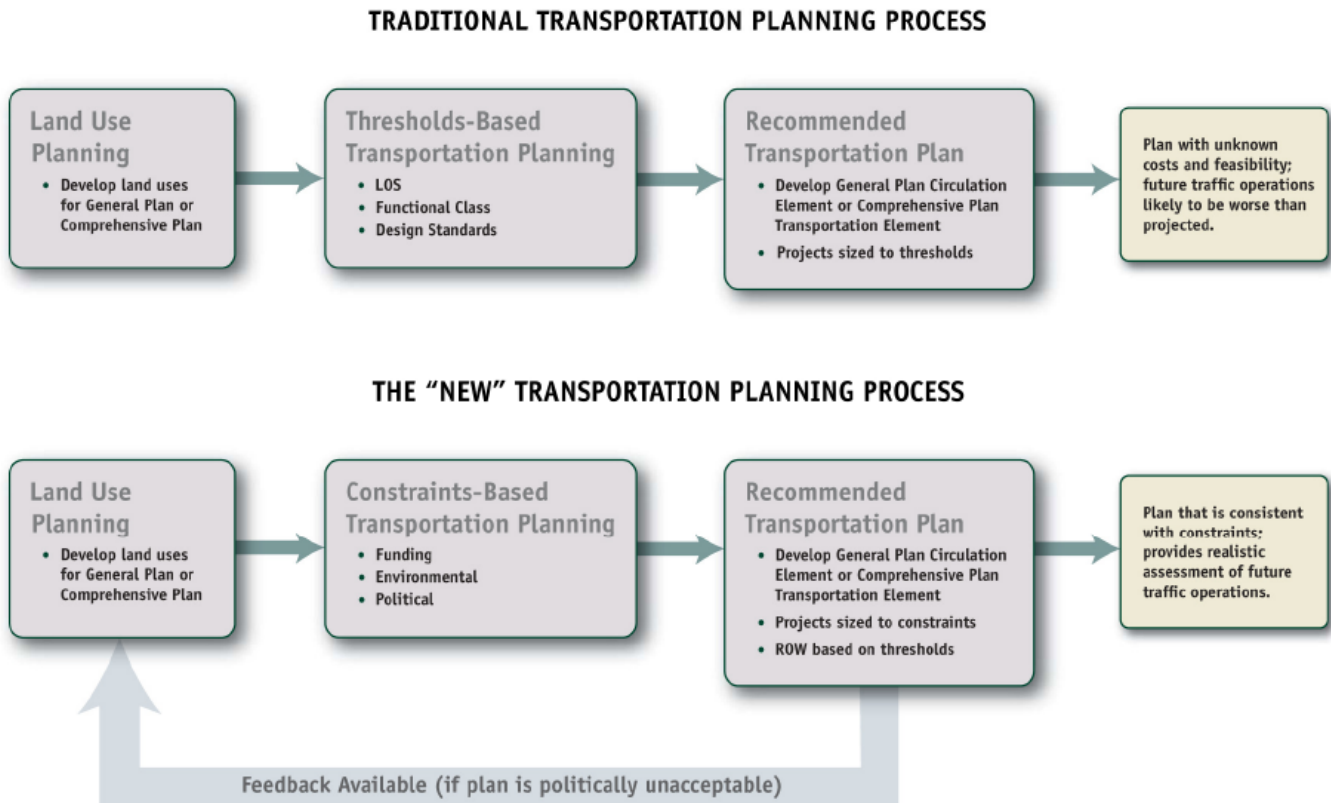
- Integrated Land Use and Transportation
- Mobility Options
- Traffic Flow
- Quality Travel Surfaces and Infrastructure
- Increase Awareness

In addition, the TMP includes highlights for each of the modal plans as well as the updated *Master Street Plan*, *Capital Improvement Plan*, and *Pedestrian Plan*.

The updated TMP also includes recommendations for action steps and strategies to evaluate, monitor, and report progress on plan implementation over time. The intent of these performance measurement strategies is to help guide the City's progress toward the TMP vision and serve as useful tools for future plan updates. These action steps, strategies, and evaluation measures are integrated with the overall *Plan Fort Collins* process to ensure alignment with *City Plan* and city-wide goals.

The 2010-11 TMP update process did not follow a traditional linear planning process. Instead, the update used a collaborative, systems-based, iterative process to coordinate land use and transportation planning. The graphic below shows the traditional transportation planning process and the new transportation planning process.

Figure TMP- 1: Transportation Planning Process



In addition to using a non-linear planning process, *Plan Fort Collins* incorporated three overarching themes for the effort – innovate, sustain, and connect.

Innovate

The citizens of Fort Collins wish to advance their future in a positive and vital way, and City government, educational, and other institutions as well as the private sector have always been willing to lead and serve as a model for other communities. The City of Fort Collins reflects a desire to remain innovative, world class leaders.

Sustain

The basic tenets of sustainability serve as the guiding principles for the vision and serve as a foundation underpinning all components of each plan. Fort Collins finds these tenets to be as follows:

- A focus on the future with a long-term perspective (an outlook for the generations to come)
- An understanding that the community is bounded by the limits of the natural world and its resources
- A systems perspective that recognizes the economic, human, and environmental implications of policies, decisions, and outcomes
- Performance measures to guide continuous improvement strategies

Connect

Being a “connected community” extends beyond the physical connections implied by our transportation system. It encompasses a community that is connected technologically and socially as well. Fort Collins’ vision has long embraced a City that provides safe and efficient facilities for all modes of travel. It should also encourage expansion of technology infrastructure to serve and connect the community, increasing access to information and fostering better communication between residents, businesses, institutions, and local government. Finally, the vision should support social connectivity through ongoing support of community organizations and volunteerism as well as by encouraging development patterns and creating gathering places that attract people and promote social interaction.



Plan Fort Collins community workshop breakout session on the Transportation Master Plan

ORGANIZATION OF THE DOCUMENT

The 2010-11 TMP acts as a “connecting document” rather than a “collecting document.” The document provides connections to the transportation information available in Fort Collins; it does not embed all of the information in the following pages. Look for orange boxes throughout the document that provide links to related documents, analysis summary materials, and process summary materials. Green boxes provide snapshots from the community dialogue.

*Orange Boxes
contain direction
to related
documents*

Major sections of this document are organized with three categories of information:

1. **Progress since the 2004 update** – describes changes that have taken place since the 2004 TMP. This can include accomplishments, new ideas, changing public perceptions, or other planning updates.
2. **Process for the 2010-11 update** – describes the steps taken to update a section of the plan. This section can include specific public input, direction from boards and commissions, or general steps that were taken to achieve the 2010-11 update result. Community dialogue was encouraged throughout the 2010-11 update process with a variety of public outreach events, “question of the week” posts on social media outlets such as Facebook and Twitter, focus group surveys provided online and in person, staff subteam meetings, Transportation and other board meetings, and City Council Workshops. Highlights from the community dialogue are provided throughout the TMP in green boxes.
3. **Recommended changes** – describes the specific changes that result from the 2010-11 update. The recommended changes are presented in three time periods – changes that will take place concurrent with the adoption of the plan, changes that will take place in the near term (1-2 years), and changes that will take place over the longer term (3-5 years).

*Green Boxes
contain highlights
from community
dialogue*

Fort Collins and Sustainability

PROGRESS SINCE THE 2004 TMP

The City of Fort Collins is committed both to sustainability as a core value and to operating in a manner that lowers its ecological impacts while strengthening its economical and societal leadership. The central premise of a sustainable operation is that it balances human, economic, and environmental factors in decision making and management. This approach is nothing new to the City; it has been a part of the culture for years. The City started on a sustainability path in 2004 by developing a *Sustainability Action Plan*. Municipal goals for sustainability included sustainable purchasing, healthy and productive employees, green buildings, healthy ecosystems, sustainable energy, pollution and waste reduction, and ongoing maintenance of the plan.



Multi-use trail

THE 2010-11 UPDATE

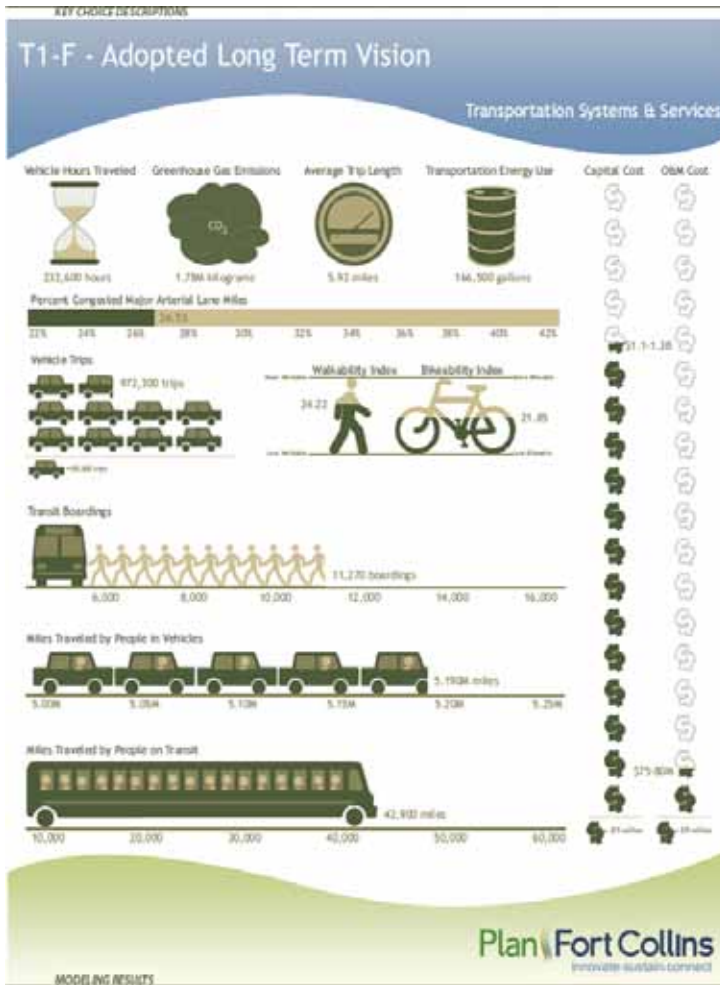
There are many examples of how sustainability has been addressed as a topic in *Plan Fort Collins* and the *Transportation Master Plan*. Sustainability has been a key driver in the process of developing the plan from the beginning of the project. Specifically, three main tenets of sustainability – systems thinking, triple bottom line analysis, and continuous improvement – have been integrated into the planning process. Staff and the project team have used systems thinking to recognize the relationships among plan elements, from broad topic areas to key choices and principles. Triple bottom line evaluation – incorporating environmental, economic, and human considerations – is used to evaluate key choices and develop sustainability indicators in Phase 2 and is integrated into both Phase 3 of the project and ongoing implementation. Continuous improvement is integrated into implementation and monitoring approaches to develop feedback and response mechanisms that ensure

strategies and actions are being effectively implemented. The following is a brief summary of how sustainability has been integrated into the development process of each project phase:

Phase 1: The *Snapshot Report* includes a compilation of existing major sustainability programs and practices. Sustainability was also addressed during a focus group and was a dedicated topic area for discussion at the Community Reception, Community Workshop, Focus Group meetings, and Board and Commission meetings. A preliminary list of sustainability indicators for plan evaluation and monitoring was also developed during this phase.

Find the Transportation Snapshot Report in Appendix A

Figure TMP- 2: Transportation Systems and Services Modeling Results



Phase 2: In Phase 2, key choices for transportation were evaluated using the triple bottom line approach and the draft sustainability indicators. Based on Council direction, staff also developed a draft definition of sustainability. Staff convened a sustainability subteam to help guide the integration of sustainability into the remaining *Plan Fort Collins* process, including the discussion of the applicability of a *Plan Fort Collins*-specific triple bottom line decision support tool. During this discussion, consultant team members met with the Triple Bottom Line Analysis Map (TBLAM) team from Fort Collins Utilities to discuss best practices in triple bottom line (TBL) analysis and options for aligning TBLAM with the *Plan Fort Collins* TBL approach.

Find the Key Choices Summary in Appendix B

Phase 3: In Phase 3, the staff sustainability subteam continued to meet. Topics discussed included the application of triple bottom line evaluation during the final phase of the project; evaluation of actions, strategies, and catalyst projects through the lens of sustainability; and how best to integrate a continuous improvement process into implementation and monitoring. Examples for the TMP include the analysis and recommendations for the updated *Master Street Plan* and *Capital Improvement Plan*.

Staff and the sustainability subteam also continued to discuss how best to integrate triple bottom line evaluation into *Plan Fort Collins* and implementation efforts moving forward. The Utilities TBLAM team developed a triple bottom line methodology and has begun applying TBLAM to a number of topics and decisions. Training of staff on the use of TBLAM has also commenced as part of the 2010-2011 update process. In parallel, a draft *Plan Fort Collins* Triple Bottom Line Decision Support Tool was developed, specifically tailored to the planning process, and initial “beta” tests conducted.

Systems Approach

Plan Fort Collins, including the TMP, recognizes that issues and policies do not work in isolation and seeks to highlight the relationships between topics. Throughout the update process, the project team used and encouraged systems thinking to recognize and emphasize the interrelationships among the plan components, from broad topic areas to specific principles and key policies choices. In this context, sustainability functioned as a unifying concept—a way to integrate and connect topics across City service areas and departments, and throughout the community, to explore options to address current and future needs efficiently and effectively.

The Triple Bottom Line Approach and Transportation

Figure TMP- 3: Sustainability systems approach concept



The City of Fort Collins defines sustainability as balanced stewardship of human, economic, and environmental resources for present and future generations. A core concept of sustainability is an approach to planning and decision-making that integrates human, economic, and environmental planning goals and strategies as a system, instead of evaluating them in isolation of one another. This systems-based approach, often referred to as the “triple bottom line,” not only benefits the economic bottom line but also reaps positive human and environmental outcomes. Historically, past planning processes have treated issues such as land use, transportation, housing, arts, and community health as distinct and separate.

Plan Fort Collins and the TMP feature sustainability as a unifying concept – as a way to integrate and connect topics across city service areas and departments and throughout the community to address current and future needs efficiently and effectively. The core values, accomplishments, and challenges with respect to sustainability are used to inform the update and to evaluate key choices for the next generation of *Plan Fort Collins*. Using a systems approach, the TMP project team evaluated how various choices and alternatives affect the social, economic, and environmental components of sustainability such as energy and resource use, community livability, and economic sustainability. The results of this analysis inform community dialogue about preferred community directions for *Plan Fort Collins* and the TMP.

Continuous Improvement

In order to be effective, planning must not be static. The City generally has a continuous improvement quality model already in place. Together, *Plan Fort Collins* and the TMP establish useful tools for decision making by creating stronger links between monitoring tools, ongoing plan refinements and policy adjustments, and implementation. As illustrated by the diagram at right, *Plan Fort Collins* advocates a continuous improvement model, whereby the City monitors and adjusts its actions over time to move toward its desired vision.

The TMP establishes performance measures that tie directly to the transportation vision, principles, and policies to ensure that short-term actions are helping to achieve the long-term vision of the TMP and the City. As the recommended actions are taken, the performance measures in the TMP are used to check progress toward achieving the vision. They also provide the necessary evaluation for identifying opportunities for continuous improvement and influencing the next iteration of the plan as the cycle continues.

Figure TMP- 4: Sustainability continuous improvement model



Special Focus Areas

During the outreach process, a variety of alternatives were considered for the future of transportation in Fort Collins. These alternatives were called “key choices.” Input on these key choices was collected from the transportation subteam, boards and commissions, City Council, and the community. Feedback supported maintaining the long term vision that has been proposed in previous plans while exploring and deepening emphasis around key concepts such as Enhanced Travel Corridors, reshaping streets, vehicle alternatives and trails, and system mobility/efficiency management. Key choice options for service reductions and expanding the long-term vision were also considered, but garnered little community support.

*Find the Key Choices
Summary in Appendix B*

Enhanced Travel Corridors, Reshaping Streets, and Vehicle Alternatives and Trails are discussed in this special focus areas section as they represent a distinct change to or enhancement in the direction of the transportation future of the City of Fort Collins. The continued vision and system mobility are discussed in more detail in the Vision, Principles, and Policies section of the plan.

ENHANCED TRAVEL CORRIDORS

Progress since the 2004 TMP

The 2004 *Transportation Master Plan* (TMP) discussed and defined Enhanced Travel Corridors (ETCs) as uniquely designed corridors that are planned to incorporate high frequency transit, bicycling, and walking as part of the corridor. ETCs are intended to support high quality economic development opportunities for mixed-use, transit-oriented development and support Fort Collins’ active lifestyles and environmental stewardship goals.

Four ETCs were defined as part of the update to *City Plan* and the TMP in 2004. These corridors include the Mason Corridor, Harmony Road Corridor, North College/Conifer Street Corridor, and Timberline Road/Power Trail Corridor. These four ETCs complete a loop through Fort Collins, connecting activity centers in and around Downtown, Colorado State University, College Avenue, Harmony Road, and the Mountain Vista subarea and providing support for regional connections.

Since the 2004 TMP, progress has been made in enhancing several of the designated ETCs. The Mason Corridor, which includes College Avenue, has completed trail improvements and secured financing for a new Bus Rapid Transit (BRT) system. The Mason bicycle/pedestrian trail has been completed from the Fossil Creek Trail to Prospect Road and grade separated crossings are underway at Troutman and at the Natural Resources Resource Center/Colorado State University (CSU) Veterinary Teaching Hospital. The BRT service will operate high-quality and high-frequency transit. Stations will incorporate new high-quality amenities that are similar to light rail with low floor boarding platforms, sleek new busses, next bus arrival information, and pre-pay fare machines.

The North College/Conifer Street Corridor has been changed to be located along North College and re-aligned Vine Drive with the Mountain Vista sub-area plan update in 2009. The details for the Mountain Vista, Harmony Road, and Timberline Road/Power Trail corridors are being evaluated through future master plans.

ETCs provide connections between major activity centers like Downtown, CSU, mid-town, shopping destinations, and neighborhoods. While ETCs share this similar purpose, each individual corridor will have a different, unique way to provide those connections. In some corridors, ETCs may focus on enhancing travel time through the corridor to connect primary destinations (Mountain Vista Corridor and Timberline Corridor) while other ETCs may focus on enhancing infill and redevelopment along the corridor (Mason Corridor and Harmony Corridor).

The 2010-11 Update Process

As part of the 2010-11 update process, one of the key choices or key areas of update is Enhanced Travel Corridors. At the June public outreach events the community was asked about a variety of key choices or areas of focus for the TMP update. The Enhanced Travel Corridors/District Focus was presented as:

A change that would focus the majority of future transportation investments along Enhanced Travel Corridors and in districts or activity centers. Emphasis would be on priority areas that are economically vital and provide a catalyst for infill or redevelopment. The mix of motor vehicle, transit, bicycle, and pedestrian investments in these locations could continue to occur with no major shift in the current balance among modes or could include different prioritization of modes within these corridors/districts. This key choice would link closely with related land use choices.

Community Dialogue

Participants at the public outreach events selected Enhanced Travel Corridors as one of their top areas of focus for the 2010 Transportation Master Plan

Keypad polling results showed that participants selected Enhanced Travel Corridors as the most desired area of focus for the TMP update. Input from the Transportation subteam, Transportation Board, and City Council also supported Enhanced Travel Corridors as an important part of Fort Collins' transportation system.

Much of the Enhanced Travel Corridors section of the 2004 TMP is still relevant. This update includes additional ideas and actions to continue strengthening the ETC network in Fort Collins.

When considering the triple bottom line context, investing in ETCs provides a variety of benefits. Economically, ETCs have a positive impact on the City, as they focus transportation investments in districts and activity centers that are critical to the economic vitality of Fort Collins and provide opportunities to support infill and redevelopment. However, there will be significant capital costs associated with ETC investment and ongoing operations and maintenance. Socially, ETCs will help transform key activity centers, which will provide more social opportunities for Fort Collins residents and affordable housing and destinations within short trips. Environmentally, ETCs will likely increase alternative mode use by putting high-quality transit service and alternative mode improvements where the highest concentration of users can take advantage of them.



The future Bus Rapid Transit (BRT) service and Transit Oriented Development (TOD) Overlay Zone designation will influence future redevelopment activities along the corridor.

Recommended Changes and Updates

The following changes and updates are recommended to further encourage the development of Enhanced Travel Corridors.

Immediate Changes and Updates (Concurrent with the plan adoption)

- Add ETCs to mapping to more clearly demonstrate the connections made by each corridor and add two long-term, future ETCs identified through the update process:
 - Current ETCs
 - § Harmony Road (from I-25 to Front Range Community College (FRCC) – the Harmony Corridor is being extended from Mason Corridor to the west to connect with FRCC)
 - § College Avenue/Mason Corridor (Downtown to approximately ½ mile south of Harmony Road)
 - § Mountain Vista/North College/Re-aligned Vine Corridor (from Downtown Transit Center to Mountain Vista)
 - § Timberline Road/Power Trail (from Harmony Road to Mountain Vista)
 - New long-term ETCs
 - § Prospect Road (from CSU/Mason Corridor to Interstate 25)
 - § West Elizabeth (from CSU to Overland/CSU Foothills Campus)
- Designate each of the ETCs on a new *Master Street Plan* overlay map.
- Update CIP prioritization criteria to give priority to projects located in designated ETCs. These corridors have been designated as locations that have a higher potential for economic, social, and environmental benefits than other locations in the City. Prioritizing investment in these corridors will use the limited financial resources of the City wisely.

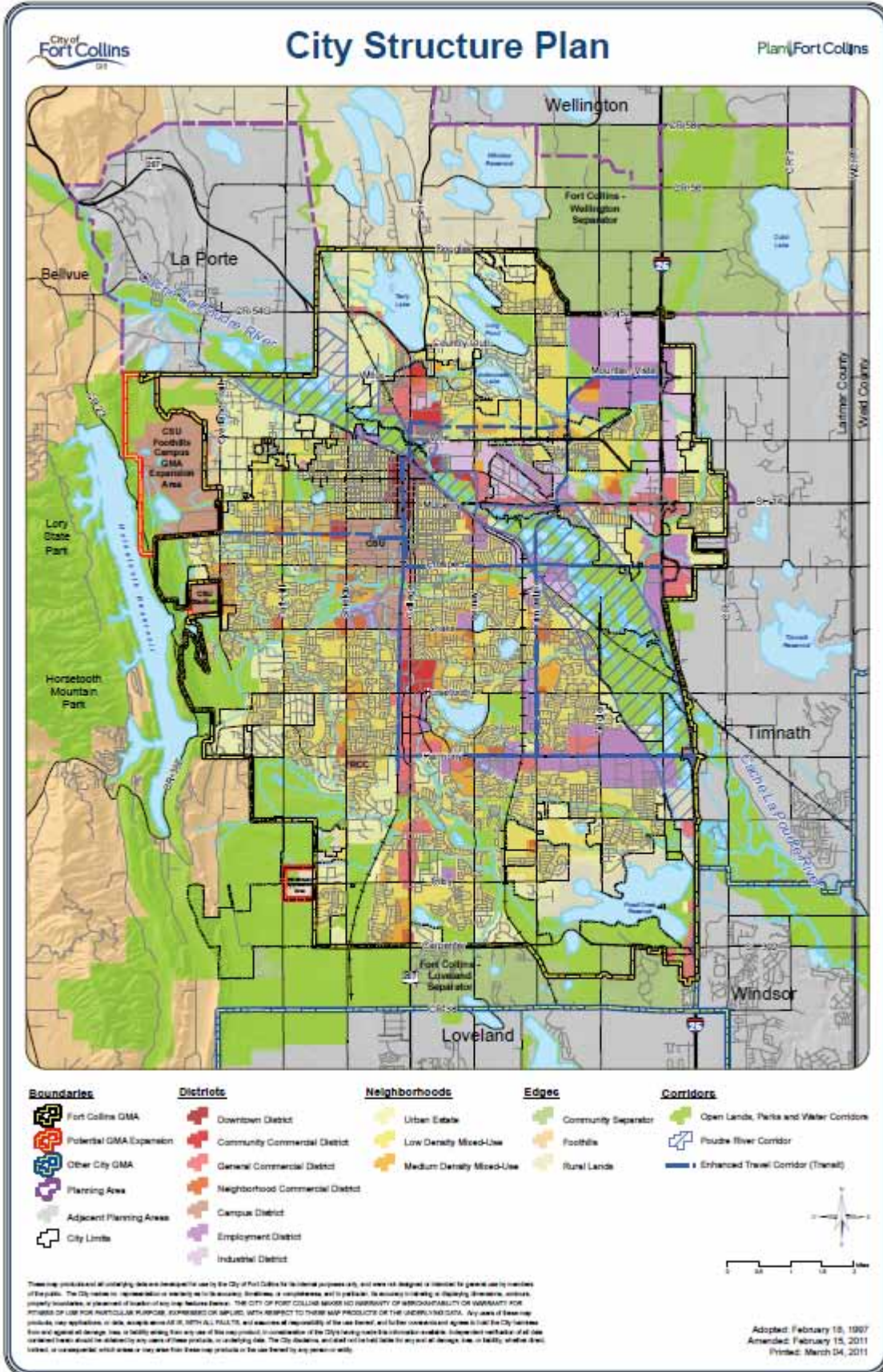
Near Term Changes and Updates (2011-2012)

- Conduct a unique corridor master plan for each of the Enhanced Travel Corridors to understand the transportation, land use, environmental, economic, and social needs of each and determine the most appropriate corridor configuration. The ETCs will not have one-size-fits-all solutions. Each corridor has unique characteristics and circumstances that will influence the design of the street, operational elements, and adjacent features and urban design elements.
 - Develop Harmony Enhanced Travel Corridor Master Plan and update the Harmony Plan and Harmony Corridor Standards to provide a new vision for the Harmony Corridor and gateway area
 - Develop North College/Mountain Vista Enhanced Travel Corridor Master Plan
 - Update CIP to reflect projects that are identified in corridor master plans

Longer Term Changes and Updates (2013 and beyond)

- Develop Timberline ETC Master Plan
- Develop Master Plans for future ETCs (e.g. Prospect Road and West Elizabeth)
- Update CIP to reflect projects that are identified in corridor master plans

Figure TMP- 5: City Structure Plan with ETCs



RESHAPING STREETS

Progress since the 2004 TMP

Since the 2004 TMP, available funding resources for the City's transportation, stormwater, and other infrastructure have continued to decrease. The Budgeting for Outcomes (BFO) approach to budgeting limited resources encourages innovative ways to increase efficiency and cost-savings as well as ideas that actively support the City goals of innovation, sustainability, and customer service. Additionally, BFO discourages funding requests based on departments or divisions, instead promoting funding offers that address specific outcomes and services that citizens understand. The Reshaping Streets concept reflects an innovative and interdisciplinary approach to creating streets that are flexible and serve many purposes.

The 2010-11 Update Process

As part of the 2010-11 update process, one of the key choices or key areas of update is Reshaping Streets. Reshaping Streets is an idea that emerged to create streets that fulfill the triple bottom line goals of economic, human, and environmental sustainability. At the June public outreach events the community was asked about a variety of key choices or areas of focus for the TMP update. The Reshaping Streets concept was presented as:

Community Dialogue

Participants at the public outreach events selected Reshaping Streets as their second priority area of focus for the 2010 Transportation Master Plan

A change that would rethink and reshape existing streets and standards to emphasize lower vehicle speeds and encourage walking, bicycling, and transit modes in the existing cross sections of roadways and trails. It would mean limited roadway expansion to increase vehicle capacity or minimize delays. In addition, focus would be on a quality transportation experience that supports the surrounding context. For example, street design in activity centers could emphasize pedestrian, bicycle, and transit safety and comfort while street design in other locations could emphasize travel time and automobile mobility. This key choice would require even more context-sensitive design and flexibility than the current set of street standards used by the City.

During the June public outreach, keypad polling results showed that participants selected Reshaping Streets as the second most desired direction of change for the TMP update. Based on input from the subteams and boards and commissions, the idea was expanded to include "Green Street" concepts that would help to achieve more comfortable street environments as well as stormwater management goals. A series of street visualization images were used during summer and fall public outreach to assess the public's acceptance of the updated Reshaping Streets ideas. Overall, the idea was very well received.

When considered in the triple bottom line context, Reshaping Streets projects provide a variety of benefits. Economically, Reshaping Streets could create more cost-effective opportunities for projects that involve multiple departments. This could increase the pool of available funding resources for street projects. A potential increase of operation and maintenance costs could result over existing conditions due to enhanced street improvements, so it will be important to proactively create maintenance plans for Reshaping Streets projects. Socially, Reshaping Streets will create destinations or "great places" that support infill and redevelopment areas and provide options for connecting to key destinations. Bicycle, pedestrian, and transit facilities will be enhanced around land uses that are supportive of increased multi-modal activity. The multi-modal improvements provide positive social benefits, and they also provide environmental benefits due to a decrease in motor vehicle miles traveled, associated air quality benefits, and keeping the roadway footprint the same.

Find the Reshaping Streets Visualizations in Appendix C

Recommended Changes and Updates

The following changes and updates are recommended to further encourage Reshaping Streets.

Immediate Changes and Updates (concurrent with the plan adoption)

- Develop, implement, and evaluate a “Reshaping Street” case study along LaPorte Avenue from Howes to Wood Streets.

Near Term Changes and Updates (2011-2012)

- Update the *Master Street Plan* Classifications and Larimer County Urban Area Street Standards cross-sections to address needs for flexible urban arterial, “Green Street” concepts, and other context sensitive design elements.
- Identify, plan, and design a “Green Street” demonstration project.

Longer Term Changes and Updates (2013 and beyond)

- Pursue funding opportunities (local, state, federal, and public/private partnerships) to implement a “Green Street” demonstration project.



Green street concept showing a series of street visualization images

ALTERNATIVE VEHICLES AND TRAILS

Progress since the 2004 TMP

Since the 2004 TMP, a variety of new vehicle types have sprung into the market. Scooters, mopeds, longboards, and skateboards have become increasingly popular vehicles for getting around Fort Collins; electric assist bicycles have helped people embark on longer bicycle commutes and try bicycling again; and new fuel types will change the type of vehicles and fueling stations. Other cities are starting to create policies and designate travel locations and parking spaces for neighborhood electric vehicles and other alternative vehicle types.

The 2010-11 Update Process

At the public kick-off event for *Plan Fort Collins*, futurist Thomas Frey from the DaVinci Institute encouraged the approximately 700 participants to envision the transportation system of the future. A variety of new vehicles that were either currently on the market, still being developed, or still being imagined were shown as inspiration.

[Link to Thomas Frey's Presentation in Appendix D](#)

As part of the 2010-11 update process, one of the key choices or key areas of update is Alternative Vehicles and Trails. At the June public outreach events, the community was asked about a variety of key choices or areas of focus for the TMP update. The concept was originally presented as Vehicle Alternatives and Trails:

Community Dialogue

Participants at the June public outreach events selected Alternative Vehicles and Trails as their third priority area of focus for the 2010 Transportation Master Plan

A change that would focus some future investment on adapting the transportation system, including trails, to meeting the changing needs of the future. For example, new trail design standards would be created for commuter trails, new alternative/smaller, slower types of vehicles, and enhanced bicycle use. Emphasis for improvements would be on adapting streets to serve new vehicle types and improving trail linkages and connections between the trail system and key destinations across the City. Additionally, connections with transit and park-and-rides would be enhanced with amenities to encourage transit use. The choice is not mutually exclusive of other choices; it could be combined with other transportation choices.

During the June public outreach, keypad polling results showed that participants selected Alternative Vehicles and Trails as the third priority direction of change for the TMP update. Based on input from the subteam, Transportation Board, and City Council, the idea was refined to include alternative vehicles and clarify where alternative vehicle travel could be appropriate in Fort Collins. The revision includes a distinction between commuter trails and trails in natural areas. Trails in natural areas will continue to focus on recreational activity and minimize impacts to sensitive natural areas and wildlife habitat. Commuter trails will be considered for redesign to incorporate new vehicle types while respecting the variety of existing trail users.



Example of an alternative vehicle prototype

When considered in the triple bottom line context, Alternative Vehicles and Trails projects provide a variety of benefits. Economically, outcomes associated with this choice include increased capital investment for trails and potentially result in higher operations and maintenance costs than existing conditions. However, this choice could have economic benefits associated with less need for street widening. Socially, this choice will greatly improve mobility choices for Fort Collins residents traveling relatively short distances. The trail systems will be expanded

and linked to more destinations so recreation opportunities as well as travel choices will increase. Depending on the vehicle type, there may also be health benefits. Environmentally, this choice will increase the amount of travel that can occur on modes other than personal automobile so carbon emissions could decrease. This would help support the Climate Action Plan goals. This choice could also result in lower operations and maintenance costs.

Currently, the City does not provide specific locations for new alternative vehicle types to travel. To accommodate these vehicle types, new standards and/or regulations and policies as well as educational and awareness programs may need to be created. To create appropriate locations and policies for all vehicle types, a variety of factors will need to be considered. When developing new standards, considering vehicle speed, weight, licensing, crashworthiness, refueling needs, and safety education will be critical to creating a safe travel environment.

Recommended Changes and Updates

The following changes and updates are recommended to further explore and encourage Reshaping Streets.

Immediate Changes and Updates (concurrent with the plan adoption)

- Explore options for addressing new vehicle types and fuel sources. Address potential policy, regulatory, and design standard changes needed to serve emerging new vehicle trends.



Near Term Changes and Updates (2011-2012)

- Continue interdepartmental staff team to review current and potential future regulations and/or design standards to address new/alternative types of vehicles. Include coordination with City Utilities, private energy providers, and community initiatives surrounding energy system implications and opportunities. Propose recommendations for implementation of new regulations and/or design standards over time, as appropriate, depending upon market demand and public usage of new vehicle types.
- Staff will review the current and future proposed trail network and identify trails and/or trail segments that are more suited for transportation purposes vs. those that should be designed as recreational trails and/or go through sensitive natural areas. Staff will also review changes that need to be made in design standards, regulations and policies, and education and awareness effort for the different types of trail classifications and locations.



Longer Term Changes and Updates (2013 and beyond)

- As sustainable alternative fuels (cellulosic ethanol, CNG, other biofuels, electric) and/or highly efficient vehicles emerge, the City should invest in infrastructure and promote and support the use of such alternative fuels and vehicles to reduce carbon emissions and air pollution.



Examples of alternative vehicle prototypes



Figure TMP- 6: Fort Collins Bikeway System

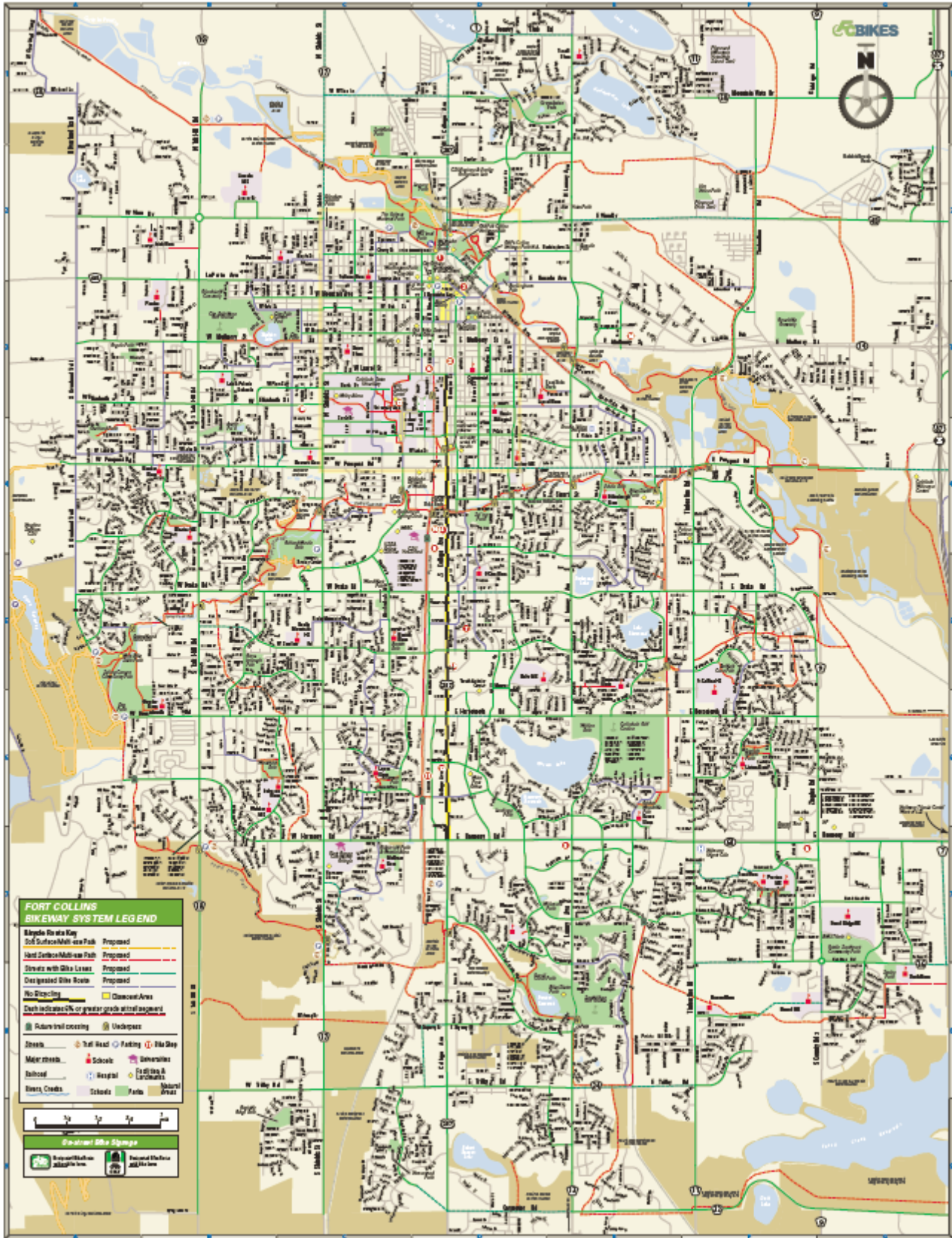
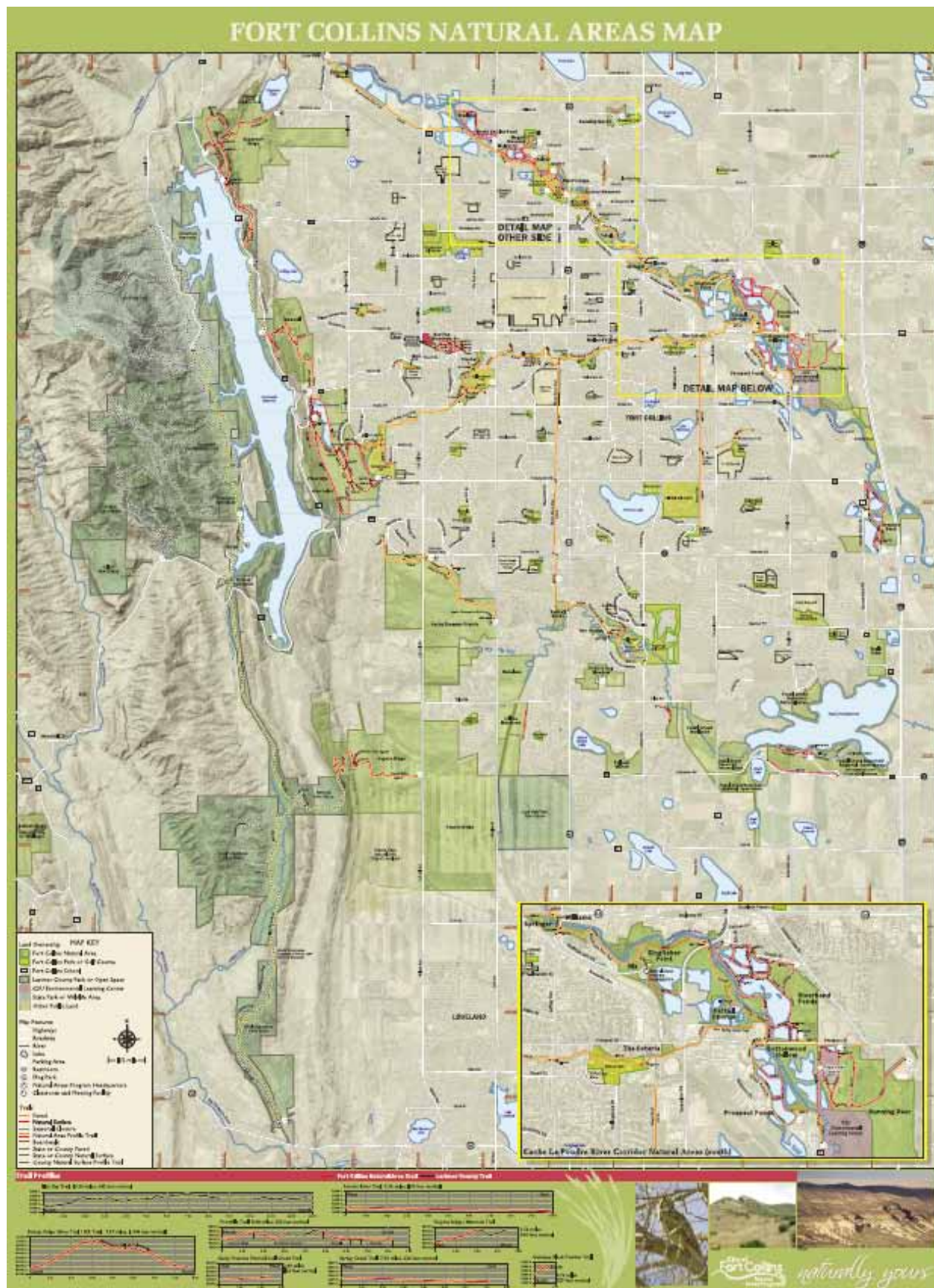




Figure TMP- 7: Fort Collins Natural Areas



Vision, Principles, and Policies



VISION



A connected community:

- Land use and transportation will be fully integrated, both locally and regionally, to create an affordable, accessible, low energy, low impact, and efficient transportation system.
- Multiple modes of safe, affordable, easy, and convenient travel will ensure mobility for people of all ages and abilities. Multiple travel modes will make it easy to choose transportation options that support a healthy lifestyle. Innovative travel modes will be accommodated through flexibility in the transportation system.
- The transportation system will provide safe, reliable, convenient, and effective vehicular mobility and access.
- Travel infrastructure will be high quality and recognized as world class by residents, visitors, and peers.
- People will be aware of the impact that their travel choices have on the transportation system, the environment, and the community. They will have travel options to choose that help Fort Collins achieve its overall vision of being a world class community.



INTEGRATED LAND USE AND TRANSPORTATION

Vision: Land use and transportation will be fully integrated, both locally and regionally, to create an affordable, accessible, low energy, low impact, and efficient transportation system.

Principle T 1: Transportation planning decisions, management strategies, and investments will support and be coordinated with the City's land use vision.

Policy T 1.1 – Physical Organization

The physical organization of the City will be supported by a framework of transportation alternatives that balances access, mobility, safety, and emergency responses throughout the city while working toward reducing the rate of growth of vehicle miles of travel and dependence on the private automobile.

Policy T 1.2 – Transit Service

Provide transit service to support development of key districts on high-frequency lines. Such service will be coordinated through future subarea plans and Enhanced Travel Corridor master plans and linked to the [Transit Oriented Development overlay zone](#).

Policy T 1.3 – Corridor Development

The implementation of new Enhanced Travel Corridors may be phased to coincide with new development.

Principle T 2: Investments in Enhanced Travel Corridors and within Activity Centers will encourage infill and redevelopment.

Policy T 2.1 – Economic Opportunity and Development

Enhanced Travel Corridors will support expanded economic opportunity and development in general, particularly in targeted redevelopment areas and activity centers within the city.

Policy T 2.2 – Districts and Activity Centers

Provide a wide array of transportation facilities and services to support development and functioning of activity centers and districts.

Principle T 3: Land use planning decisions, management strategies, and incentives will support and be coordinated with the City's transportation vision.

Policy T 3.1 – Pedestrian Mobility

Promote a mix of land uses and activities that will maximize the potential for pedestrian mobility throughout the community and minimize the distance traveled.

Policy T 3.2 – Bicycle Facilities

Encourage bicycling for transportation through an urban development pattern that places major activity centers and neighborhood destinations within a comfortable bicycling distance.

Policy T 3.3 – Transit Supportive Design

Implement and integrate transit supportive design strategies with respect to new and infill development opportunities along Enhanced Travel Corridors.

Policy T 3.4 – Travel Demand Management

Manage development in a manner that minimizes automobile dependence, maximizes choices among other modes of local and regional travel, and encourages the use of telecommunications.

Principle T 4: Transportation infrastructure will be designed to be sensitive to the surrounding land use context.

Policy T 4.1 – Context Sensitive Design

Design transportation projects with consideration for the land use context or setting through careful planning, consideration of different perspectives, and tailoring designs to particular project circumstances and locations. The intent of the policy is to ensure that transportation projects not only move vehicles, bicycles, and pedestrians safely and efficiently, but are sensitive to the land use, environmental, scenic, aesthetic, and historic values of the area.

Policy T 4.2 – Interface with Open Lands

Transportation corridors that are adjacent to open lands and community separators will be designed in a manner that avoids negative impacts. Where avoidance is not possible, impacts will be minimized and mitigated while still maintaining the intended function of the Transportation Corridor.

Policy T 4.3 – Interconnected Neighborhood Streets

Neighborhood streets will be interconnected, but designed to protect the neighborhood from excessive cut-through traffic.

Policy T 4.4 – Attractive and Safe Neighborhood Streets

Neighborhood streets will provide an attractive environment and be safe for pedestrians, bicyclists, and drivers as well as have a well-designed streetscape, including detached sidewalks, parkways, and well-defined crosswalks.

Policy T 4.5 – Infill and Redevelopment Areas

Where the established street pattern and design may not conform to current street standards, allow for alternative contextual design.

Principle T 5: Coordinated regional transportation solutions will be pursued.

Policy T 5.1 – Regional Transportation Planning

Participate in the [North Front Range Metropolitan Planning Organization's](#) (MPO) transportation programs and planning efforts. Promote inter-agency cooperation, encourage regional coordination, and develop public-private partnerships to facilitate cooperative land use, air quality protection, and transportation decision-making.

Policy T 5.2 – Future Regional Transit Service

Work cooperatively with the North Front Range Metropolitan Planning Organization, [Colorado Department of Transportation](#) (CDOT), [Larimer County](#), and other northern Colorado communities and organizations to identify opportunities to provide regional transit connections along regionally significant transportation corridors.

Policy T 5.3 – Interregional Transit Corridors

Work cooperatively with regional partners to identify opportunities to provide interregional transit connectivity along the Front Range.

Policy T 5.4 – Regional Trail Connections

Work cooperatively with regional partners to identify opportunities to provide interregional trail connectivity along the Front Range and to surrounding communities.

Policy T 5.5 – Partnerships

Encourage partnerships among Colorado Department of Transportation (CDOT), [Federal Highway Administration](#) (FHWA), [Federal Transit Administration](#) (FTA), Larimer County, North Front Range Metropolitan Planning Organization (MPO), surrounding communities, and private developers to build new and/or improve existing interchanges, overpasses, and underpasses on I-25 to increase regional mobility.

Principle T 6: The City will be a responsible steward of transportation resources by integrating land use and transportation to create an affordable, accessible, low energy, low impact, and efficient transportation system.

Policy T 6.1 – Sustainable Long Term Funding

Seek and secure sustainable long-term funding for capital, operating, and maintenance costs.

Policy T 6.2 – Fiscal Responsibility

Exercise fiscal responsibility with available resources.

Policy T 6.3 – Innovative Funding

Continue to pursue new and innovative funding strategies and partnerships.



A new context-sensitive road classification and design along Lincoln Avenue, as illustrated above, could improve facilities for pedestrians and bicyclists, enhance connections with Downtown and surrounding areas, promote a positive image for area residents, visitors, and employees, and address stormwater management. (Russell Mills Studios - note: drawings are conceptual only, and are not based on actual engineered designs.)

MOBILITY OPTIONS

Vision: Multiple modes of safe, affordable, easy, and convenient travel will ensure mobility for people of all ages and abilities. Multiple travel modes will make it easy to choose transportation options that support a healthy lifestyle. Innovative travel modes will be accommodated through flexibility in the transportation system.

Principle T 7: Design standards, policies, and operational strategies will be flexible to accommodate new and innovative transportation modes.

Policy T 7.1 – New Transportation Modes

As new and innovative transportation modes (e.g. neighborhood electric vehicles, electric assist bicycles, and personal mobility devices) become available, design standards, policies, and operational strategies should be reevaluated.

Principle T 8: Transportation that provides opportunities for residents to lead healthy and active lifestyles will be promoted.

Policy T 8.1 – Support Active Transportation

Support physically active transportation (e.g., bicycling, walking, wheelchairs, etc.) by continuing bike and pedestrian safety education and encouragement programs, providing law enforcement, and maintaining bike lanes, sidewalks, trails, lighting, and facilities for easy and safe use.

Policy T 8.2 – Design for Active Living

Promote neighborhood and community design that encourages physical activity by establishing easy access to parks and trails, providing interesting routes that feature art and other visually interesting elements, and locating neighborhoods close to activity centers and services so that physically active modes of transportation are a desirable and convenient choice.

Principle T 9: Enhanced Travel Corridors will contain amenities and designs that specifically promote walking, the use of mass transit, and bicycling.

Policy T 9.1 – Locating Enhanced Travel Corridors

Enhanced Travel Corridors will provide high-frequency/high efficiency travel opportunities linking major activity centers and districts in the city as well as links to regional connections.

Policy T 9.2 – Pedestrian, Bicycle, and Transit Interface and Access

Provide the highest Level of Service with respect to the interface of pedestrians, bicyclists, and transit in Enhanced Travel Corridors. A fundamental consideration in the design of an Enhanced Travel Corridor will be to make the character of the corridor - and access to transit - safe, secure, attractive, and convenient for pedestrians and bicyclists.

Policy T 9.3 – Efficient Transportation Flow

Support Enhanced Travel Corridors by providing efficient multi-modal service. Enhanced Travel Corridors will have the highest level of transit service. Operational improvements such as signal priority, High Occupancy Vehicle (HOV) lanes, continuous bicycle facilities, and curb extensions at transit stops may be used to enhance bus flow and pedestrian access to transit.

Policy T 9.4 – Enhanced Travel Corridor Design

Develop design specifications for Enhanced Travel Corridors.

Policy T 9.5 – Enhanced Travel Corridor Network

Develop a complete network of Enhanced Travel Corridors with access and connectivity to and through corridors and efficiency and mobility – key to determining future street requirements.

Principle T10: Using transit will be a safe, affordable, easy, and convenient mobility option for all ages and abilities.

Policy T 10.1 – Transit Stops

Integrate transit stops into existing and future business districts and Neighborhood Commercial Centers in a way that makes it easy for transit riders to shop, access local services, and travel to work. Provide transit stops within easy walking distance of most residences and destinations. Design and locate transit stops as an integral part of these origins and destinations and provide adequate lighting, security, pedestrian amenities, wheelchair accessibility, bicycle parking, and weather protection.

Policy T10.2 – Reliable Transit Service

Promote public transit that offers reliable, accessible service where appropriate throughout Fort Collins and to other cities and towns with frequency of service responsive to demand times. Opportunities for regional and interregional transit connections to Fort Collins will be planned for and encouraged.

Policy T 10.3 – Use of Existing Railroad Rights-of-Way

Support efforts to explore the use of existing rail right-of-way for interregional transit service including passenger rail service and for other means of transportation such as bicycling, walking, and transit.

Policy T 10.4 – Combine Transit Service Types

Combine transit services, such as combining transit-by-demand and fixed-route services, to suit different types of development and travel needs of users.

Policy T 10.5 – Connect Transit to Other Modes

Connect public transit to other modes of travel through intersecting routes, shared facilities, schedule timing, and accessories such as bike racks on transit vehicles.

Policy T 10.6 – High Frequency Transit Service

Implement high frequency transit service on Enhanced Travel Corridors as shown in adopted transit plans and encouraged on Enhanced Travel Corridors with supportive land uses, providing links between activity centers and districts by recognizing target markets within the City.

Policy T 10.7 – Access to Health and Human Services

The City will work with public and private transportation and service providers including county, regional, state, and federal agencies to improve transportation access to health and human service organizations.

Policy T 10.8 – Transit Route Design

The City will implement fixed-route transit services where appropriate through a phased transition to a productivity-based system consistent with the adopted transit plans.

Policy T 10.9 – Transit Center

Support the City's transit centers as indicated in the [Transfort Strategic Operating Plan](#) and [North I-25 Environmental Impact Statement](#).

Policy T 10.10 – Regional Connections

Provide connections to county, regional, state, and national transportation corridors, as well as private rail and air transportation systems.

Policy T 10.11 – Transit System

The City's public transit system will be expanded in phases to provide integrated, high-frequency, productivity-based transit service along major transportation corridors, with feeder transit lines connecting all major district destinations, consistent with adopted transit plans.

Policy T 10.12 – Future Passenger Rail

Incorporate future opportunities for local rail service (e.g. streetcar), commuter passenger rail, or other interregional rail transit connections between the North Front Range and Denver.

Policy T 10.13 – Passenger Rail Service

Future opportunities to transform freight service to passenger rail service or shared passenger/freight service will be considered by the City along with opportunities for high frequency transit service alongside the tracks or within the corridor.

Policy T 10.14 – Transfort Service Standards

Transit service shall be provided in accordance with the Transfort Service Standards.

Principle T11: Bicycling will be a safe, easy, and convenient mobility option for all ages and abilities.

Policy T 11.1 – Bicycle Facilities

Ensure safe and convenient access by bicycle in neighborhoods and other pedestrian and bicyclist-oriented districts.

Policy T 11.2 – System Design

Provide a comprehensive, city-wide system of on- and off-road bicycle transportation facilities.

Policy T 11.3 – All Ages and Skill Levels

Design a bicycle network that maximizes safety, convenience, and comfort for bicyclists of all ages and skill levels.

Policy T 11.4 – Safety of School Children

Safety of children going to and from school will be a priority for the City.

Policy T 11.5 – Enforcement

Encourage respect for bicyclists and by bicyclists for traffic laws through on-going enforcement and education programs

Policy T 11.6 – Regional Connections

Provide connections to county, regional, and state transportation corridors.

Policy T 11.7 – Use of Existing Railroad Rights-of-Way

Support efforts to explore the use of existing rail right-of-way for interregional transit service including passenger rail service and for other means of transportation such as bicycling, walking, and transit.

Principle T 12: The pedestrian network will provide a safe, easy, and convenient mobility option for all ages and abilities.

Policy T 12.1 – Connections

Direct pedestrian connections will be provided from places of residence to transit, schools, activity centers, work, and public facilities.

Policy T 12.2 – Pedestrian Network

Develop a complete pedestrian network in ETCs and Activity Centers.

Policy T 12.3 – Pedestrian Plan

The adopted [Pedestrian Plan](#) will be considered in the development of all transportation projects.

Policy T 12.4 – ADA Compliance

Pedestrian facilities will comply with [Americans with Disabilities Act](#) (ADA) standards.

Policy T 12.5 – Safe and Secure

Develop safe and secure pedestrian settings by developing and maintaining a well-lit, inhabited pedestrian network and by mitigating the impacts of vehicles. Connections will be clearly visible and accessible, incorporating markings, signage, lighting, and paving materials.

Policy T 12.6 – Street Crossings

Design street crossings at intersections consistent with [Fort Collins Traffic Code](#), [Land Use Code](#), the [Manual on Uniform Traffic Control Devices](#), and the [Larimer County Urban Area Street Standards](#) with regard to crosswalks, lighting, median refuges, corner sidewalk widening, ramps, signs, signals, and landscaping.

Policy T 12.7 – Safety of School Children

Safety of children going to and from school will be a priority for the City.

Policy T 12.8 – Safety

The City will promote development of educational programs and appropriate utilization of traffic enforcement.

Policy T 12.9 – Use of Existing Railroad Rights-of-Way

Support efforts to explore the use of existing rail right-of-way for interregional transit service including passenger rail service and for other means of transportation such as bicycling, walking, and transit.

Principle T 13: Driving will be a safe, easy, and convenient mobility option**Policy T 13.1 – Complete Network**

Develop a complete street network with access and connectivity to and through corridors in accordance with the [Master Street Plan](#).

Policy T 13.2 – Neighborhood Traffic

Provide a complete street network that minimizes through traffic on collector and local streets in neighborhoods.

Policy T 13.3 – Regional Connections

Provide connections to county, regional, state, and national transportation corridors, as well as private rail and air transportation systems.

Policy T 13.4 – Full Spectrum Vehicle Sharing

The City will encourage and support partnerships to provide vehicle sharing opportunities. Programs should include a wide range or “full spectrum” of vehicle types (e.g. delivery trucks, pickup trucks, hybrid vehicles, scooters/mopeds, etc).

Principle T 14: The City will be a responsible steward of transportation resources for multiple modes of travel, making it easy to choose transportation options that support a healthy lifestyle.**Policy T 14.1 – Sustainable Long Term Funding**

Seek and secure sustainable long-term funding for capital, operating, and maintenance costs.

Policy T 14.2 – Fiscal Responsibility

Exercise fiscal responsibility with available resources.

Policy T 14.3 – Innovative Funding

Continue to pursue new and innovative funding strategies and partnerships.

TRAFFIC FLOW

Vision: *The transportation system will provide safe, reliable, convenient, and effective vehicular mobility and access.*

Principle T 15: The transportation system will be managed to provide predictable travel conditions.

Policy T 15.1 – Reliability

Travelers in Fort Collins will be able to plan auto travel to ensure 95% on time arrival.

Principle T 16: The transportation system will be managed to minimize environmental impacts.

Policy T 16.1 – Roadway Design

Design the transportation system to minimize stopping, starting, and idling.

Policy T 16.2 – Vehicular Emissions

Manage traffic flow to minimize harmful vehicular emissions.

Policy T 16.3 – Vehicle Fleet

Manage city vehicle fleets to minimize environmental impacts and use of non-renewable fuels.

Principle T 17: The transportation system will be managed to provide effective automobile mobility and access.

Policy T 17.1 – Automobile Throughput

Primary transportation corridors will be operated to optimize automobile throughput¹.

Policy T 17.2 – Primary Corridor Travel Times

Primary transportation corridors will be operated to maintain travel times of less than 3 minutes per mile.

Policy T 17.3 – Non-Primary Corridor Travel Times

Non-primary corridors will be operated to maintain travel times of less than 4 minutes per mile.

Policy T 17.4 – Network Connectivity

Maintain or enhance the current level of network connectivity.

Policy T 17.5 – Access Management

Protect the capacity and safety of primary corridors through access management.

Policy T 17.6 – Roundabouts

Roundabouts will be considered as the principal means of achieving effective mobility at intersections for all modes of travel in accordance with [Establishing Criteria for Arterial Intersection Analysis \(Resolution 2001-120\)](#).

Policy T 17.7 – System Optimization

Manage traffic congestion through system optimization strategies (e.g. intelligent transportation systems (ITS), signal optimization).

Policy T 17.8 – Congestion on Built-Out Corridors

Consider addressing severe congestion on built-out corridors through alternate modes of travel.

¹ Automobile throughput is the observed volume of vehicles able to travel through a corridor.

Principle T 18: The transportation system will be managed to provide safe travel conditions.

Policy T 18.1 – Roundabouts

Roundabouts will be considered as the principal means of achieving transportation system safety and efficiency at intersections for all modes of travel in accordance with [Establishing Criteria for Arterial Intersection Analysis \(Resolution 2001-120\)](#).

Policy T 18.2 – Safety Performance

Monitor safety performance of City transportation facilities for all modes of travel.

Policy T 18.3 – Safety Enhancement Action Plan

Develop a safety enhancement action plan.

Principle T 19: The transportation system will be adequate for the movement of goods and people.

Policy T 19.1 – Level of Service Standards

Automobile Level of Service standards will be context sensitive to ensure consistency with transportation and land use goals.

Policy T 19.2 – New Roadways

New streets will be designed and constructed to achieve adopted Level of Service and design standards.

Policy T 19.3 – Adequate Public Facilities

Provide public facilities adequate to serve development in accordance with adopted levels of service.

Policy T 19.4 – Development and Sharing of Infrastructure

Consider and appropriately encourage the development and sharing of both public and private infrastructure to facilitate the movement of people and goods throughout the City.

Policy T 19.5 – Development and Transportation Investment

As development occurs, concurrent transportation investments should be made to support increased demands for travel.

Policy T 19.6 – Freight Mobility

Maintain a truck routing plan with designated truck routes to provide commercial access and minimize truck travel through residential neighborhoods.

Principle T 20: Regional mobility will be safe, reliable, convenient, and effective.

Policy T 20.1 – Interstate Interchange Improvements

Encourage partnerships with and among the Colorado Department of Transportation, Federal Highway Administration, private interests, and adjacent communities to build new and/or improve existing interchanges, overpasses, and underpasses on I-25 to increase mobility. (Note: this policy does not commit the City to financial participation in the interchange improvements.)

Policy T 20.2 – Regional Connections

Provide safe, easy, and effective connections to county and state highways.

Policy T 20.3 – Ease of Access and Bypass Traffic

Encourage through truck/freight traffic to bypass the City using designated truck routes on state and federal highways.

Principle T 21: The City will be a responsible steward of transportation resources to provide safe, reliable, convenient, and effective vehicular mobility and access.

Policy T 21.1 – Sustainable Long Term Funding

Seek and secure sustainable long-term funding for capital, operating, and maintenance costs.

Policy T 21.2 – Fiscal Responsibility

Exercise fiscal responsibility with available resources.

Policy T 21.3 – Innovative Funding

Continue to pursue new and innovative funding strategies and partnerships.



The Advanced Traffic Management Center helps monitor and manage the City's transportation system.

QUALITY TRAVEL INFRASTRUCTURE

Vision: *Travel infrastructure will be high quality and recognized as world class by residents, visitors, and peers.*

Principle T 22: Capital projects will support the goals of *City Plan* and the *TMP, MSP*, and modal plans.

Policy T 22.1 – CIP Horizon and Schedule

The CIP will have a 25 year horizon plus a short-term (5-6 year) horizon and be updated every 2 years in coordination with the [Budgeting for Outcomes](#) schedule and other strategic planning opportunities.

Principle T 23: Maintenance of transportation infrastructure will ensure safe operation and long term preservation of the asset.

Policy T 23.1 – Maintenance

Protect investment in transportation facilities, systems, and services through a proactive, high-quality maintenance program.

Policy T 23.2 – Asset Management Program

The City will have an asset management program and update every two years.

Principle T 24: Transportation infrastructure will be designed and constructed to a level of quality commensurate with community values.

Policy T 24.1 – Infrastructure Level of Quality

Develop and implement an infrastructure level of quality system.

Policy T 24.2 – Sustainable Design

Plan, build, and maintain streets, trails, intersections, and sidewalks using sustainable design principles

Policy T 24.3 – Attractive Public Spaces

Plan, build, and maintain streets, trails, intersections, and sidewalks as attractive public spaces

Policy T 24.4 – Street Design Criteria

Keep street design standards current with community values, new modes of travel, and new technical standards such as “Green Streets” as well as reshaping existing streets.

Principle T 25: Transportation infrastructure will ensure the provision of high quality facilities for the movement of goods, people, and information.

Policy T 25.1 – Level of Service Standards

The City will have current Level of Service standards positioned in alignment with transportation and land use goals.

Policy T 25.2 – Transportation of Information

The City will consider and appropriately encourage the development and sharing of both public and private infrastructure to facilitate the movement of information throughout the City.

Policy T 25.3 – New and Existing Roadways

New roadways will be designed and constructed to ensure an acceptable Level of Service and to meet design standards. Existing roadways will be enhanced as necessary to meet current and future needs and design standards.

Policy T 25.4 – Efficient Mobility

Provide efficient mobility and cost-effective transport of people and goods between the various districts of the City, as well as within the region.

Policy T 25.5 – Development and Transportation Investment

As development occurs, concurrent transportation investments should be made to support increased demands for travel.

Principle T 26: The City will be a responsible steward of transportation resources, ensuring that travel infrastructure will be high quality and recognized as world class by residents, visitors, and peers.

Policy T 26.1 – Sustainable Long Term Funding

Seek and secure sustainable long-term funding for capital, operating, and maintenance costs.

Policy T 26.2 – Fiscal Responsibility

Exercise fiscal responsibility with available resources.

Policy T 26.3 – Innovative Funding

Continue to pursue new and innovative funding strategies and partnerships.



Future improvements to the Interstate 25 and Highway 392 interchange are a result of regional cooperation between the City of Fort Collins, Town of Windsor, and Colorado Department of Transportation.

INCREASE AWARENESS

Vision: People will be aware of the impact that their travel choices have on the transportation system, the environment, and the community. They will have travel options to choose that help Fort Collins achieve its overall vision of being a world class community.

Principle T 27: Programs that establish awareness of automobile travel impacts and affect travel choices will be promoted.

Policy T 27.1 – Transportation Management

Promote local and regional transportation options that reduce dependence on automobile trips and promote alternative travel modes (e.g. carpooling, regional vanpooling, telecommuting, electronic access, new vehicle types, vehicle sharing, transit, walking, biking, employee programs, market pricing, etc.).

Principle T 28: Programs that establish awareness of healthy transportation options and affect travel choices will be promoted.

Policy T 28.1 – Healthy Transportation Choices

The City and community will partner to develop and support programs to promote healthy transportation choices.

Principle T 29: Programs that establish awareness of transportation safety will be promoted.

Policy T 29.1 – Bicycle Safety

The City and community will partner to develop education and enforcement programs that promote safety and encourage respect for bicyclists and by bicyclists for traffic laws.

Policy T 29.2 – Pedestrian Safety

The City and community will partner to develop education and enforcement programs that promote safety and encourage respect for pedestrians and by pedestrians for traffic laws.

Policy T 29.3 – Safe Routes to School

The community will have a [Safe Routes to School](#) program focused on connectivity and providing a sustainable method to educate children, teachers, and parents about safe walking and bicycling.

Policy T 29.4 – Driver Safety

The City and community will partner to develop education and enforcement programs that promote safety and encourage respect for traffic laws among drivers, pedestrians, and bicyclists.

Principle T 30: Programs that establish awareness of the environmental and energy use impacts of transportation choices and affect travel choices and behavior will be promoted.

Policy T 30.1 – Energy Efficient and Environmentally Sensitive Transportation

Develop and support a program to promote energy efficient and environmentally sensitive transportation choices.

Principle T 31: The City will be a responsible steward of transportation resources to increase awareness and provide travel options.

Policy T 31.1 – Sustainable Long Term Funding

Seek and secure sustainable long-term funding for capital, operating, and maintenance costs.

Policy T 31.2 – Fiscal Responsibility

Exercise fiscal responsibility with available resources.

Policy T 31.3 – Innovative Funding

Continue to pursue new and innovative funding strategies and partnerships



An environment that is interesting and comfortable for pedestrians helps to encourage walking and active living.



Master Street Plan

PROGRESS SINCE THE 2004 TMP

The *Master Street Plan* (MSP) is an important element of the TMP and supports the vision, principles, and policies. The MSP serves as a map of the City's long-range vision for its major street network. This includes existing and future multimodal connections throughout the City and its growth management area. The MSP also reflects the street classification (i.e. collector, arterial, etc.) and the general location for planning transportation connections. The MSP is used in a variety of ways by the City, including the following:

Development Review: The City of Fort Collins [Land Use Code](#) requires that all development plans "provide for or accommodate the streets and transportation facilities identified on the MSP." This requirement allows the City to ensure that the necessary land and funding to construct the street are provided at the time of development. The City's Complete Streets policy ensures that bicycle lanes and sidewalks are a part of newly constructed streets.

Development Impact Fees: The City Engineering department uses the MSP to determine development impact fees for streets ([Street Oversizing Fees](#)). These developer fees help pay the portion of street costs related to the traffic created by the development. The fees are revised on a regular basis depending on changes to the MSP.

Planning Transportation Connections: The MSP is a tool to understanding the City's long-term vision for our street network. Developers, residents, neighboring communities, and others can learn how the existing and future network will impact a development, connect neighborhoods, provide safe routes to travel to school, or connect to another municipality's transportation system.

The MSP is a living plan and is regularly revisited and amended to reflect new infrastructure and planning. An MSP amendment review incorporates a wide variety of information including technical analysis and input from the community, various City departments, travel demand modeling, and *City Plan* and *Transportation Master Plan* policies. The data and city policies are compiled prior to formulating a staff recommendation to the City's Transportation Board, Planning and Zoning Board, and City Council.

Amendments to the *Master Street Plan* are reviewed by the Transportation Board and the Planning and Zoning Board for their comments and recommendation prior to presenting them to City Council for final approval.

PROCESS FOR THE 2010-11 UPDATE

The process for the 2010-11 update of the MSP was different than previous TMP updates. There were several proposed amendments that reflect built alignments, approved development plans, and Colorado Department of Transportation studies. Other locations have been selected for additional evaluation during the update to the MSP. Each of these locations was evaluated to understand the impact of changing the functional classification (i.e. two-lane arterial, collector) of the street. The evaluation was completed using the Triple Bottom Line indicators, the regional travel demand model, and input from City staff, the public, the transportation subteam, the Bicycle Advisory Committee, the Planning and Zoning Board, the Transportation Board, and City Council.

The 14 locations evaluated to understand the impact of rightsizing the street classification or grade separation designations are listed below and shown on the following map.

Table TMP- 1: Master Street Plan Evaluation Locations

Location	Current MSP Designation	Proposed Change
1. Lincoln Avenue between Jefferson and Lemay	Four-Lane Arterial	Two-Lane Arterial
2. Corbett Drive Extension to Paddington	Collector	Remove from Master Street Plan
3. Prospect Road between Timberline and I-25	Four-Lane Arterial	No Change
4. Timberline Road between Harmony and Vine	Six-Lane Arterial	Four-Lane Arterial (Prospect to Vine)
5. Shields Street between Mulberry and CR 54G / SH 287	Four-Lane Arterial	Two-Lane Arterial (LaPorte to Vine)
6. Laurel Street between Meldrum and Shields	Four-Lane Arterial	No Change
7. Laurel Street Extension between Lesser and Pennock	Collector	Remove from Master Street Plan
8. Carpenter Road/SH392 between College and I-25	Six-Lane Arterial	Four-Lane Arterial
9. LaPorte Avenue between Wood and Howes	Four-Lane Arterial	No Change
10. Mulberry Street between Overland and Taft Hill	Four-Lane Arterial	Two-Lane Arterial (Overland to Impala)
11. Overland Trail between LaPorte and Drake	Four-Lane Arterial	Two-Lane Arterial (LaPorte to Elizabeth)
12. Harmony Road between Platte and Overland	Four-Lane Arterial	Two-Lane Arterial
13. Troutman and Burlington Northern Railroad	Collector with Grade-Separated BNSF Crossing	Remove Street Connection
14. Keenland and Union Pacific Railroad	Collector with Grade-Separated UPRR	Remove Street Connection

One of the major outcomes of the 2010-11 update is “right-sizing” the MSP. There are not any MSP street classifications proposed to be expanded beyond their current street classification through the 2035 horizon year. In some cases, the update reduces the classification for specific street segments. The proposed Master Street Plan street classifications for these areas, and the full network, will continue to support current and forecast travel needs based on the updated land use plans and the focus on infill and redevelopment areas.

The MSP update also provides a new overlay map to designate locations where the Larimer County Urban Area Street Standards (LCUASS) require revisions to achieve the TMP vision. These corridors may need to do more to address the street’s adjacent land uses or better fit the unique needs of the area (Downtown, North College, Lincoln, etc.) as well as service all modes of transportation (cars, bicycles, pedestrians, transit, freight, parking, etc.).

Find the Master Street Plan Amendment Documentation in Appendix E

Figure TMP- 8: Master Street Plan Evaluation Locations

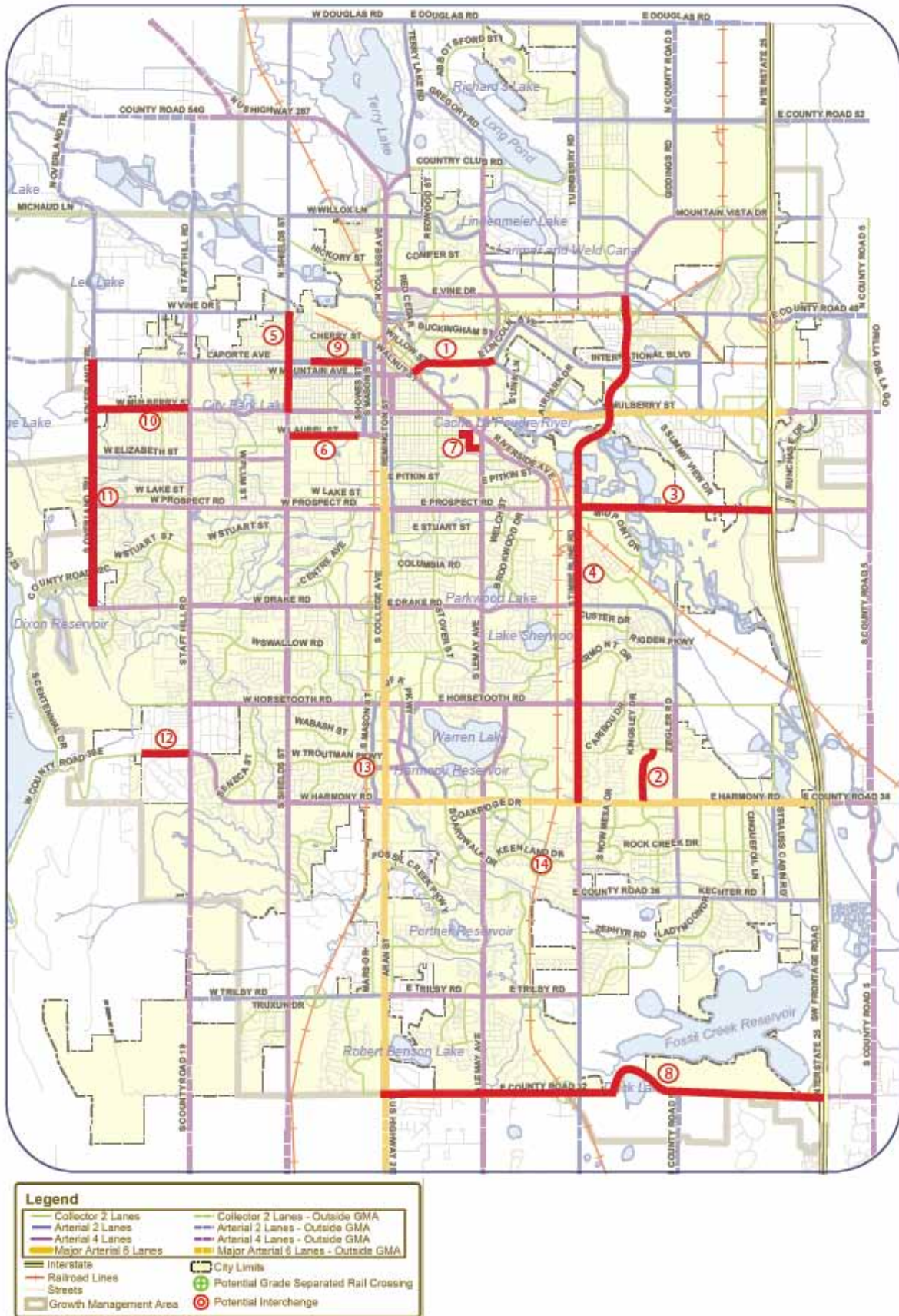


Figure TMP- 9: Master Street Plan

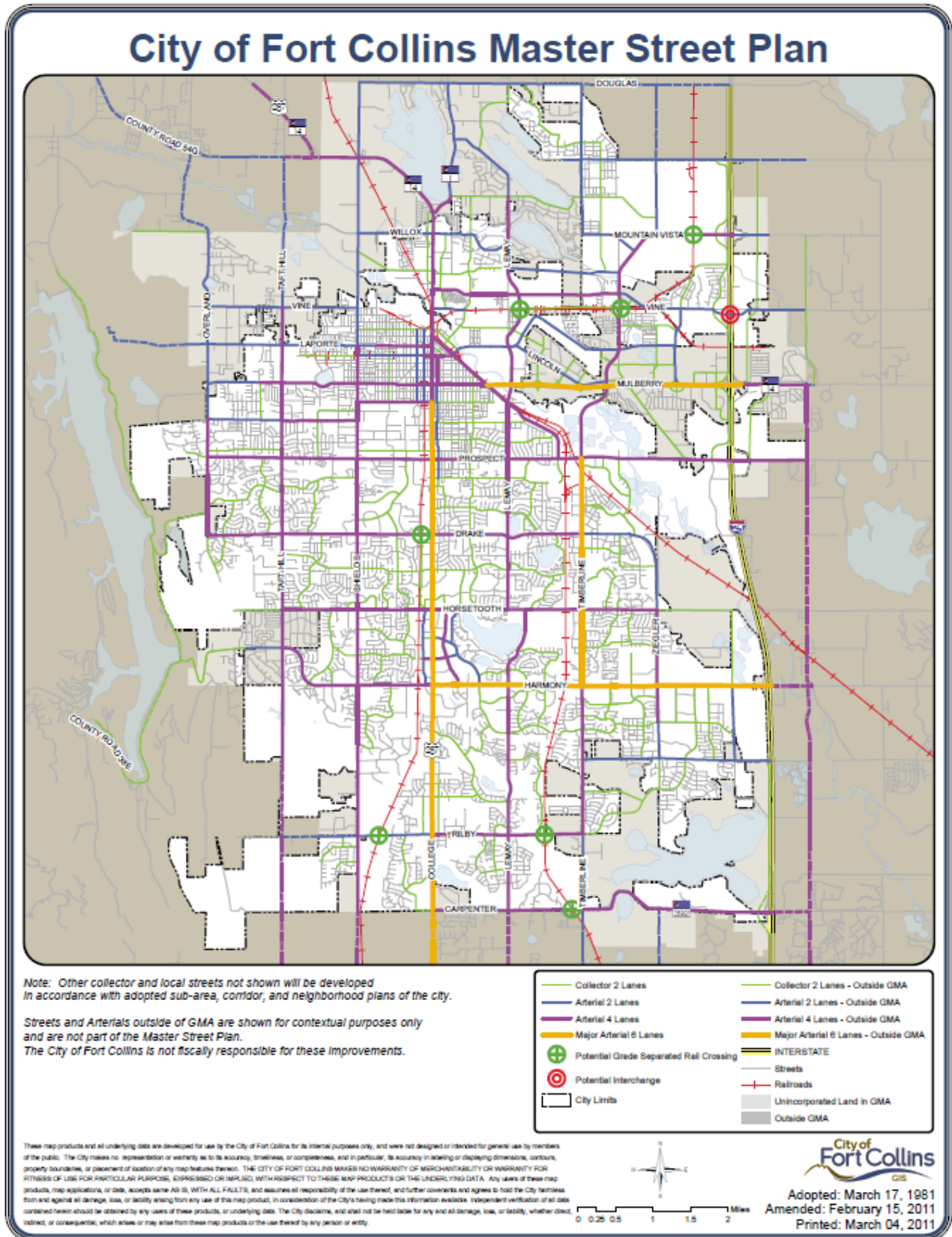
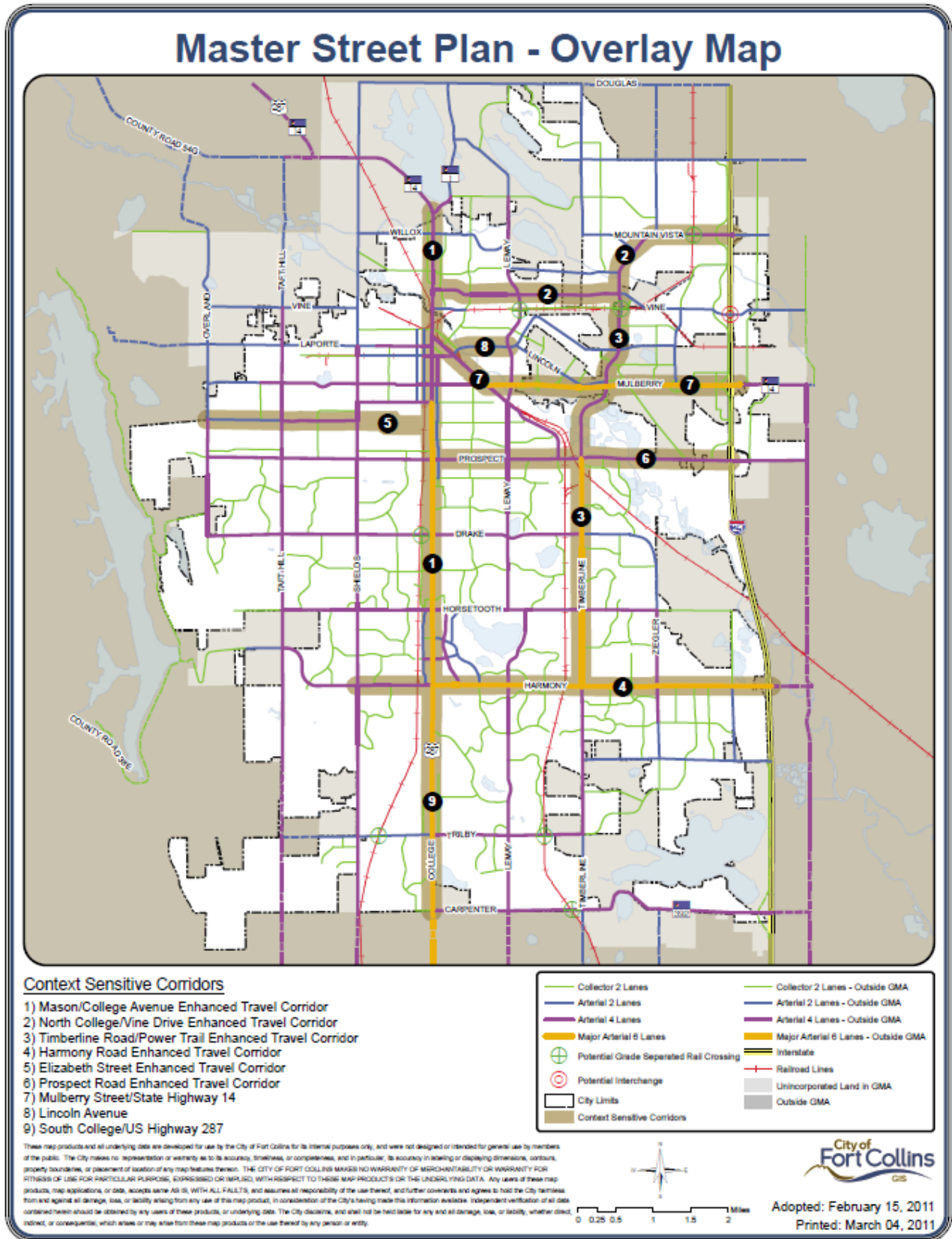


Figure TMP- 10: Master Street Plan - Overlay Map



Master Street Plan Overlay Map Descriptions

1. **Mason/College Avenue Enhanced Travel Corridor:** The Mason Transportation Corridor is a 5.5 mile north-south corridor serving the central core of Fort Collins and multi-modal solution to long-term transportation needs linking the City's major activity centers, districts and existing multi-modal transportation system. The Mason Bus Rapid Transit project, Mason Trail, and improvements along College Avenue/US 287 are all part of this regionally-significant corridor and support economic development and environmental stewardship goals.
2. **North College/Re-Aligned Vine Drive Enhanced Travel Corridor:** Residents and businesses have long advocated for better mobility within northeast Fort Collins and to the rest of the community. This corridor will provide connections to the Mason Bus Rapid Transit and Timberline Road/Power Trail Enhanced Travel Corridors, as well as new higher density housing and a pedestrian-oriented commercial center. The majority of the corridor will be located along re-aligned Vine Drive, providing unique context sensitive design and construction opportunities.
3. **Timberline Road/Power Trail Enhanced Travel Corridor:** This corridor provides significant multi-modal mobility along the east side of Fort Collins. Many residential and commercial neighborhoods, built under the original *City Plan*, are designed to take advantage of higher frequency transit service and enhanced bicycle and pedestrian facilities. This corridor also connects to the Harmony Road and North College/Vine Drive Enhanced Travel Corridors, providing a key north-south route.
4. **Harmony Road Enhanced Travel Corridor:** This corridor provides access to and from I-25 for much of southern Fort Collins. In addition, employers such as AMD, Intel, Hewlett-Packard, and other large commercial and office users are located along Harmony Road. This future six-lane street, with a divided highway and larger building and sidewalk setbacks, presents a number of street design opportunities and challenges to create a vibrant and functional ETC.
5. **West Elizabeth Street Enhanced Travel Corridor:** This corridor was identified in the 2009 Transfort Strategic Plan and will provide a strong transit connection between the Mason Bus Rapid Transit Enhanced Travel Corridor, Colorado State University, the Campus West area, and the CSU Foothills Research Campus. Portions of the corridor have had enhanced bicycle and pedestrian facilities installed in recent years. Expanding these improvements and transit service corridor-wide will be beneficial to serving the western areas of Fort Collins and key activity centers. Special transit routing could be offered to Hughes Stadium for special events.
6. **Prospect Road Enhanced Travel Corridor:** Prospect Road travels east-west from I-25 to the heart of the community, providing access to residences, businesses, and natural areas. Colorado State University has designated this corridor as a primary gateway from I-25 to the main campus. With a variety of adjacent uses and sensitive environmental areas, as well as constrained right-of-way, street design must focus on providing multi-modal enhancements with minimal impacts to properties and residences along the corridor.
7. **Mulberry Street/SH 14 Corridor:** This future six-lane street is designated as State Highway 14 and a truck bypass route between Denver and Laramie. Frontage roads, a divided highway, and auto-oriented development (both in the City and Larimer County) make multi-modal travel a challenge. The City, working with the Colorado Department of Transportation and Larimer County, must coordinate to provide multi-modal travel options along the corridor.
8. **Lincoln Avenue Corridor:** The design of this two-lane street must accommodate a variety of unique commercial, industrial, and residential properties. Pedestrians and cyclists use Lincoln Avenue to access the Poudre River Trail, breweries, parks, and residences. Transit service between Downtown Fort Collins, the River District, and the Lincoln Triangle is also planned (Downtown Circulator). In addition, commercial and industrial businesses need safe accessibility for truck deliveries. Future development plans for the Link-N-Greens property will also have a significant impact on the final street design. With the variety of adjacent uses and sensitive environmental areas, as well as constrained rights-of-way, street design must focus on providing context-sensitive multi-modal enhancements to support existing and future land uses with minimal impacts.



RECOMMENDED CHANGES AND ACTIONS

The following changes and updates are recommended for the *Master Street Plan* (MSP).

Immediate Changes and Updates (Concurrent with the plan adoption)

- Revise various street classifications on the MSP to reflect new land-use patterns and triple bottom line analysis recommendations.
- Designate corridor/street segments on the *Master Street Plan* overlay map to reflect areas needing a future “Context Sensitive Solutions” approach rather than application of current street design standards based on Larimer County Urban Area Street Standards.

Near Term Changes and Updates (2011-2012)

- Update the *Master Street Plan* Classification and Larimer County Urban Areas Street Standards cross-sections to address needs for urban arterial and “Green Street” concepts as well as other context sensitive design elements.

Pedestrian Plan

PROGRESS SINCE THE LAST PEDESTRIAN PLAN

First developed in 1996, the [Pedestrian Plan](#) addresses city-wide pedestrian needs like fixing gaps in public sidewalks, safer ways to cross the street, and better ramps at street corners. The *Pedestrian Plan* outlines issues and proposes solutions to problems for pedestrians with the ultimate goal being safe, easy, and convenient pedestrian travel for all members of our community. The *Pedestrian Plan* summarizes these findings and acts as a guide as our community develops and changes.

Several big accomplishments have been made since the 1996 *Pedestrian Plan*. Fort Collins was one of the first cities to create a pedestrian Level of Service (LOS). The Pedestrian LOS measures the quality and connectivity of the walking environment in Fort Collins. In preparing the Pedestrian LOS standards and methodology, it became evident that pedestrian measures such as pedestrian density and flow rate, as defined by the Highway Capacity Manual, were inappropriate for Fort Collins, a medium size urban area. Therefore, Fort Collins established its own LOS set of procedures to evaluate existing conditions and proposed public and private sector projects. In addition to the LOS analysis procedure, LOS targets or standards were defined for different areas within the City.

The City also updated its traffic ordinances to give right-of-way to pedestrians over automobiles at crosswalks, intersections, and driveways. City ordinances used to give vehicles the right-of-way over pedestrians at a crosswalk or at an intersection without a crosswalk unless the pedestrian was already in the street. Even then, the vehicle was only required to yield to the pedestrian in the lane of traffic occupied by the pedestrian. To promote the pedestrian as a mode of transportation and promote access to transit, a pedestrian right-of-way ordinance was adopted to require a vehicle to yield the right-of-way to a pedestrian crossing a roadway within any marked crosswalk, or within any unmarked crosswalk at an intersection. The provision does not relieve a pedestrian from the duty of using care for his or her safety.

Another change was the requirement to conduct a multi-modal Transportation Impact Study (TIS) analysis to address pedestrian needs and mitigation for new development projects as part of the City's Land Use Code.

The Larimer County Urban Area Street Standards were also updated to provide for an improved pedestrian environment. Standards were updated to reflect a more pedestrian-friendly design for intersections, sidewalks, corner ramps, and stop bars.

Since 1996 the City has continued to implement pedestrian infrastructure improvement projects. In comparison the street infrastructure improvements, the number and magnitude of pedestrian projects is significantly less, but the value of the improved safety and connectivity for pedestrians is very important. Using available funding from the Building Community Choices and Building on Basics sales taxes, selected pedestrian projects are completed each year. The 2010-11 update to this Plan reevaluates the list of pedestrian projects, funding sources and partnerships, and identifies potential projects through 2015.

PROCESS FOR THE 2010-11 UPDATE

As part of the TMP update, the project team updated the City's [1996 Pedestrian Plan](#) document in a collaborative approach with sustainability in mind. It has been almost fifteen years since the original *Pedestrian Plan* was developed by the City and the community. Fortunately, great strides have been made in improving walkability in many areas of the community. However, there are still many areas that need improvement or new approaches, particularly given the changing demographics the community will experience over the next 25 years (e.g. an aging population).

The *Pedestrian Plan* element of the TMP received public input from many diverse members of the community over the last six months including groups such as the Senior Advisory Board, Youth Advisory Board, Commission on Disability, Transportation Board, and Bicycle Advisory Board, as well as general public input during the *Plan Fort Collins* and *Transportation Master Plan* public engagement process. An eight part series of [Federal Highway Administration](#) (FHWA) and the [Pedestrian and Bicycle Information Center](#) (PBIC) webinars intended to help communities address pedestrian safety issues through design and engineering solutions were also offered. Topics ranged from sidewalk design to road diets to improved pedestrian safety.

A survey was conducted to ascertain what is important to people walking in Fort Collins. Input for the update process was also collected at a variety of public outreach meetings and the project website.

Key themes that emerged for the *Pedestrian Plan* update included the following:

- A need to improve infrastructure and safety programs in order to enhance pedestrian safety for people of all ages and abilities.
- A need for improved maintenance of pedestrian facilities, including repair/replacement, snow removal, and sweeping.
- Identifying and Improving important linkages between pedestrian walkways and transit routes/stops.
- Promoting a mix of land uses and activity centers that can maximize walkability.

The *Pedestrian Plan* update incorporates refined foundational language including vision, policies, and implementation action that are closely linked to *Plan Fort Collins* and the TMP.

A new analysis tool was developed for pedestrian planning during the 2010-11 update process. The GIS tool forecasts pedestrian demand using citywide “indices” of walking demand. These forecasts are used to evaluate future pedestrian improvements.

The pedestrian Level of Service (LOS) tool was also evaluated during the 2010-11 update. City staff determined that the majority of the existing pedestrian LOS tool is still relevant and will continue to be used. However, the section of the pedestrian LOS related to unsignalized and mid-block crossings was amended to more accurately reflect the City’s strategies for implementing these types of crossings. A new process has been developed to determine the type and location of crossings.

The *Pedestrian Plan* update includes a revised map of priority pedestrian areas/districts throughout the community to reflect the structure plan land-use map as well as other key areas (schools, parks, neighborhood destinations). The pedestrian demand analysis tool, public comments, and input received through the planning process were used to update the Pedestrian Priority Areas map.

The 2010-11 update to the *Pedestrian Plan* also includes a revised pedestrian priority project list identified by citizens through a pedestrian survey, public comments, and remaining Capital Improvement Program projects identified in 2004. This updated list can be found in Appendix F. Individual projects include proposed improvements to existing or future sidewalks throughout the City. These sidewalk improvements have been classified as existing need sidewalk projects, existing need ADA Ramp improvements, existing need grade-separation projects, development driven sidewalk projects, forecasted need path/trail projects, forecasted need sidewalk projects, and forecasted need grade-separation projects. The priority project list includes two grade-separated trail crossings along the Mason Corridor and one multi-use path. Finally, the remaining list of individual projects includes grade-separated trail crossing projects to be implemented by Park Planning as part of the Parks and Recreation Master Plan CIP Program.

RECOMMENDED CHANGES AND ACTIONS

The following changes and updates are recommended by the *Pedestrian Plan*.

Immediate Changes and Updates (Concurrent with the plan adoption)

- Update the *Pedestrian Plan* to include a map that shows new Pedestrian Priority Areas
- Update the Pedestrian LOS methodology for unsignalized street crossings

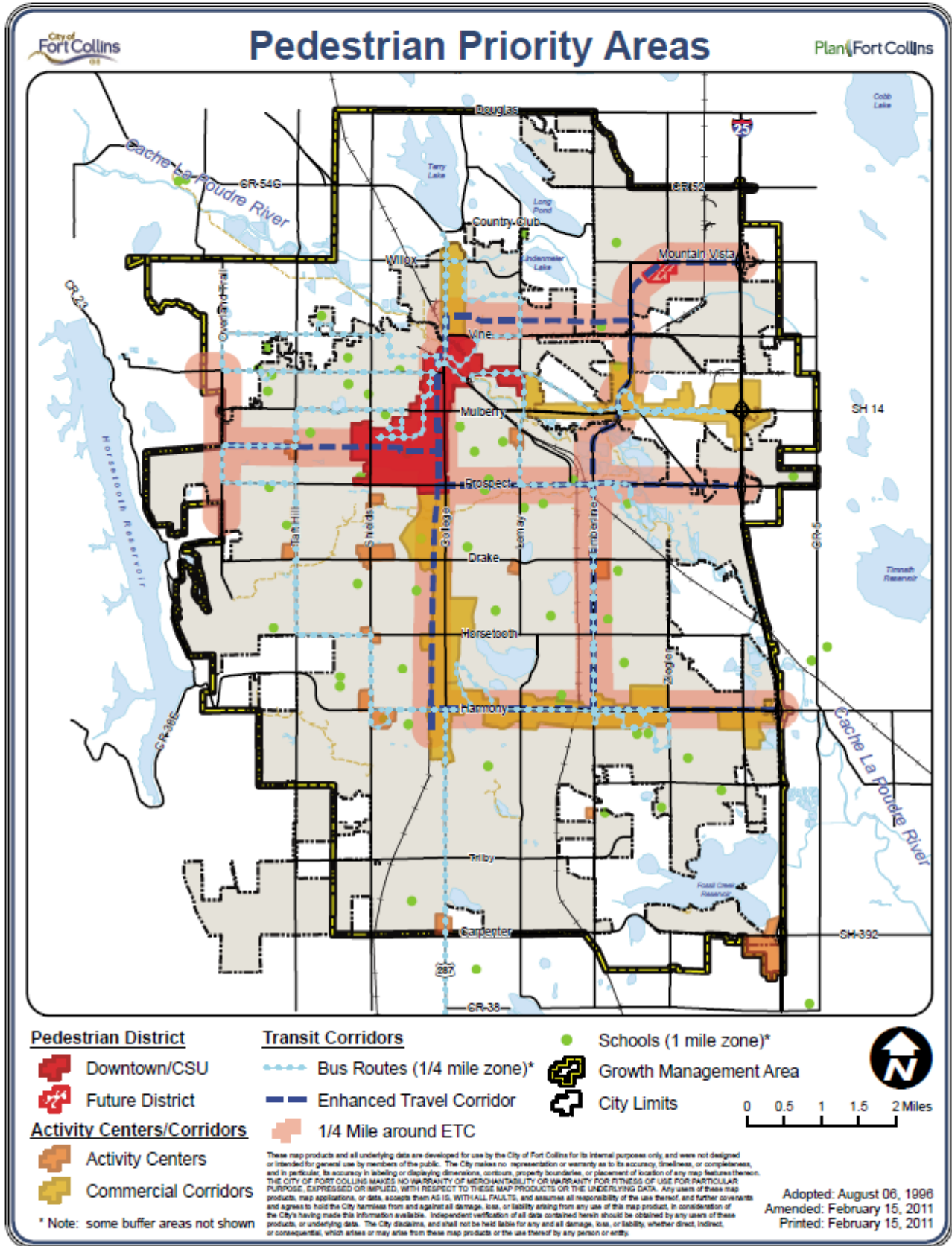
Near Term Changes and Updates (2011-2012)

- Staff will review the current and future proposed trail network and identify trails and/or trail segments that are more suited for transportation purposes vs. those that should be designed as recreational trails and/or go through sensitive natural areas. Staff will also review changes that need to be made in design standards, regulations/policies, and education/awareness efforts for the different types of trail classifications and locations.
- Update bicycle/pedestrian trail design standards to address the use of trails for commuting/transportation purposes without impacting natural areas or the recreational value of the trail system.
- Implement additional bicycle and pedestrian safety education programs for people of all ages. Include educational efforts to increase awareness of laws, regulations and ordinances and increase safe use of on-street facilities and off-street, multipurpose trails.
- Conduct a city-wide needs assessment to inventory pedestrian missing links and ADA ramps.



A streetscape includes the roadway, parking, sidewalk, landscaping, and adjacent properties. The streetscape along College Avenue Downtown, shown above, features wide sidewalks for pedestrians, angled parking, unique lighting, tree planters, and historic buildings.

Figure TMP- 11: Pedestrian Priority Areas



Bicycle Plan

PROGRESS SINCE THE 2004 TMP

The City completed a [Bicycle Plan](#) update in 2008. The *2008 Bicycle Plan* expanded on the ideas, comments, and recommendations of the [1995 Fort Collins Bicycle Program Plan](#) (*1995 Bicycle Plan*), which was developed by a group of citizens in conjunction with City staff and outside consultants. The goal of the *1995 Bicycle Plan* was to create a community where choosing bicycling as transportation is an easy choice. The *2008 Bicycle Plan* maintains that goal while expanding opportunities for the residents and visitors of Fort Collins to incorporate bicycling into their daily lives.

PROCESS FOR THE 2008 BICYCLE PLAN

The *2008 Bicycle Plan* was created with input from many community stakeholders including neighborhood residents, business leaders, parents, educators, bicyclists, and individuals who wish to bicycle more often. A Citizens Advisory Committee was formed and provided significant input. Additional input came from City staff in the following departments: Transportation Planning, Traffic Operations, Police Services, Engineering, Parks and Recreation, Natural Resources, Streets, and Transport.

Colorado State University (CSU) and Poudre School District also contributed to the *2008 Bicycle Plan*. To ensure sustainable efforts, input was also gathered from many City boards and commissions including, but not limited to, the Air Quality Advisory Board, Downtown Development Authority, Economic Advisory Commission, Natural Resources Advisory Board, Parks and Recreation Board, Senior Advisory Board, Youth Advisory Board, Transportation Board, and City Council. The *2008 Bicycle Plan* is a five year plan and is slated for an update in 2013 to address new trends, priorities, opportunities, and challenges as well as provide continuous improvement toward achieving our community's long-range bicycling goals.

PROGRESS AND RECOMMENDED ACTIONS

Through the comprehensive outreach process undertaken for the *2008 Bicycle Plan*, the topics of Economy, Environment, and Community were added to the *2008 Bicycle Plan* in addition to the basic 5 Es: Education, Encouragement, Engineering, Enforcement, and Evaluation. It was apparent that these issues were of value to the citizens of Fort Collins. Recommended actions include:

Engineering and the Proposed Bikeway Network

- Continued implementation of projects identified on Hot List I of the *1995 Bicycle Plan* as well as the bicycle projects listed in the [2004 Transportation Master Plan Capital Improvement Plan](#).
- Pursue implementation of projects identified on Hot List II of the *2008 Bicycle Plan*. Projects that have been identified in all of the bicycle plans are included in the 2010-11 update to the multi-modal transportation Capital Improvement Plan.
- Continue to work on bicycle connectivity and bike trail accessibility throughout Fort Collins.
- Update and enhance the City's bike route network through shared lane markings and way-finding.
- Identify and implement interim solutions to enhance bicycle safety and connectivity.
- Continue implementation of the *Transportation Master Plan* and the *Master Street Plan*.
- Continue and improve maintenance of Priority Commuter Routes, including identifying priority snow plow routes for cyclists during the winter season.
- Improve signal detection loops and install video detection at all intersections.
- Examine and implement innovative bicycle traffic solutions such as bicycle boxes, bicycle boulevards, community greenways, and pedestrian/neighborhood streets.

Find the Capital
Improvement Plan
Documentation in
Appendix F

Promoting Bicycling through Education, Encouragement

- Maintain and grow existing year-round safety education and encouragement programs and solicit more participation.
- Continue to develop and implement innovative safety education and encouragement programs, campaigns, and events.
- Continue to foster relationships between non-profit, advocacy, and community groups and build public-private non-profit partnerships.
- Consider the implementation of “Sunday Streets” or similar events that temporarily close street networks to cars to encourage bicycle ridership and activities that inspire exercise and health.
- Reinforce yield and safety education programs for bicyclists and other bicycle lane and trail users.
- In March 2010 City Council directed City staff to prepare a [Bicycle Safety Education Plan](#) to guide the City and its partnering organizations in teaching bicycle education and creating traffic safety awareness for all road users. The basis of the education program is the [League of American Bicyclists](#). (Note: *Bicycle Safety Education Plan will be presented to City Council for adoption in March 2011.*)

Enforcement

- Work closely with local enforcement agencies to create a community policing agreement that inspires innovative, proactive, and educational campaigns.
- Bridge the gap of understanding between bicyclists and local enforcement agencies by providing current and consistent information.
- Coordinate training sessions to ensure knowledge on current local, regional, and national bicycle policies and ordinances.
- Establish enforcement techniques for handling special events and protests.
- Explore the creation of diversion programs for bicycle traffic offenders.
- Establish “sting” operations in coordination with local enforcement agencies to address bicycle theft and traffic law evasion by bicyclists.

Economic, Environmental and Community Benefits

- Continue to support and encourage infrastructure development, bicycle sporting events, recreational cycling, and bicycle facilities.
- Use the local bicycle culture to attract new employers, residents, business, and visitors.
- Encourage bicycle-related businesses and manufacturers.
- Establish measurement methods for environmental benefits and coordinate with other City initiatives to measure environmental benefits of cycling.
- A Bicycle Advisory Committee (BAC) was implemented in April, 2009. The BAC is a subcommittee of the Transportation Board and should continue to advise the Transportation Board on issues and policies related to bicycling.
- Pursue the platinum level designation with the League of American Bicyclists (LAB). Fort Collins received the gold level designation in 2008. The Fort Collins community will apply for the platinum level designation in 2012.
- Establish performance measures for bicycle programs and facilities through surveys and physical bicycle counts.
- Maintain financial support for existing programs through prioritizing funding within the City organization and by applying for grants.
- Foster communication amongst the public, non-profit, and private sectors to implement the recommendations in the *2008 Bicycle Plan*.
- Expand Bike Library services to south Fort Collins.
- Expand the Bike Library to provide local major employers bicycles with which to conduct errands.

Multi-Modal Connectivity

- Expand opportunities for bicycle-transit/bicycle-pedestrian/bicycle-car auto linkage.
- Incorporate bicycle parking at transit stops and stations.
- Improve and expand bicycle parking throughout the City. In 2009, the City and its partners installed six on-street bike parking racks to accommodate the growing number of bicyclists. The City will continue to evaluate bike parking needs and provide additional bike parking.
- Encourage installation of showers and changing facilities by local employers.

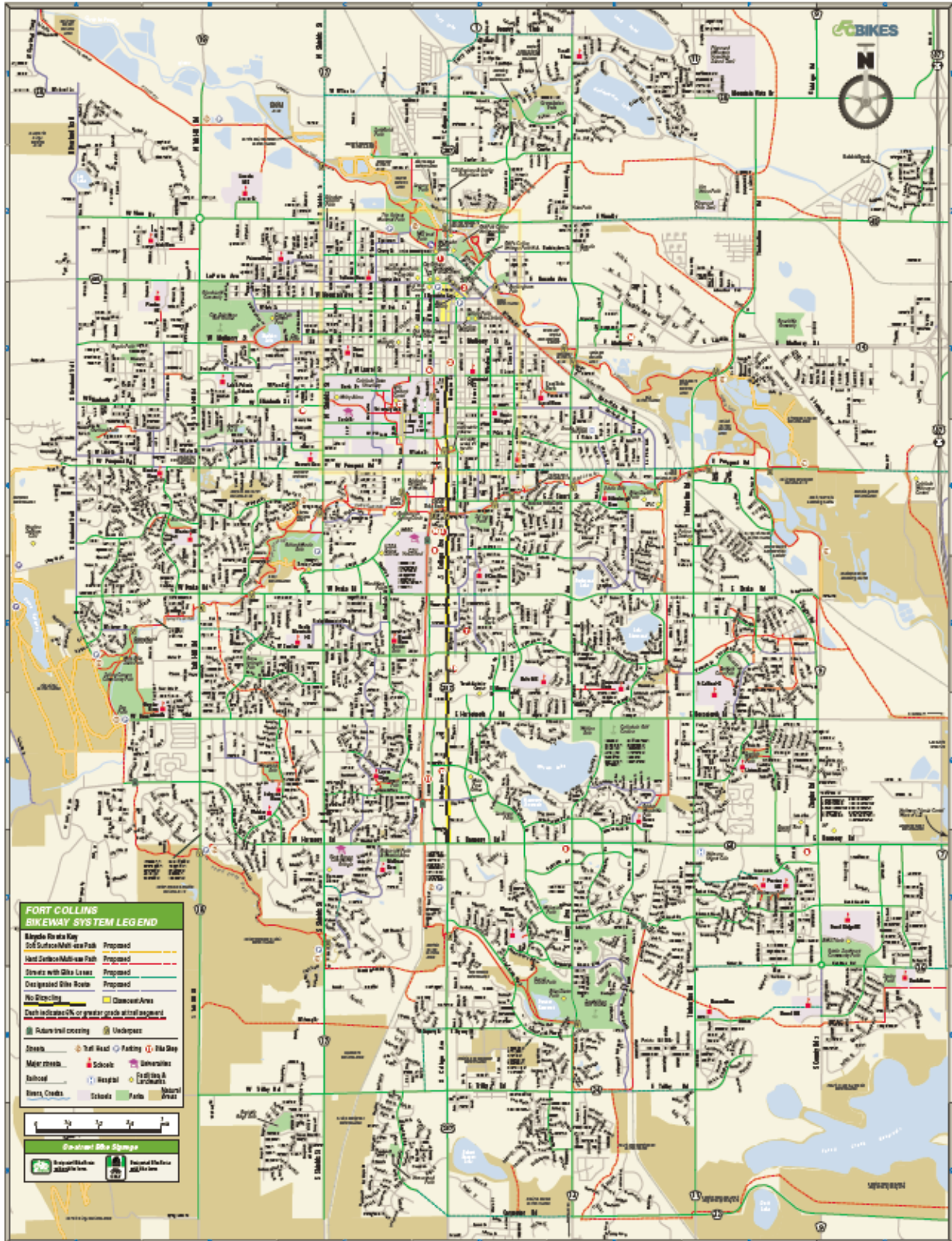


Evaluation

- Recommended areas for evaluation are discussed under the Measuring Progress section of the TMP. Examples include Ease of Traveling in Fort Collins by Bicycle, Bicycle Share Program Usage, Bicycle Crash Rate, and Participation in Bicycle Safety Education Program.
- Set goals and targets with boards, commissions, and Council for bicycle travel in Fort Collins in 2035. Goal and targets could be incorporated into the next Bicycle Plan update.



Figure TMP- 12: Fort Collins Bikeway System



Transfort Strategic Operating Plan

PROGRESS SINCE THE 2004 TMP

The purpose of the 2009 [Transfort Strategic Operating Plan](#) (TSP) was to provide a coordinated effort in updating the [2002 Transfort Strategic Operating Plan](#) and the 2004 City of Loveland Transit (COLT) Plan, as well as to provide detailed analysis of the opportunities public transportation offers PSD high schools. The plan also addressed the coordination of transit service with the planned [Mason Corridor Bus Rapid Transit](#) (BRT) project, identified funding mechanisms and practical phasing options, and addressed financial solutions required to create and sustain a high-performing transit system. The 2009 TSP is an update to the 2002 Transfort Strategic Operating Plan adopted by the Fort Collins City Council and the 2004 COLT Transit Plan adopted by Loveland City Council. Separate documents have been created for Transfort and COLT in order to simplify the plan adoption process. Undertaking the 2009 TSP update was approved by Fort Collins City Council as part of the 2008/2009 Budgeting for Outcomes process.

PROCESS FOR THE 2009 TRANSFORT STRATEGIC PLAN UPDATE

The TSP process is a collaborative partnership among the City of Fort Collins-Transfort, the City of Loveland-COLT, and the Poudre School District (PSD). The 2009 TSP update was undertaken in several key steps, noted below:

- Collection of community input
- Review of related plans and studies
- Evaluation of existing transit market
- Consideration of development patterns
- Assessment of existing transit services and conditions
- Development of initial transit service concepts
- Identification of opportunities to phase transit improvements
- Screening of initial concepts and identification of recommended strategy
- Integration of PSD transportation needs
- Evaluation of funding and governance options
- Update and adoption of the TSP update

RECOMMENDED CHANGES AND ACTIONS

Several near-term transit service improvements were implemented in March 2009 as a result of initial recommendations from the TSP update. These changes were incorporated into the TSP update under Phase 1 improvements. Near-term improvements included changes in the schedules of seven routes to enhance efficiency, the elimination of one route, and the addition of one new route (Route 19 with service between Colorado State University (CSU) and Front Range Community College via Shields). The TSP update presents a framework for implementation of future transit improvements in three phases. Phase 1 recommends modest transit growth over existing service. It assumes the implementation of Mason Corridor BRT service and the refinement of local routes to coordinate with Mason BRT. An overview of the Phase 1 recommendations follows:

Local Services

- Includes relocation of the South Transit Center (STC) to the Mason Corridor south terminus at a location off of Fairway Lane
- Assumes the implementation of Mason BRT service along the Mason Corridor from the Downtown Transit Center (DTC) to the proposed new STC
- Proposes some new services and realignment of existing routes along Elizabeth, University, Horsetooth, and Drake

- Recommends the extension of hours on select routes so that early evening service (until 8:30 PM) is provided on weekdays and Saturdays
- Recommends improved service frequencies on CSU routes and proposes a new numbering system for CSU routes
- Includes a proposed new Downtown circulator that would be operated by Transfort, but would most likely be funded through public-private partnerships

Poudre School District Services

- Includes afternoon service via two dedicated local routes that serve Lincoln Junior High and Poudre High schools
- Recommends improved access to Rocky Mountain High School via Shields

Regional Services

- Proposes modification of Fort Collins Longmont Express (FLEX) route so that it connects to the proposed new STC in Fort Collins (terminating at the existing North Transfer Center in Loveland)

Phase 2 recommends significant expansion of transit service in Fort Collins, as well as expansion of regional connections to Denver. Partnering strategies between participating jurisdictions would likely be considered for implementation of regional services. This phase assumes the continued refinement of local routes to coordinate with Mason BRT. Phase 2 introduces a transition to a grid network in Fort Collins and provides greater route coverage, higher service frequencies, and longer span of service. An overview of the Phase 2 recommendations follows.

Local Services

- Proposes a new Poudre Valley Hospital (PVH) Harmony Campus Transit Center in the vicinity of Harmony Road and Timberline Road
- Introduces the transition to a grid route configuration
- Recommends 15 new or reconfigured grid system routes with improved peak hour service frequencies
- Recommends 10 routes with early evening service (until 8:30 PM), two routes with late evening service (until midnight), and 16 routes with Saturday service

Poudre School District Services

- Provides greater public transit coverage near Poudre School District (PSD) high school student residences
- Proposes increases in service frequency in the vicinity of Fort Collins, Rocky Mountain, and Fossil Ridge high schools

Regional Services

- Recommends a new regional route connecting Fort Collins, Loveland, and Denver
- Proposes Saturday service for the regional route connecting Fort Collins and Loveland, as well as late evening service (until midnight) on weekdays and Saturdays

Phase 3 recommends additional transit growth in Fort Collins including longer service hours and limited Sunday transit service as well as an expansion of regional service to Denver, Boulder, Berthoud, and Longmont. Partnering strategies would likely be considered for implementation of regional services. This phase assumes the implementation of additional Mason BRT services that extend outside of the Mason Corridor and completes the transition to a full grid network in Fort Collins. An overview of the Phase 3 recommendations follows:

Local Services

- Proposes two new express routes utilizing Mason Corridor to minimize transfers for high demand travel patterns and increase service frequencies along Mason Corridor
- Proposes late evening service (until midnight) for all express and Mason BRT routes on weekdays and weekends
- Proposes extended span of service, with 12 routes offering early evening service and four routes offering late evening service
- Recommends additional Saturday service on select routes

- Recommends Sunday service for seven routes
- Includes the complete transition to a grid route configuration
- Recommends increased service frequencies on most routes
- Proposes new service to Mountain Vista area

Poudre School District Services

- Proposes improved connections and service frequencies to Fort Collins and Fossil Ridge high schools
- Recommends additional public transit coverage for PSD high school students, including longer service hours and greater opportunities for connections to Front Range Community College (FRCC) and CSU

Regional Services

- Proposes a new route providing connections between South Fort Collins, Loveland (Centerra), Longmont, and Boulder with additional Saturday and Sunday service
- Recommends reconfiguration of a regional route to provide service between Fort Collins, Loveland, Berthoud, and Longmont and introduces Sunday service
- Recommends additional early evening service and late evening service for regional routes



Transit service connection at Colorado State University Transit Center

Figure TMP- 13: 2009 Transfort Strategic Plan Recommended Improvements - Phase 1

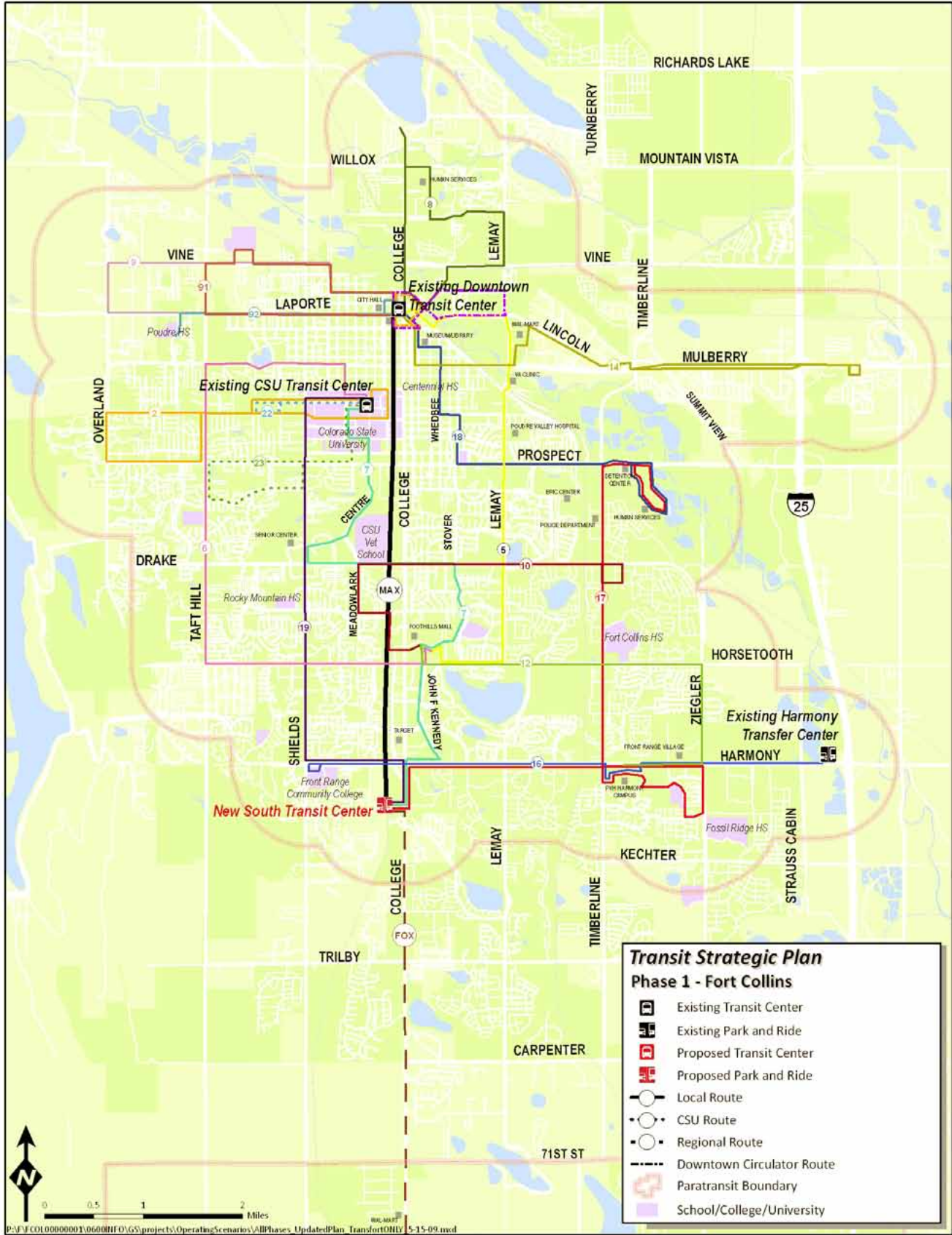


Figure TMP- 14: 2009 Transfort Strategic Plan Recommended Improvements - Phase 2

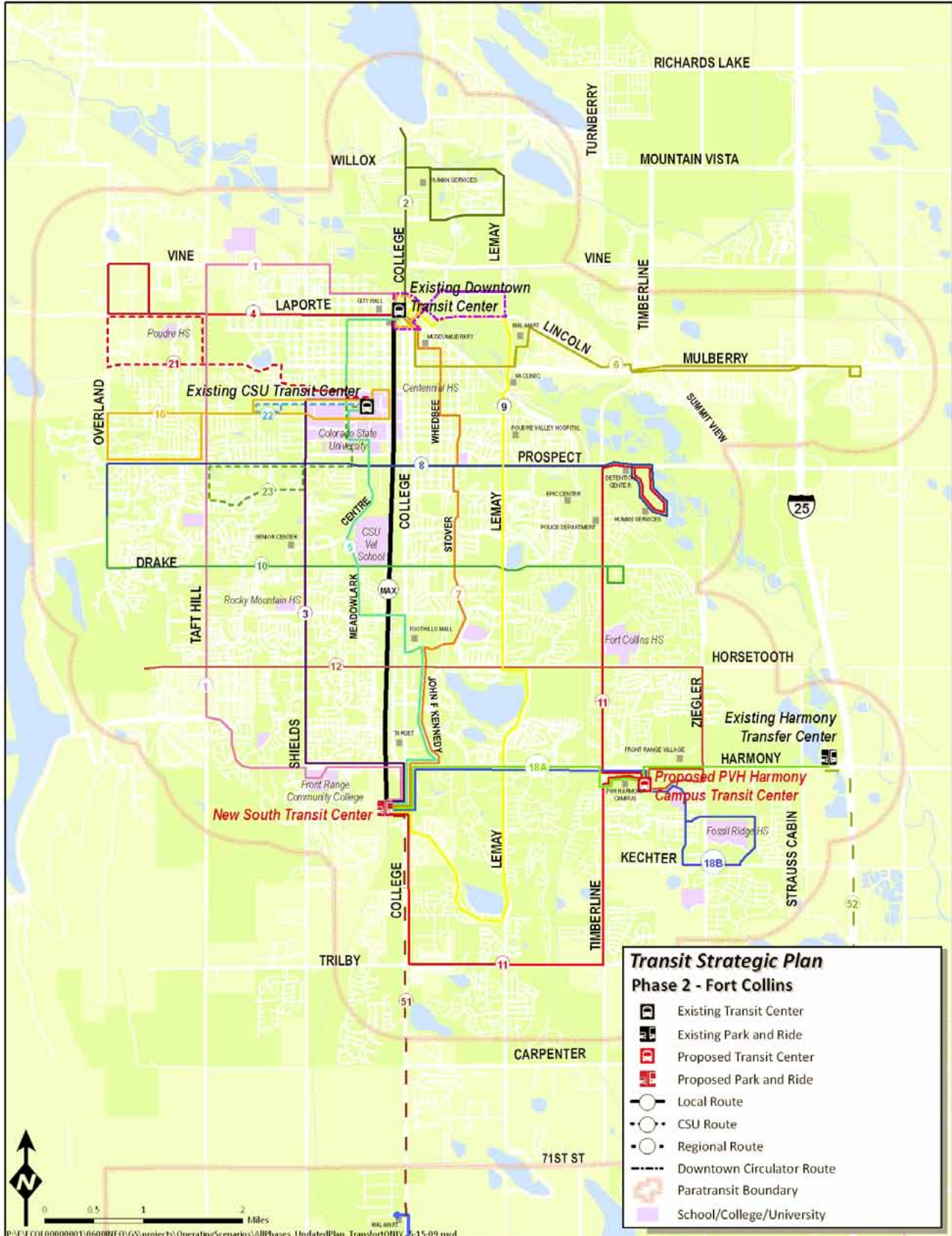
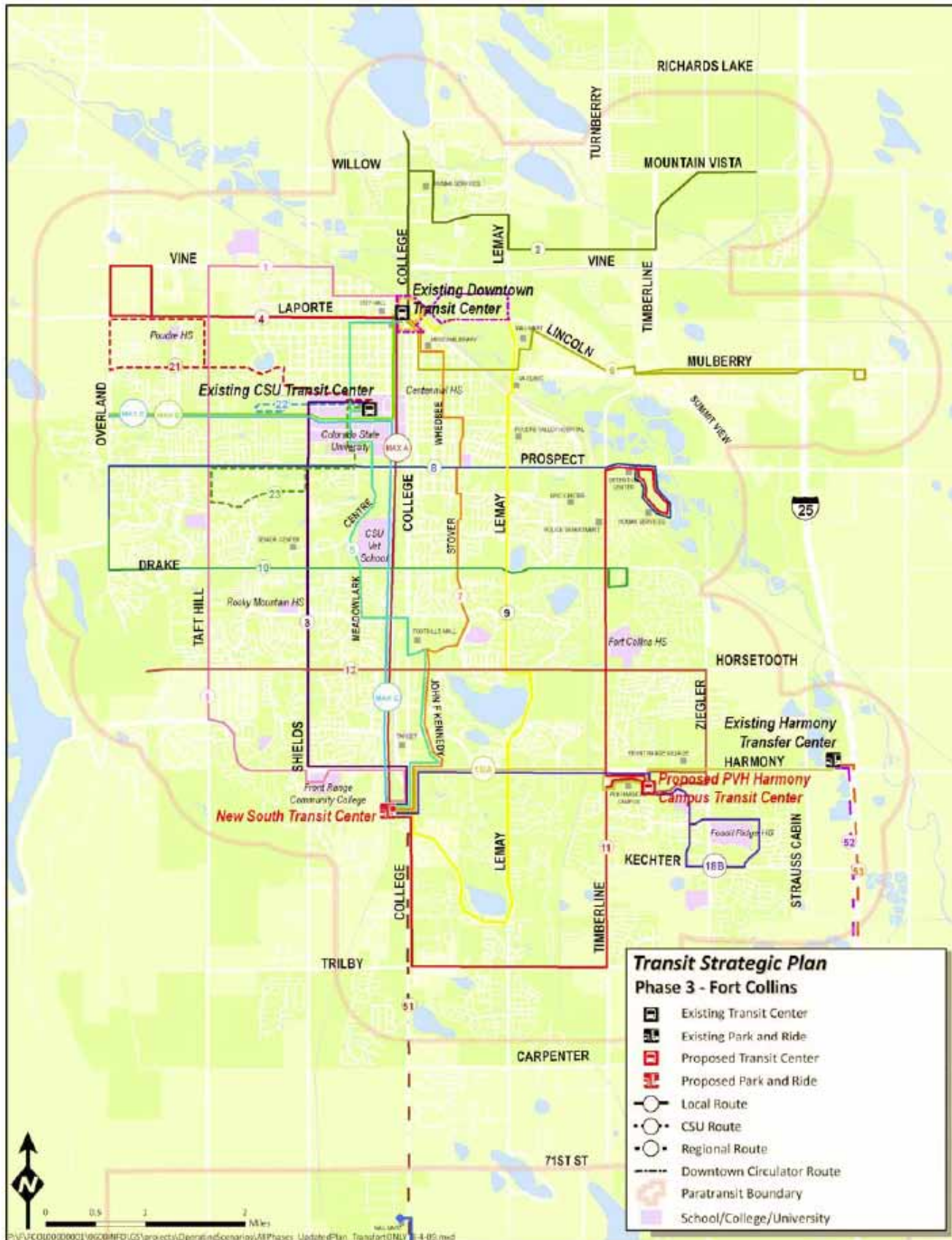


Figure TMP- 15: 2009 Transfort Strategic Plan Recommended Improvements - Phase 3



Minor Update Areas

The following areas have not had major changes in direction since the 2004 TMP. Outreach and community dialogue confirmed that these areas did not require major update. The following pages recap the direction from the 2004 TMP and update the aviation, rail crossing, parking, and regional coordination sections.

AVIATION

Since the 2004 TMP, the Downtown Fort Collins Airport, located north of State Highway 14/Mulberry Road between Lemay and Timberline, has closed. There is now only one airport serving the Fort Collins area. The Fort Collins-Loveland Municipal Airport is located near Crossroads Boulevard and I-25 between Loveland and Fort Collins.

Fort Collins-Loveland Municipal Airport will continue to be a busy general aviation airport with some commercial passenger service. The Airport is an important transportation facility; it is a center for aviation-related business and supports regional economic development activity.

The aircraft types projected to be used at Fort Collins-Loveland Municipal Airport during the next 20 years are the same types that use the Airport presently. These types include small single-engine prop aircraft, larger business-use aircraft, and narrow-body commercial passenger service aircraft. The number of annual aircraft operations (landings and takeoffs) at the Airport is forecast to increase modestly over the next 20 years. The total number of aircraft operations is forecast to increase from just over 100,000 currently, to approximately 150,000 at the end of the 20-year planning period covered by the Master Plan Update. The number of based aircraft at the Airport is expected to increase from the current number of approximately 200 to 280 in twenty years.

The Airport completed a Master Plan in 2007 that outlines its long-range physical development with a primary goal of continuing improvements to the Airport in a manner that is financially realistic and appropriate with consideration to its surroundings.

RAIL CROSSINGS

The City of Fort Collins has numerous streets with at-grade crossings along the Burlington Northern Santa Fe (BNSF) Railroad, Union Pacific (UP) Railroad, and the Great Western (GW) Railroad. The Colorado Public Utilities Commission (PUC) is responsible for evaluating general railroad and crossing safety. This includes whether railroad crossings must be grade-separated, railroad signal requirements, and any proposed changes adjacent to railroad land and facilities.

While most at-grade crossings located within Fort Collins city limits are gate controlled, there are some that require additional active control treatment. In high volume pedestrian areas, such as Downtown, the City desires to provide a safe crossing environment that is accessible for bicycles and pedestrians. The Federal Highway Administration's (FHWA's) threshold values for exposure factor provide a guide for the City to use in future consideration of railroad active control and grade separation projects. The City has made a concerted effort to include grade separated rail crossings as a part of the planning process in the development of corridor and subarea plans, most notably on dedicated recreational trails such as the Mason Trail, Spring Creek Trail, and school routes, to accommodate better traffic flow across the railroads. The City's rail crossing needs list currently includes grade separated railroad crossings as listed below.

- Trilby/BNSF
- Drake/BNSF
- Lemay/BNSF
- Timberline/BNSF

- Mountain Vista/BNSF
- Carpenter Road/UPRR
- Trilby/UPRR

The Master Street Plan Map in Appendix E shows the railroad crossing locations.

There are additional bicycle/pedestrian grade separated crossings of the railroad that are planned to be built independent of the street grade separations. Troutman at BNSF and Keenland at UPRR have been moved from the full grade separated list above to the bicycle/pedestrian grade separated list. The bicycle/pedestrian grade separations include:

- Troutman/BNSF
- Keenland/UPRR
- Natural Resources Research Center (NRRRC) Employment, Colorado State University (CSU) Vet Campus/BNSF

See MSP map for railroad crossing locations.

Train noise along the BNSF and UPRR corridors has long been a community concern. The Federal Railroad Administration (FRA), in addition to requiring specific train horn decibel levels, now allows cities to implement Railroad Quiet Zones. These zones reduce train noise through a community by implementing safety measures at crossings to ensure vehicles, bicycles, and pedestrians cannot reasonably cross railroad tracks when a train is approaching. Train engineers are still required to sound their horn if they observe a safety concern, such as a vehicle blocking the crossing. Quiet Zone improvements must be paid for by the City and require the approval of the railroad company, FRA, and PUC.

As Fort Collins has grown, there has been an increase in the number of residences and businesses adjacent to railroad tracks and crossings. Over the years, land adjacent to the Burlington Northern Santa Fe railroad has transitioned from industrial to residential, commercial, and office uses. Train horns, especially at night, have created a negative impact on the quality of life for residents and businesses. Train horns also have a negative impact on economic development, particularly along the Mason BRT Corridor, Midtown, and South College corridors. The detrimental impact of train noise has been an increasing concern expressed by residents and businesses near the Burlington Northern Santa Fe (BNSF) and Union Pacific (UPRR) tracks.

The City and Downtown Development Authority (DDA) have been working to complete the Phase I Downtown Railroad Quiet Zone Study for the BNSF and UPRR crossings in Downtown Fort Collins. This includes evaluating crossing improvement options to implement a Quiet Zone, a phasing approach for the preferred alternatives, negotiations with the BNSF, FRA, and Colorado Public Utility Commission (PUC), preliminary and final engineering plans, and pursuit of funding. The Phase I study is expected to be completed in early 2011.

City Council recently approved funding for the Phase II study focusing on the remaining BNSF crossings between Laurel Street and Trilby Road. The Phase II study is expected to be completed in 2012. City, DDA, and railroad staff continue to pursue funding opportunities to implement the preferred alternatives of each study phase.

PARKING

In February of 2004, the Fort Collins City Council adopted the [Fort Collins Downtown Strategic Plan](#), which contains several recommendations for the parking program in Fort Collins. The following paragraphs highlight the parking principles from the Downtown Strategic Plan and show what has been achieved in each area.

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.

This recommendation has been accomplished through the enforcement of two-hour time limits, the use of new technology such as the license plate recognition system, the implementation of an increasing fine structure that targets repeat offenders but is friendly to customers and visitors, and changes to the traffic code that require long-term parkers to move off the block face when they leave a timed parking area. The on-going collection of turnover data demonstrates the effectiveness of these measures. Turnover rates have increased by more than 20% since the Downtown Strategic Plan was adopted.

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

This recommendation has been accomplished by implementing innovative and cost-effective permit programs for long-term parkers. Examples include the half-priced roof-top permit, the car-pool permit that allows multiple employees to share the cost of a single permit, and the combination of automobile and bicycle permits at no additional cost. Surface lot permit programs were also modified to encourage purchases, such as the highly-discounted prices for Olive Lot permits when multiple months are purchased.

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

This recommendation has been accomplished in part through the implementation of other elements of the Downtown Strategic Plan, such as the two principles mentioned above. However, there is more work to be done in this area. In 2011, Parking Services will partner with the Advance Planning and Economic Health staff to develop and execute an updated downtown parking plan. Several important parking-related questions and issues need to be addressed. Advance Planning and Economic Health staff have put this item on their work plan to assist Parking Services in providing the answers. Here are some examples of the kinds of questions and issues that will be examined:

- § What is the appropriate role of the City's parking function in providing parking infrastructure resources, either in a partnership with development, as a stimulus for development, or in reaction to increased development activity?
- § Where and what kinds of parking resources may be needed in the next 2 years? 5 years? 10 years? Longer-term?
- § What parking resources can/should be provided by the public sector? The private sector? In partnerships?
- § Is the mission of Parking Services still valid, and does it serve the needs of the City and the downtown community? Are the practices and day-to-day operations of Parking Services properly aligned with the departmental mission, as well as the higher-level goals, mission, and vision of the City and the downtown community?
- § Are the tools used to create and maintain parking space turnover the most appropriate tools, or are there other options that could be examined to provide better results?
- § What financing options are available that might be used to fund future parking facilities and/or programs?

These and similar questions and issues will be processed through extensive public outreach and involvement including City Council work sessions, meetings with boards and commissions, public meetings, focus groups, and other tools designed to give the public a chance to be involved with how the City's parking function can offer the best services possible to the community.

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.

This recommendation has been partially accomplished through changes in the land use code to eliminate residential parking requirements within the transit overlay district. This change encourages developers to seek new and innovative ways to provide parking for residential developments. This may result in aggregation of parking demand from multiple developments which could be met by a centralized parking structure. Such a structure could also be a public/private partnership and provide additional parking resources for the public.

The “Park Once, Pedestrian First” environment has been promoted through the refurbishment of downtown alleyways, making it more convenient and safer for pedestrians to move between parking spaces and commercial businesses. Another example of this environment is the pedestrian bridge that connects the Civic Center Parking Structure with the Opera Galleria Shops on College Avenue.

Principle 2.3.2: Enhance the responsiveness of the City’s parking department in order to effectively deal with the rapidly changing parking environment.

This recommendation was originally conceived as a method to give the parking department the ability to change rates in response to changing market conditions. To a large extent, the biennial budget process, combined with annual reviews, has provided ample opportunity to make rate changes and respond to market demand. Other recent changes to the Municipal Code that have been approved by City Council have also contributed to the responsiveness of the parking department, such as the enhancement of the regulations for the non-construction-related Obstruction Permit and the implementation of the block face rule in the Traffic Code. Another factor that has contributed in this area is the support that upper City management has shown for the parking program, and the latitude that has been granted in the implementation of parking configuration and policy changes.

More information regarding parking will be available with the development of the new Parking Plan Update beginning in 2011.

REGIONAL COORDINATION AND PARTNERSHIPS

Connecting to the region was a new area of emphasis in 2004. In the 2010-11 update, City staff, boards, City Council, and community input supports increased focus on the need for regional street, transit, and trail connections. This approach builds on the City’s history of ongoing partnership with the North Front Range Metropolitan Planning Organization (MPO).

Regional Planning

The 2010-11 *Transportation Master Plan* update is being developed in coordination with the MPO’s regional transportation, air quality, and transportation demand management planning efforts, including the Regional Transportation Plan and the transit element.

Regionally Significant Corridors

As part of the *North Front Range Metropolitan Planning Organization 2035 Regional Transportation Plan* (RTP), a network of Regionally Significant Corridors serves as the stage for the overall plan. A Regionally Significant Corridor is defined as an important link in a multi-modal, regional network comprised of existing or new transportation corridors that connect communities and/or activity centers by facilitating the timely and safe movement of people, goods, information, and services. Designated Regionally Significant Corridors within Fort Collins include College Avenue/ US 287, SH 1, I-25, Mulberry Street/SH 14, Prospect Road, and Carpenter Road/SH 392.

Regional Transit

Regional bus service between Longmont and Fort Collins (FLEX) operates along US 287 between 8th Street in Longmont and the Downtown Transit Center located in Downtown Fort Collins. FLEX is the first transit route to completely connect the Northern Front Range. FLEX connects with RTD Denver in Longmont for connections to Boulder and Metro Denver. Private companies operate airport shuttle services from Fort Collins to Denver International Airport (DIA). This service is available seven days a week between 5:00 a.m. and 6:00 p.m., with approximately 15 daily round trips. Numerous adult care facilities have privately owned vans used for transporting clients on medical non-emergency trips only.

Regional Trails

The City's multiuse trail system is coordinated with neighboring communities including Larimer County, the City of Loveland, and the Town of Timnath to ensure off-road trail system connectivity. As an example, the City of Fort Collins Poudre River trail is planned to connect with the Town of Timnath, Windsor, and on to the City of Greeley to create a region wide trail network.

Interregional Improvements

The Colorado Department of Transportation (CDOT) is conducting the [North I-25 Environmental Impact Statement](#) (EIS) to identify interregional highway and transit improvements needed to connect the North Front Range and the Denver Metropolitan Area. The current preferred alternative for the EIS includes both highway and transit improvements along both I-25 and US 287. See the Recommended Preferred Alternative graphics on the following page.

New Opportunities for Partnership

Increasing focus is being placed on exploring new opportunities for public/private and inter-agency partnerships such as the recent partnership established for the I-25/SH 392 interchange. Building and maintaining strong partnerships with adjacent jurisdictions, Larimer County, CDOT, North Front Range MPO, Federal Highway Administration (FHWA), Federal Transit Administration (FTA), and others is critical for continued regional collaboration and connectivity. In addition, additional opportunities should be pursued for collaboration with Colorado State University, UniverCity Connections, Poudre School District, Larimer County, and neighboring communities.



Regional view from Fort Collins

Recommended Preferred Alternative

NORTH I-25
EIS
information, cooperation, transportation.

LEGEND

- █ Tolled Express Lanes
- █ General Purpose Lanes
- Express Bus
- Commuter Bus
- Commuter Rail
- ◆ Interchange Upgrades
- XF** Number of Lanes:
General Purpose/Tolled Express
- Express Bus Transit Station
- Commuter Bus Transit Station
- Commuter Rail Transit Station
- Commuter Rail Operational & Maintenance Facility
- Commuter Bus Operational & Maintenance Facility
- FasTracks Rail Line
- FasTracks / RTD Transit Station
- RTD Boundary

TRANSIT STATION LOCATIONS

Commuter Rail

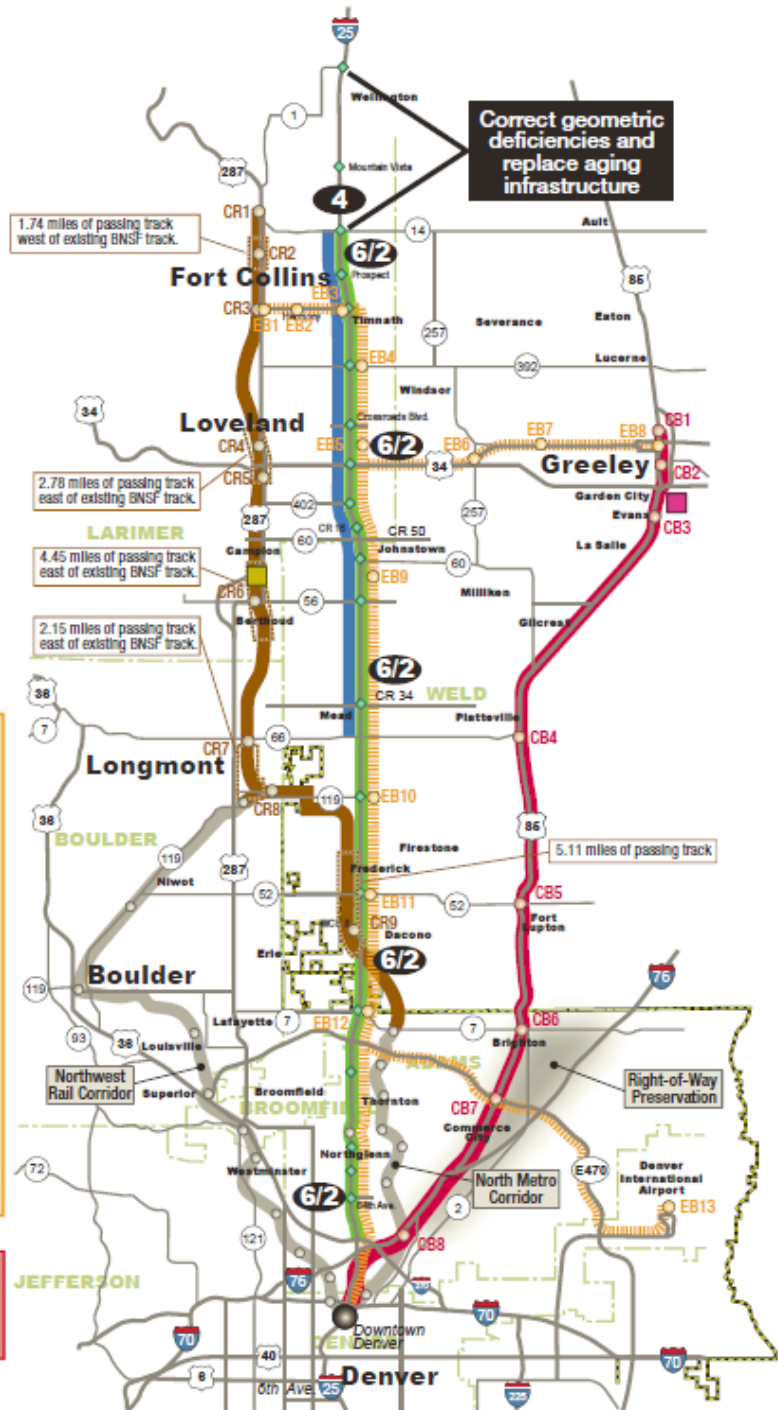
CR1	Fort Collins Downtown Transit Center - BNSF and Maple St.
CR2	CSU - BNSF between University Ave. and W. P19th St.
CR3	South Fort Collins Transit Center - US 287 and Harmony Rd.
CR4	North Loveland - BNSF and 29th St.
CR5	Downtown Loveland - BNSF and approximately 6th St.
CR6	Berthoud - BNSF and SH 56
CR7	North Longmont - BNSF and SH 66
CR8	Longmont - Sugar Mill, north of alignment, south of Rogers Rd.
CR9	Erle - I-25 and CR 8

Express Bus

EB1	South Fort Collins Transit Center - US 287 and Harmony Rd.
EB2	Timberline - Harmony Rd. and Timberline
EB3	East Fort Collins - I-25 and Harmony Rd.
EB4	Windsor - I-25 and SH 392
EB5	Crossroads - Loveland between Crossroads Blvd. and US 34
EB6	West Greeley - US 34 and SH 257
EB7	Greeley - US 34 and 83rd Ave.
EB8	Greeley Downtown Transfer Center - 8th Ave. and 8th St.
EB9	Berthoud - I-25 and SH 56
EB10	Firesstone - I-25 and SH 119
EB11	Frederick/Dacono - I-25 and SH 52
EB12	Broomfield - I-25 and SH 7
EB13	DA

Commuter Bus

CB1	Greeley - US 85 and D St.
CB2	South Greeley - 8th Ave. and 24th St.
CB3	Evans - US 85 and 42nd St.
CB4	Platteville - US 85 and Grand Ave.
CB5	Fort Lupton - US 85 and CR 14.5
CB6	Brighton - US 85 and SH 7
CB7	South Brighton - US 85 and E-470
CB8	Commerce City - 69th and Colorado



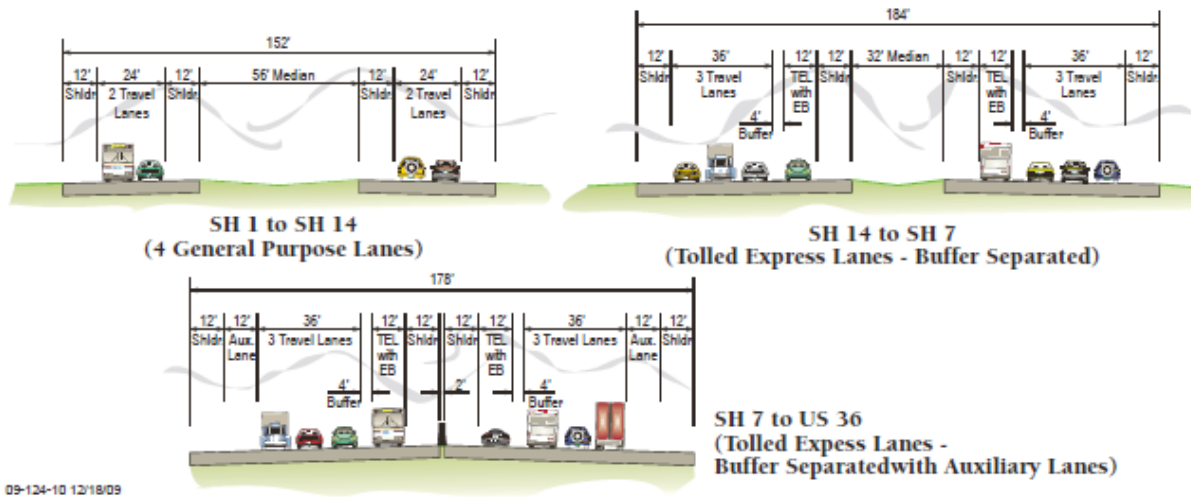
NOTE: Eleven carpool lots are planned along the corridor. Some will be combined with Express Bus stations.

09-124 -10 12/18/09

Recommended Preferred Alternative

Existing Interchange Location	No-Action Configuration	Recommended Preferred Alternative
SH 1	Substandard Diamond	Reconstructed Diamond
Mountain Vista	Substandard Diamond	Reconstructed Diamond
SH 14	Substandard Partial Cloverleaf	Reconstructed Diamond
Prospect Road	Substandard Diamond	Reconstructed Diamond
Harmony road	Standard Diamond	Reconstructed Diamond
SH 392	Substandard Diamond	Reconstructed Tight Diamond
Crossroads Boulevard	Substandard Diamond	Reconstructed Diamond
US 34	Substandard Partial Cloverleaf	Dual Directional / Diamond
SH 402	Substandard Diamond	Reconstructed Diamond
LCR 16	Substandard Off Ramps	Reconstructed Diamond
SH 60	Substandard Diamond	Reconstructed Diamond
SH 56	Substandard Diamond	Reconstructed Diamond
WCR 34	Substandard Diamond	Reconstructed Diamond
SH 66	Standard Diamond	No Improvement
SH 119	Standard Diamond	Bridge Widening
SH 52	Standard Diamond	Bridge Widening
WCR 8	Standard Diamond	Reconstructed Diamond
SH 7	Standard Diamond	Reconstructed Diamond
E-470	Fully Directional	No Improvement
144th Avenue	Standard Diamond	No Improvement
136th Avenue	Standard Diamond	No Improvement
120th Avenue	Standard Diamond	No Improvement
104th Avenue	Substandard Diamond	Structure Rehabilitation
Thornton Parkway	Substandard Diamond	Structure Rehabilitation
84th Avenue	Substandard Diamond	Structure Rehabilitation

- Congestion Management Elements**
- Local Transit Service
 - Carpool/Vanpool
 - Incident Management Program
 - Signal Coordination and Prioritization
 - Ramp Metering
 - Real-time Transportation Information
 - Bicycle/Pedestrian Facilities
 - Travel Demand Measures



Colorado Department of Transportation North I-25 EIS Recommended Preferred Alternative

Implementation

In order to be effective, planning must not be static. The City and Fort Collins community has a great track record of implementing long range plans and a philosophy of continuous improvement already in place, but *Plan Fort Collins* establishes stronger links between monitoring tools, ongoing plan refinements, and implementation. The *Transportation Master Plan* (TMP) implementation strategies tie directly to the vision, principles, and policies to ensure that the short-term actions are helping to achieve the long-term vision of the TMP and the City.

Implementation is broad; it's about how Fort Collins as a community plans and moves forward. Implementation of the plan will require on-going maintenance of the existing transportation system as well as implementation of new improvements and services described in the TMP and *Master Street Plan* (MSP). Implementing the TMP and MSP is a long term commitment of the City. This is not only a role that the City plays but a collaborative effort of community and agency partners.

The implementation section of the TMP includes the *Capital Improvement Plan* (CIP), Funding Strategies, Measuring Progress, and a list of Priority Actions and Strategies. The recommendations in this section will help the City set its course to achieve the vision, principles, and policies of the TMP.

CAPITAL IMPROVEMENT PLAN

Progress since the 2004 TMP

Since 2004, a list of necessary transportation system improvements including street, bicycle, pedestrian, transit, rail crossing, parking, and signal system facilities was used to move toward achievement of the transportation vision. Specific elements of the *Capital Improvement Plan* (CIP) list were set forth in prior plans (*Master Street Plan*, *Transport Strategic Plan*, *Bicycle Plan*, and *Pedestrian Plan*). This list was also connected to the City's Geographical Information System (GIS) database to provide a visual representation of the overall needs. Capital cost estimates were periodically updated for each list by mode (operations and maintenance costs were not included). The system also cross-referenced projects between modes to ensure that project costs were not counted twice.

In order to prioritize this needs list, a ranking methodology was developed for each category that used traditional transportation data such as traffic data, accident history, Level of Service, existing traffic conditions, ability to meet adequate public facilities thresholds, and the ability of the improvement project to provide needed linkages to the rest of the transportation system. These criteria are used to evaluate the conditions of the current facilities. Projects were then prioritized by category based on the ranking criteria.

As a part of the 2004 CIP development process, financial analysis was completed to forecast funding levels through the year 2025 based on existing and anticipated revenue streams for capital projects. Using this financial analysis, projects were then matched to available funding sources to develop and implement the fiscally constrained CIP list.

Process for the 2010-11 update

Like the overall TMP update, the transportation CIP update process involved an inter-disciplinary team and “triple bottom line” approach that included environmental, economic, and social factors as project prioritization criteria in conjunction with the traditional transportation criteria. The TMP update organizes the vision, principles, and policies in a logical, concise manner that allows easy identification of pertinent criteria. Each criterion directly supports the evaluation of one or more policies. For example, the list of project prioritization criteria for street projects will include typical criteria such as travel time, Level of Service data, safety data, etc. as well as new criteria such as cost for capital as well as operations and maintenance, regional connectivity, economic development and partnership/leverage opportunities, air quality benefits, and impact to natural areas and other environmental considerations, along with factors such as context sensitivity and access for special populations.

The TMP’s vision, principles, and policies form the basis for determining the need for new projects. The TMP is organized by subject area to align with the City’s Budgeting for Outcomes transportation goals based on the transportation results map:

- Integrated Land Use and Transportation
- Mobility Options
- Traffic Flow
- Quality Travel Surfaces and Infrastructure
- Increase Awareness

The City reviews its current and past efforts to achieve its vision, identifies what needs to be done, and develops project concepts that will accomplish that. The projects put forth are evaluated with the CIP tool. The prioritization of projects in the CIP reflects the relative importance of the various criteria and the degree to which each project fulfills the vision.

The 2010-11 CIP process includes an updated list of projects and includes anticipated transportation revenue over time from existing/known sources of funding. As a new element of the CIP update, a short-term (5-6 year) CIP is being created, which highlights a top tier project list based on the highest ranking projects from all of the transportation categories. Projects are evaluated over a consistent time frame: e.g., signal timing improvements may have an effective life of 3 years, whereas a new bridge will have a life of 50+ years.

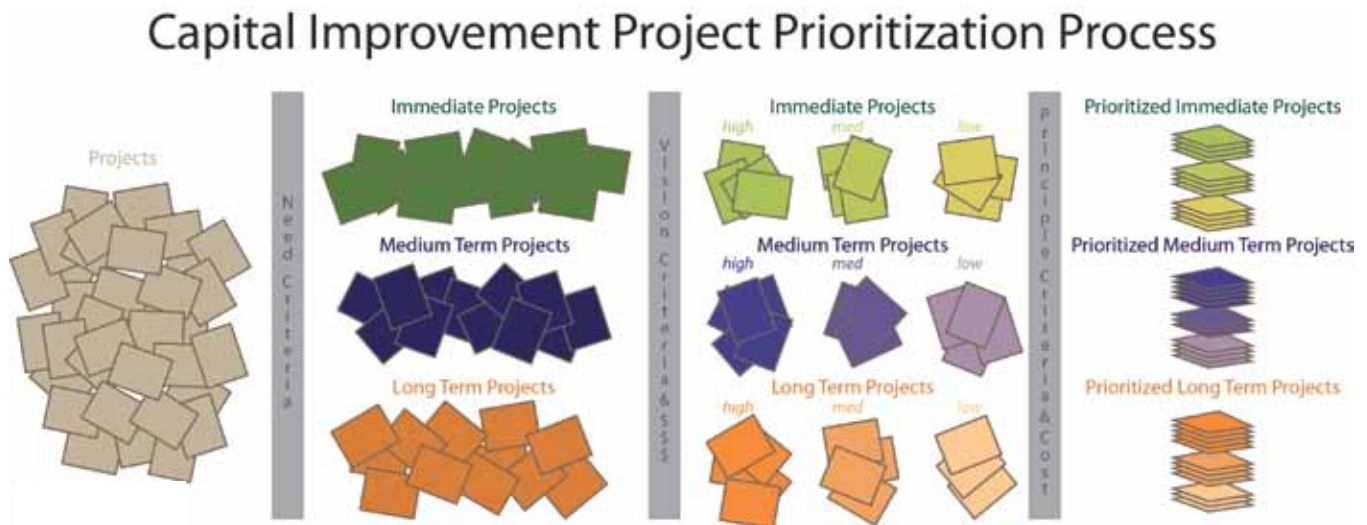
The transportation CIP and the TMP are recognized as “living documents.” Over the course of time, as the City experiences varying degrees of success in achieving its vision, principles, and policies, the CIP projects may evolve in their content and/or relative priority. The ability to adapt to the evolving nature of transportation needs will be an integral part of the CIP. Not only will the list of projects evolve, the criteria and their relative importance may evolve as well depending on community priorities.

Community Dialogue

The Transportation Board and the Transportation Subteam provided important guidance for the updated CIP

- *CIP prioritization should incorporate the Triple Bottom Line approach that includes Environmental, Economic and Human factors*
- *Operations and Maintenance costs should be included as an evaluation factor in the CIP evaluation*
- *More “low hanging fruit” could be implemented with lower cost projects*
- *Infill and redevelopment potential should factor into criteria*
- *Update the CIP every two years to stay current with funding changes*
- *Explore combining CIP between transportation modes to avoid competing funding challenges*

Figure TMP- 16: 2010-11 Capital Improvement Program Prioritization Process



The intent is for the transportation CIP to be updated every two years as well as concurrently with the next update to the TMP. It will be important to schedule the updates to these documents in coordination with future budgeting cycles and other city-wide strategic planning efforts. The CIP reflects new projects and new priorities as well as remaining projects being carried forward from the 2004 TMP CIP. Priorities may change based on a continuous evaluation of the city's efforts to achieve its vision. If a particular vision is not being achieved, then the priorities in the CIP can reflect higher weighting given to project criteria that emphasize that vision. This would in turn change the prioritization of CIP projects

*Find the Capital Improvement
Plan Documentation in
Appendix F*

A longer term goal is to have a city-wide capital improvement plan that integrates transportation, utilities, parks, recreation, trails, facilities, and operations needs from throughout the organization.

Recommended Changes and Actions

The following changes and updates are recommended for the Capital Improvement Plan. Additional recommended refinements to the CIP are included in Appendix F.

Immediate Changes and Updates (Concurrent with the plan adoption)

- Update the CIP tool with a method that allows projects to be identified and evaluated in an objective, transparent, and flexible manner in response to the vision, principles, and policies of the TMP.
- Update the CIP prioritization criteria to incorporate a direct connection to the vision, principles, and policies of the TMP.
- Update the multi-modal transportation CIP.

Near Term Changes and Updates (2011-2012)

- Update CIP to reflect projects that are identified in corridor master plans and as a result of the Intersection Prioritization Study
- Evaluate the highest need and priority projects in greater detail, involving the assessment of projects at the more detailed principle and policy level
- Refine cost estimates for the highest need and priority projects, including costs for capital as well as sources of funding for ongoing maintenance and operations
- Revise several of the programs containing multiple projects:
 - Limit the number of projects in each program group to maintain manageable sizes and budgets
 - Group closely related projects that complement each other together
- Implement a more refined method for prioritizing projects among different project categories
- Adjust category weighting to reflect outcomes measured over time
- Develop a City-wide Capital Improvement Plan integrating transportation, utilities, parks, cultural and recreational facilities, City facilities, and other capital needs as appropriate. Update this CIP every two years

Longer Term Changes and Updates (2013 and beyond)

- Implement short-term (5-6 year) Transportation Capital Improvement Plan to the extent possible given available resources for capital as well as on-going operations and maintenance costs
- Update the CIP based on updates or amendments to the TMP that result from measuring progress

FUNDING STRATEGIES

Progress since the 2004 TMP

The City of Fort Collins has been using a variety of funding strategies to build, operate, and maintain transportation infrastructure and services since the 2004 TMP. From 2004 to 2010, Fort Collins – like most cities – has experienced many changes and challenges due to significant reductions in local, state, and federal transportation funding sources.

Fortunately, in the November 2010 election cycle voters approved a 0.85% sales tax increase (Measure 2B) to help fund City services including transportation maintenance and a portion of other short-term capital and operations needs over the next 10 years. This new funding source provides an estimated \$9.4M/year to address the City's near-term transportation needs. However, the City still needs additional strategies to secure long-term, reliable, and sustainable funding to build, operate, and maintain the envisioned multi-modal transportation system to support the community's land use and economic and environmental goals.

Capital Improvements. Street, bicycle, and pedestrian capital improvements for projects that correct existing deficiencies or enhance livability are financed primarily by a series of voter-approved sales and use tax initiatives on a cash or pay-as-you-go basis and supplemented with federal and state formula and competitive matching grants. The sales and use tax initiatives include:

- The 0.25% Building-on-Basics (BOB) sales and use tax revenues, which extend from January 2006 through December 2015. This source is a continuation of the Building Community Choices tax that extended from 1997 through 2005 to fund a variety of city-wide capital improvements and provide matching funds to leverage federal grants. A new, voter-approved sales tax measure was approved by the Fort Collins voters in 2010 – Measure 2B. A portion of the funds generated from Measure 2B is intended to address transportation needs such as transportation maintenance as well as other improvements and services needed to maintain the quality of the community's transportation system.
- Capital improvements that are required to serve new development are constructed by the developer generating demand or financed with Street Oversizing (SOS) Fees which are paid by new development.

There is also a General Fund contribution to the SOS fund that covers non-development related background traffic capital improvement needs.

- Transit capital improvements for fixed routes are financed with substantial support from Federal Transit Administration grants and some 0.25% of BOB revenues. Demand-responsive services (Dial-A-Ride) are largely funded locally and supported through partnerships with Larimer County and participating state and federal agencies.

Operations and Maintenance (O&M) Improvements. O&M expenditures for roads and bridges and bicycle and pedestrian services are funded with Transportation Services Fund revenues; primary sources of revenue are the State Highway User Tax Fund, County Road and Bridge Fund, motor vehicle registration fees, and transfers from the General Fund. Specific sources include:

- The 0.25% Streets and Transportation sales and use tax revenues, specifically for street maintenance, which extend from January 2006 through December 2015
- A portion of the 0.85% 2B funds will add an estimated \$6.1 M each year for maintenance

General Fund Support. The General Fund provides a substantial subsidy to transportation. Using 2009 as an illustration, the General Fund comprised 18% of the Transportation Services Fund revenues, 57% of the Transit Services Fund revenues, and 32% of the Street Oversizing Fund revenues.

Federal Grant Support. Fort Collins has successfully and consistently applied for and received federal grants for projects that address roadway, bicycle, pedestrian, bridge, and transit needs.

Debt. The City has been conservative with respect to transportation-related debt. Currently, there is one outstanding issuance of debt for the street maintenance building and one transportation project lease obligation for the Civic Center and parking structure.

Process for the 2010-11 update

Key considerations in the TMP update for funding strategies are related to the need for new reliable and sustainable methods of transportation implementation and finance. The community dialogue during the TMP update reflected a focus on what will work best for the long-term future of the City and a new emphasis on ensuring consideration of operations and maintenance costs as well as capital costs in project decisions. Key elements of this discussion included:

Find the Transportation Financing Resources Documentation in Appendix G

Leadership. Fort Collins has pioneered several successful transportation finance initiatives. For example, the City was among the first to develop intergovernmental agreements to plan streets outside of its municipal boundaries. In 1979, it was among the first Colorado municipalities to impose a transportation impact fee (Street Oversizing Impact Fee). In the mid-1980s, the City pioneered the concept of a transportation utility for street maintenance. However, the City decided not to move forward with that funding mechanism. In addition, since the mid 1990s, Fort Collins voters have repeatedly approved sales and use tax increases for capital projects and street maintenance. These successful experiences bode well for a supplemental set of transportation finance revenue sources that might be helpful in the future.

Dependence on Sales and Use Tax Revenues. Transportation is currently heavily dependent on sales and use tax revenues in a direct way, through the voter-approved initiatives, and in an indirect way, as a major portion of General Fund revenues. This is a challenging situation because these tax revenues are dependent on local economic spending patterns and inflation, factors that do not directly correlate with transportation needs. While the 2.25% sales and use tax revenues that flow to the General Fund do not sunset, two voter-approved sales and use tax initiatives sunset in the next 5-10 years.

Dependence on Sales and Use Tax Initiatives that Sunset. The City relies on two voter-initiated sales and use tax programs (0.25% BOB for capital projects plus related planning costs and as a source for some federal grants that require local matching funds and 0.25% for street maintenance). That said, Fort Collins is one of very few cities that have a designated source of local government revenue to finance intersection, bicycle, and pedestrian projects through 2015.

Dedicated Sources of Transportation Revenue. While the availability of the voter approved Measure 2B funds is very helpful, particularly to address the maintenance of existing facilities, this source of revenue alone is insufficient to fully fund the City's long-term capital and operations and maintenance needs. Consistent reliance on General Fund transfers is not ideal as these funds are vulnerable to competition from other core city services. On-going operations and maintenance services have been underfunded in recent years; the cumulative effects of underfunding are increasingly obvious and troublesome, since there is City support to sustain and increase its commitment to efficient transportation services.

Transit does have a few dedicated sources of funding such as fare box revenue, advertising, and a contract with Colorado State University (CSU). However, these dedicated sources comprise only about 14% of operations revenues.

Dependence on Federal Grants. For the last 30 years, federal funding authorization for transportation has been approved by Congress in 6-year increments. This multi-year authorization enables states and local governments to plan ahead for projects that take more than a single year to implement.

Reauthorization for federal transportation funding expired in September 30, 2009. The proposed Surface Transportation Authorization Act of 2009 has not been approved by Congress; reauthorization is not imminent. Congress has passed a series of short-term emergency funding measures, the latest of which will expire February 28, 2011. One reason the multi-year reauthorization is held up is that motor fuel tax revenues, the underlying source of federal funding, may be insufficient without an increase in the tax rate. It is likely that the federal reauthorization process will continued to be delayed due to the challenging national political climate and significant difficulties associated with addressing the magnitude of the federal funding gap.

New Ideas. In addition to providing transportation services at current levels, the City may initiate additional transportation services that increase livability and enhance sustainability. These include:

- Renewed focus on infill development that achieves triple-bottom objectives
- Initiatives to reshape streets and enhance transportation corridors (Context Sensitive Design)

Recommended Changes and Actions

The following changes and updates are recommended for transportation funding:

Immediate Changes and Updates (Concurrent with the plan adoption)

- Update TMP Financial Strategies section and Capital Improvement Plan to reflect new information resulting from passage of 2B sales tax funding

Near Term Changes and Updates (2011-2012)

- Evaluate the feasibility of a transportation utility to finance multi-modal transportation improvements and on-going operations and maintenance
- Secure a dedicated source of local revenue to continue to fund transportation capital projects when the voter-approved sales and use tax initiatives sunset in 2015
- Determine a dedicated source of local revenue to fund annual operations and maintenance of streets, transit, bikeways, and pedestrian improvements

- Continue to seek out state and federal funding support for infrastructure improvements (bicycle, pedestrian, transit, and street) such as enhanced travel corridors and other transportation services

Longer Term Changes and Updates (2013 and beyond)

- Pursue funding opportunities (local, state, federal, and public/private partnerships) to implement a “Green Street” demonstration project

MEASURING PROGRESS

The concept of measuring progress towards the desired future is integral to the *Plan Fort Collins* process. The TMP must be monitored regularly to determine whether the implementation of the plan is occurring and whether it is achieving desired results. The monitoring approach described here will provide feedback to residents and policymakers on whether the policies in the plan are helping to achieve their vision for a world class community. As a means of evaluating the performance of the TMP the City will track, monitor, and report on various performance indicators on a regular basis over an extended period of time.

The updated TMP includes recommendations for action steps and strategies to evaluate, monitor, and report progress on plan implementation over time. The intent of these performance measurement strategies is to help guide the City’s progress toward the TMP vision and serve as useful tools for future plan updates. These action steps, strategies, and evaluation measures are integrated with the overall *Plan Fort Collins* process to ensure alignment with *City Plan* and city-wide goals.

Progress Since the 2004 TMP

In 2008 the City of Fort Collins began issuing the annual [Community Scorecard](#). The *Community Scorecard* is a collection of performance data and information that measures how well the City is doing in meeting its goals in seven specific areas:

- Culture, Parks, and Recreation
- Economic Health
- Environmental Health
- High Performing Government
- Neighborhood Livability
- Safe Community
- Transportation

It includes data that demonstrates where the City is doing well and where there are opportunities to improve. The publication is updated annually and the data comes from International City/County Management Association (ICMA) Center for Performance Measurement and operational data from City departments. The Transportation Section reports on the following areas:

- Travel times on six key arterials
- U.S. Census data on percent of bicycle commuters in Fort Collins
- Bike to Work Day participants
- Number of daily CSU cyclists
- Level of Service pavement conditions
- Potholes filled
- Transfort operating costs
- Transfort ridership

Transfort produces an annual report that documents a variety of metrics. The following measures are included in the report:

- Annual number of transit trips
- Number of buses in fleet
- Number of compressed natural gas (CNG) buses in fleet
- Average number of passengers per hour
- Bikes carried on Transfort
- Number of boardings by passengers who use a wheelchair
- Preventable collisions per 100,000 miles
- Preventable injuries per 100,000 boardings

A [Citizen Survey](#) is conducted every two years which serves as a consumer report card for the City by providing residents the opportunity to rate the quality of life in the city and their satisfaction with community amenities and local government. The following various aspects of transportation are evaluated by residents:

- Ease of traveling in Fort Collins by bicycle
- Fort Collins as a walkable city
- Ease of driving in Fort Collins
- Availability of parking downtown
- Street maintenance
- Ease of traveling in Fort Collins by public transportation
- Traffic congestion

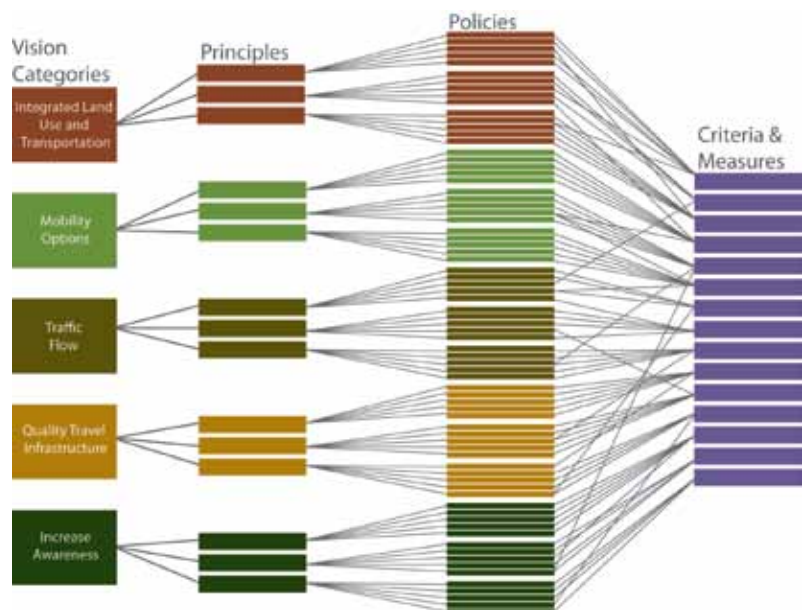
Several key bicycle awareness and bicycle usage measures have been established. Bicycle counters were installed on selected local trails and will be instrumental in helping to understand the rate and frequency at which the trails are used for transportation and recreation purposes. In addition, the bicycle sharing/lending program was introduced in 2008, providing regular usage statistics and contributing to resident awareness.

In addition, the condition of bridges is tracked by the City, including issues such as being structurally deficient, functionally obsolete, or vulnerable. This bridge condition report provides an overall feedback measure on the condition of all bridges.

Process for the 2010-11 Update

The 2010-11 update coordinated and updated the performance management system with *Plan Fort Collins* and the *Transportation Master Plan (TMP) evaluation*. This effort built upon existing metrics and identified new metrics to address triple bottom line areas of emphasis.

Through efforts to update the TMP and revise the *Capital Improvement Plan (CIP) project selection tool*, it became apparent that the organization of the vision, principles, and policies in the TMP could be enhanced. Previous planning efforts generated ever-increasing numbers of principles and policies that attempted to capture many ideas regarding not only the direction for



transportation planning, but also specific strategies to achieve the desired outcomes and specific methods and measures that should be used to evaluate success. This mix of planning, policy, strategy, and evaluation was overly complicated and difficult to apply to project- and service-level decisions. In response, the project team worked closely with the Transportation subteam to develop a new matrix format that illustrates the linkages between the TMP vision, principles, and policies, and the CIP criteria and measures that inform project decisions and report on progress.

The same matrix was used to illustrate linkages between the TMP vision, principles, and policies and measuring progress indicators. This bottom to top approach provides a feedback loop for Budgeting for Outcomes (BFO) which focuses on outcomes/results and programming that produces the desired outcomes for the best price. The performance measures that are linked to the transportation visions, principles, and policies are intended to take into account the collaborative triple bottom line analysis approach in evaluating the City’s transportation system and helping to achieve the community’s economic, environmental, and social/human objectives.

These performance measures will be used to determine how well the City organization and community are doing to accomplish the TMP goals and highlight if/when any modifications are necessary to respond to new/future challenges. These new transportation performance measures are intended to dovetail with the City’s current Community Scorecard and Budgeting for Outcomes measures, as well as with the future/new “FC Moves” and “City Plan Monitoring Report.” It is important that these identified performance measures can be reasonably tracked over time within the City’s available resources.

Performance monitoring is intended to show whether the actions taken by the public and private sectors in Fort Collins are achieving intended and desired results. This will be accomplished by establishing and tracking progress over time by using a set of indicators. An indicator is a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement over time. It is a measurement that can be used as a reference or as a standard for comparison.

Generally speaking, monitoring programs with a few key high-quality indicators are more effective than those that include dozens of indicators of variable quality. Therefore, the measures derived from the TMP vision, principles, and policies matrix should be tracked for each TMP vision area. The monitoring program should initially focus on a few key indicators and expand over time as others are identified.

Table TMP- 2: Transportation Master Plan Performance Measures

Vision: Integrated Land Use and Transportation		
Measure	Definition	Source
20 Minute Accessibility	An index which measures the level of destination access within a 20 minute transportation shed	New Measure (City Transportation Planning, Traffic Operations, and Transfort)
Vehicle Miles Traveled (VMT)	Annual vehicle miles traveled	City

Vision: Mobility Options		
Measure	Definition	Source
20 Minute Accessibility	An index which measures the level of destination access within 20 minute transportation shed for each mode of travel.	New Measure (City Transportation Planning, Traffic Operations, and Transfort)
Transit Ease of Use	Citizen-perceived ease of traveling in Fort Collins by public transportation	Citizen Survey
Fort Collins as a Walkable City	Citizen-perceived comfort/safety of pedestrian facilities	Citizen Survey
Ease of Traveling in Fort Collins by Bicycle	Citizen-perceived ease of traveling in Fort Collins by bicycle	Citizen Survey
Ease of Driving in Fort Collins	Citizen-perceived ease of driving in Fort Collins	Citizen Survey
Adherence to the Pedestrian Plan	Percentage of projects that adhere to the pedestrian plan	City Transportation Planning
Number of Crashes Involving Pedestrians	Annual number of crashes in the city involving pedestrians	Traffic Operations
Bicycle Crash Rate	Annual number of crashes involving bicycles	Traffic Operations
Crashes per Million Miles	Annual number of crashes per million miles	Traffic Operations
Number of Bicycle Trips	Annual number of bicycle trips	Census and North Front Range MPO Household Survey
Number of Pedestrian Trips	Annual number of walking trips	Census and North Front Range MPO Household Survey
Number of Transit Trips	Annual number of transit trips	Transfort



Vision: Traffic Flow		
Measure	Definition	Source
Average Auto Travel Time on Arterial Corridors	Average auto travel time calculated annually on representative key arterial corridors	Traffic Operations
Average Auto Travel Time on Non-Arterial Corridors	Average auto travel time calculated on representative non-arterial corridors	New Measure (Traffic Operations)
Number of Roundabouts	Total number of roundabouts in the City	Traffic Operations and Engineering
Air Quality Measure	Measure of carbon monoxide (CO), particulate matter (PM10 and PM2.5), and visibility	Fort Collins Air Quality Report
Number of Crashes	Annual number of crashes in the city	Traffic Operations
Perceived Traffic Congestion	Perceived traffic congestion	Citizen Survey
Ease of Driving	Citizen-perceived ease of driving in Fort Collins	Citizen Survey

Vision: Quality Travel Infrastructure		
Measure	Definition	Source
Pavement Condition	Pavement condition on a 100 point LOS rating	Community Scorecard
Multiuse Path Condition	Multiuse path condition on a 100 point LOS rating	New Measure (Parks and Engineering)
Sidewalk Condition	Sidewalk condition on a 100 point LOS rating	New Measure (Engineering)
High Frequency Transit Coverage	The percentage of the population in the city served by high frequency transit	New Measure (Transfort)
Transit Stop Maintenance Level	Transit stop maintenance LOS rating	New Measure (Transfort)

Vision: Increase Awareness		
Measure	Definition	Source
Awareness of Travel Demand Management Programs	Citizen awareness of Travel Demand Management programs	New Measure (Add to Citizen Survey)
Awareness of Pedestrian Educational and Enforcement Programs	Citizen awareness of pedestrian educational and enforcement programs	New Measure (Add to Citizen Survey)
Awareness of Energy Efficient and Environmentally Sensitive Transportation Choices	Citizen awareness of energy efficient and environmentally sensitive transportation choices	New Measure (Add to Citizen Survey)
Safe Routes To School Participation	Annual number of children who participate in the Safe Routes to School program	Transportation Planning
Bicycle Share Program Usage	Annual number of bikes borrowed in the bicycle share program	FC Bikes
Per Capita Transfort Ridership	Annual Transfort ridership per capita	Transfort
Bicycle Crash Rate	Annual number of crashes involving bicycles	Traffic Operations
Crashes Involving Pedestrians	Annual number of crashes involving pedestrians	Traffic Operations
Crashes per Million Miles	Annual number of crashes per million miles	Traffic Operations
VMT per Capita	Annual vehicle miles traveled in the City per capita	Traffic Operations and City Planning
Air Quality Measure	Measure of carbon monoxide (CO), particulate matter (PM10 and PM2.5), and visibility	Fort Collins Air Quality Report
Participation in Bicycle Safety Education Program	Annual number of people who participated in the Bicycle Safety Education Program	FC Bikes

Recommended Changes and Actions

The following changes and updates are recommended for measuring progress:

Immediate Changes and Updates (Concurrent with the plan adoption)

- Update the metrics used to measure the progress of the TMP

Near Term Changes and Updates (2011-2012)

- Develop specific data procedures for collecting, compiling, and reporting progress measures
- Update the Citizen Survey to provide necessary data for measuring progress
- Use existing communication channels to convey progress

Longer Term Changes and Updates (2013 and beyond)

- Amend community scorecard metrics to include additional measures used for the TMP and CIP Measuring Progress process
- Amend the TMP based on measuring progress results
- Amend the CIP based on measuring progress results and amendments made to the TMP

PRIORITY ACTIONS AND STRATEGIES

Overview

This section sets forth ideas for high priority transportation actions and strategies to begin implementation of the *Transportation Master Plan* immediately with adoption of the plan, as well as near and longer-term ideas to accomplish the plan. Included in this document are new ideas from staff teams and public feedback, in addition to other ideas from previous planning efforts.

The Priority Actions and Strategies outlined in this section are organized into three key time frames:

Immediate Actions – Concurrent with plan adoption (early 2011)

- **Near Term Actions** - Following plan adoption, before the next City Budgeting for Outcomes cycle (mid 2011 through 2012)
- **Longer Term Actions** – Several years following plan adoption with the next Budgeting for Outcomes cycle until the next *Plan Fort Collins* update (2013 and beyond)

This section of the document uses abbreviations for related chapters as created in *City Plan*. They include:

- **EH** – Economic Health
- **ENV** – Environmental Resources
- **LIV** – Community and Neighborhood Livability
- **SW** – Safety and Wellness
- **CPR** – Culture, Parks, and Recreation
- **HI** – High Performing Community
- **T** - Transportation

Immediate Actions: Concurrent with Plan Adoption

The actions identified on the following pages are to occur along with adoption of *Plan Fort Collins*. They are all labeled as high priority action items. They are divided into two categories:

- **Adoption Items** – Adoption of the plan will also constitute adoption of these components.
- **Administrative Items** – Action strategies that do not require City Council action.

Table TMP- 3: Transportation Master Plan Implementation Action Plan – Immediate Actions

IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION			
Action item	Description	Related Chapters	Responsibility
Plan Fort Collins Adoption Items			
1. Pedestrian Plan Map (PRIORITY)	Update the <i>Pedestrian Plan</i> to include a map that shows new Pedestrian Priority Areas.	<ul style="list-style-type: none"> • T • LIV • SW 	Advance Planning (Transportation) and GIS staff
2. Pedestrian LOS (PRIORITY)	Update the Pedestrian Level of Service (LOS) unsignalized crossing policy as part of the <i>Pedestrian Plan</i> update	<ul style="list-style-type: none"> • T • LIV • SW 	Advance Planning (Transportation) and Traffic Operations staff
3. Master Street Plan Update (PRIORITY)	<ul style="list-style-type: none"> • Revise various street classifications on the Master Street Plan to reflect new land-use patterns and triple bottom line analysis recommendations • Designate corridors/street segments on new <i>Master Street Plan</i> overlay map to reflect areas needing a future “context sensitive solutions” approach rather than the application of current street design standards based on Larimer County Urban Area Street Standards 	<ul style="list-style-type: none"> • T • LIV • HI 	Advance Planning (Transportation), Engineering, and Traffic Operations staff
4. Transportation Capital Improvements Plan (PRIORITY)	<ul style="list-style-type: none"> • Update the CIP tool with a method that allows projects to be identified and evaluated in an objective, transparent, and flexible manner in response to the vision, principles, and policies of the TMP • Update the CIP prioritization criteria to incorporate a direct connection to the vision, principles, and policies of the TMP • Update the multimodal transportation CIP 	<ul style="list-style-type: none"> • T • SW • LIV • ENV • EH • CPR 	Advance Planning (Transportation) with an interdepartmental staff team
Administrative Items (no City Council action required)			
5. Air Quality Plan Update (PRIORITY)	Update and align the principles, policies, and actions strategies in the Air Quality Plan and <i>Plan Fort Collins</i>	<ul style="list-style-type: none"> • ENV • T 	Natural Resources staff
6. Reshaping Street Case Study (PRIORITY)	Develop, implement, and evaluate a “Reshaping Street” case study along LaPorte Avenue from Howes to Wood Street	<ul style="list-style-type: none"> • T • LIV • SW • ENV 	Traffic Operations and Advance Planning (Transportation) staff

IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION

Action item	Description	Related Chapters	Responsibility
7. Sustainability Decision Support Tool (PRIORITY)	Work with the interdepartmental Sustainability Working Group to determine appropriate use of the triple bottom line decision support tool related to policies, programs, and other actions	<ul style="list-style-type: none"> All chapters are related 	All City departments are potentially involved
8. New Interdepartmental Teams (PRIORITY)	Explore options for addressing new vehicle types and fuel sources. Address potential policy, regulatory, and design standard changes needed to serve emerging new vehicle trends	<ul style="list-style-type: none"> T ENV CPR EH SW 	Advance Planning (Transportation), Traffic Operations, Parks Planning, Utilities, Engineering, Police, Parking, and City Attorney's Office staff

Near-Term Actions: 2011 and 2012

The near-term actions are efforts that will quickly follow adoption of *Plan Fort Collins* in 2011 and 2012. They are divided into two categories:

- **Adoption Items** – Items that will be City Council action items.
- **Administrative Items** – Items that will be developed administratively and do not require City Council action.

Table TMP- 4: Transportation Master Plan Implementation Action Plan – Near Term Actions

NEAR-TERM ACTIONS: 2011 AND 2012			
Action item	Description	Related Chapters	Responsibility
City Council Action Items			
1. Strategic Planning	Develop an ongoing, long-term strategic planning process for the City organization	· All	City Manager's Office staff
2. Land Use Code Amendments (PRIORITY)	Infill and Redevelopment Review and revise adequate public facilities requirements and transportation Levels of Service for infill and redevelopment	· LIV · T · EH · HI	Advance Planning (Transportation), Traffic Operations, Engineering, City Attorney's Office, Community Development and Neighborhood Services (CDNS), and Economic Development staff
3. Harmony Corridor Plan Updates (PRIORITY)	Develop Harmony Enhanced Travel Corridor Master Plan and update the Harmony Plan and Harmony Corridor Standards to provide a new vision for the Harmony Corridor and gateway area	· EH · LIV · T · ENV	Advance Planning (Transportation), Transport, Traffic Operations, Engineering, City Attorney's Office and Economic Development staff; staffing funded in 2011
4. North College/Mountain Vista Enhanced Travel Corridor	Develop North College/Mountain Vista Enhanced Travel Corridor Master Plan	· LIV · EH · T · ENV	Advance Planning (Transportation), Engineering, Transport, Traffic Operations, and CDNS staff

NEAR-TERM ACTIONS: 2011 AND 2012

Action item	Description	Related Chapters	Responsibility
5. Enhance/Refine Transportation Capital Improvement Plan	<p>Update CIP to reflect projects that are identified in corridor master plans and the results of the Intersection Prioritization Study.</p> <p>Evaluate the highest need, highest priority projects in greater detail, involving the assessment of projects at the more detailed principle and policy level.</p> <p>Refine cost estimates for the highest need, highest priority projects, including costs for capital as well as sources of funding for ongoing maintenance and operations.</p> <p>Revise several of the programs containing multiple projects:</p> <ul style="list-style-type: none"> ○ Limit the number of projects in each program group to maintain manageable size and budgets ○ Group closely related projects that complement each other <p>Implement a more refined method for prioritizing projects among different project categories.</p> <p>Adjust category weighting to reflect outcomes measured over time</p>	<ul style="list-style-type: none"> • T 	Advanced Planning (Transportation), Transport, Traffic Operations, Engineering with interdepartmental team
6. Citywide Capital Improvement Plan (PRIORITY)	Develop a Citywide Capital Improvement Plan, integrating transportation, utilities, parks, cultural and recreation facilities, City facilities, and other capital needs as appropriate. Update this CIP every two years	<ul style="list-style-type: none"> • T • ENV • CPR • HI • EH 	Advance Planning, Transportation, Utilities, Facilities, Operations, Parks, Recreation, Cultural Resources, City Manager's Office, and CDNS staff
7. Bicycle Lane System Evaluation	Evaluate the on-street bicycle lane system and update the Level of Service (LOS) criteria to reflect various cycling and roadway conditions throughout the community. Use this information to update the City's Bicycle Map and LOS standards	<ul style="list-style-type: none"> • T • LIV • SW 	Advance Planning (Transportation), Engineering, and Traffic staff, Bicycle Coordinator
8. Pedestrian Needs Assessment	Conduct a city-wide needs assessment to inventory pedestrian missing links and ADA ramps	<ul style="list-style-type: none"> • T • SW • LIV 	Advance Planning (Transportation) and Engineering staff

NEAR-TERM ACTIONS: 2011 AND 2012

Action item	Description	Related Chapters	Responsibility
9. Bicycle and Pedestrian Wayfinding	Evaluate and improve bicycle and pedestrian wayfinding signage throughout the City	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation), Parks, and Natural Resources staff
10. Downtown Parking Plan Update (PRIORITY)	Update the Downtown Parking Plan to address changing parking needs, technologies, and strategies to support ongoing economic vitality Downtown and expand the scope of the Parking Plan to include the Downtown River District	<ul style="list-style-type: none"> • T • LIV • EH 	Advance Planning (Transportation), Parking Services, and Economic Development staff; funded in 2011/2012
11. Master Street Plan Street Classification Amendments (PRIORITY)	Update the <i>Master Street Plan</i> Classifications and Larimer County Urban Area Street Standards cross-sections to address needs for urban arterials, "Green Streets" concepts, and other context sensitive design elements	<ul style="list-style-type: none"> • T • LIV • EH • ENV • SW • HI 	Advance Planning (Transportation), Engineering, Traffic Operations, and Utilities staff in coordination with Larimer County staff; funded in 2011 and 2012
12. Trail Design Standards Amendments	Update bicycle/pedestrian trail design standards to address use of trails for commuting/transportation purposes without impacting the recreational value of the trail system. Designate which trails these new standards would apply to and avoid impacts on environmentally sensitive areas	<ul style="list-style-type: none"> • T • SW • CPR • LIV • ENV • HI 	Advance Planning (Transportation), Parks Planning, and Natural Resources staff
13. Transportation Funding	Evaluate the feasibility of a transportation utility to finance transportation improvements, operations, and maintenance. Seek to secure a dedicated source of local revenue to continue to fund transportation capital projects when the voter-approved sales and use tax initiatives sunset in 2015. Determine a dedicated source of local revenue to fund annual operations and maintenance of streets, bikeways, and pedestrian improvements	<ul style="list-style-type: none"> • T 	City Manager's Office, Finance, and Planning, Development, and Transportation (PDT) staff
14. Grant Support	Continue to seek out state and federal funding support for infrastructure improvements (bicycle, pedestrian, transit, and street) such as enhanced travel corridors and other transportation services	<ul style="list-style-type: none"> • T 	Planning, Development and Transportation (PDT) staff

NEAR-TERM ACTIONS: 2011 AND 2012

Action item	Description	Related Chapters	Responsibility
Administrative Items (no City Council action required)			
15. "Green Street" Demonstration Project (PRIORITY)	Identify, plan, and design a "Green Street" demonstration project	<ul style="list-style-type: none"> • T • LIV • EH • ENV • SW • HI 	Utilities, Advance Planning (Transportation), Engineering, Traffic Operations and Streets staff
16. New Inter-departmental Teams (PRIORITY)	Continue interdepartmental staff team to review current and potential future regulations and/or design standards to address new/alternative types of vehicles. Include coordination with City Utilities, private energy providers, and community initiatives surrounding energy system implications and opportunities. Propose recommendations for implementation of new regulations and/or design standards over time as appropriate depending upon market demand and public use of new vehicle types	<ul style="list-style-type: none"> • T • ENV • CPR • EH • SW 	Advance Planning (Transportation), Traffic Operations, Parks Planning, Utilities, Engineering, Police, Parking, and City Attorney's Office staff
17. Trail Network Assessment	Staff will review the current and future proposed trail network and identify trails and/or trail segments that are more suited for transportation purposes vs. those that should be designed as recreational trails and/or go through sensitive natural areas. Staff will also review changes that need to be made in design standards, regulations/policies, and education/awareness efforts for the different types of trail classifications and locations	<ul style="list-style-type: none"> • T • ENV • LIV • HI 	Advance Planning (Transportation Planning), Natural Resources, Parks and Recreation staff
18. Regulations to Address New/Alternative Types of Vehicles	Continue interdepartmental staff team to review current and potential future regulations and/or design standards to address new/alternative types of vehicles. Include coordination with City Utilities, private energy providers, and community initiatives surrounding energy system implications and opportunities. Propose recommendations for implementation of new regulations and/or design standards over time as appropriate depending upon market demand and public use of new vehicle types	<ul style="list-style-type: none"> • T • ENV • LIV • HI 	Advance Planning (Transportation Planning), Traffic Operations, Natural Resources, Utilities, Parks and Recreation staff
19. Voluntary Employer Commute Trip Reduction	Seek additional funding to renew City support of local and regional employer commute trip reduction programs to increase transportation system efficiency and help achieve environmental goals from the Air Quality Plan and Climate Action Plan. (2011-2012 grant writing)	<ul style="list-style-type: none"> • ENV • T • HI 	Air Quality and Advance Planning (Transportation) staff; seek additional federal funding

NEAR-TERM ACTIONS: 2011 AND 2012

Action item	Description	Related Chapters	Responsibility
20. Pedestrian and Bicycle Safety Education	Implement additional bicycle and pedestrian safety education programs for people of all ages. Include educational efforts to increase safe use of on-street facilities and off-street, multipurpose trails	<ul style="list-style-type: none"> • T • SW • HI 	Advance Planning (Transportation), Parks, Traffic Operations, and Police Services staff

Longer-Term Actions - 2013 and beyond

The longer-term actions stretch from 2013 to the next plan update and beyond. These are ideas to have “on the radar screen” to help the City achieve the vision set forth in *Plan Fort Collins*. They are divided into two categories:

- **Adoption Items** – Adoption of the plan will also constitute adoption of these components
- **Administrative Items** – Action strategies that will occur or begin with the adoption of the plan

Table TMP- 5: Transportation Master Plan Implementation Action Plan – Longer-Term Actions

LONGER-TERM ACTIONS: 2013 AND BEYOND			
Action item	Description	Related Chapters	Responsibility
City Council Action Items			
1. Climate Action Plan Update (PRIORITY)	Complete a comprehensive update of the 2008 Climate Action Plan in 2015/2016	<ul style="list-style-type: none"> • ENV • T • SW • LIV • EH • CPR 	Natural Resources staff; needs dedicated funding
2. Short-Term Transportation Capital Improvement Plan (PRIORITY)	Implementation of five-year Transportation Capital Improvement Plan to the extent possible given available resources for capital as well as on-going operations and maintenance costs	<ul style="list-style-type: none"> • T • LIV • EH • ENV • SW 	Advance Planning (Transportation) and Engineering staff
3. Bicycle Plan Update	Update the 2008 <i>Bicycle Plan</i> (due in 2013)	<ul style="list-style-type: none"> • T • SW 	Advance Planning (Transportation) and FC Bikes staff
4. Transfort Strategic Plan Update (PRIORITY)	Update the 2009 <i>Transfort Strategic Plan</i> (due in 2014)	<ul style="list-style-type: none"> • T 	Transfort and Advance Planning (Transportation) staff
5. Subarea Plan Updates	Update the following subarea plans: <ul style="list-style-type: none"> • Downtown Plan (meld together the Downtown Plan, the Old Town Area Plan and Downtown Strategic Plan) • East Mulberry Corridor Plan • Westside Neighborhood Plan • Eastside Neighborhood Plan 	<ul style="list-style-type: none"> • LIV • EH • T 	Advance Planning staff
6. Prospect Enhanced Travel Corridor Plan	Develop Prospect Enhanced Travel Corridor Master Plan	<ul style="list-style-type: none"> • LIV • EH • T 	Advance Planning staff

LONGER-TERM ACTIONS: 2013 AND BEYOND

Action item	Description	Related Chapters	Responsibility
7. West Elizabeth Enhanced Travel Corridor Plan	Develop West Elizabeth Enhanced Travel Corridor Master Plan	<ul style="list-style-type: none"> • LIV • EH • T 	Advance Planning staff
8. Timberline Enhanced Travel Corridor Plan	Develop Timberline Enhanced Travel Corridor Master Plan	<ul style="list-style-type: none"> • LIV • EH • T 	Advance Planning Staff
9. South College/ US 287 Corridor Transportation Plan Update	Update the South College/ US 287 Corridor Plan to be consistent with the vision from the Mid-Town study	<ul style="list-style-type: none"> • T • EH • LIV 	Advance Planning (Transportation), Economic Development Engineering, and Traffic Operations staff
10. Plan Fort Collins Update (PRIORITY)	Update <i>Plan Fort Collins</i> (including <i>City Plan</i> and the <i>Transportation Master Plan</i>) every 5 years	<ul style="list-style-type: none"> • All 	Advance Planning staff
11. Access Management Plan for SH 392	Develop an access management plan for SH392 from I-25 to College Avenue/US 287 to support reduced MSP classification from 6 lane arterial to 4 lane arterial.	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation) and Engineering staff
12. Access Management Plan for Timberline Road	Develop access management plan for Timberline Road from Harmony Road to Mountain Vista. This helps support the reduced MSP classification of Timberline Road north of Prospect Road from a 6 lane arterial to a 4 lane arterial along this segment.	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation) and Engineering staff
13. Administrative Items (no City Council Action required)			
14. "Green Street" Demonstration Project (PRIORITY)	Pursue funding opportunities (local, state, federal, and public/private partnerships) to implement a "Green Street" demonstration project	<ul style="list-style-type: none"> • T • LIV • EH • ENV • SW • HI 	Utilities, Advance Planning (Transportation), Engineering and Streets staff
15. Support Alternative, Efficient Fuels/ Vehicles (PRIORITY)	As sustainable alternative fuels (cellulosic ethanol, CNG, other biofuels, electric) and/or highly efficient vehicles emerge, invest in infrastructure and support the use of such alternative fuels and vehicles to reduce carbon emissions and air pollution	<ul style="list-style-type: none"> • ENV 	Natural Resources staff, Utilities staff
16. Safety Enhancement Action Plan	Develop a safety enhancement action plan	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation), Engineering staff

LONGER-TERM ACTIONS: 2013 AND BEYOND

Action item	Description	Related Chapters	Responsibility
17. Asset Management Program	The City will have an asset management program and update it every two years	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation), Traffic Operations, and Engineering staff
18. Amend TMP and CIP based on measuring progress	Amend the CIP based on measuring progress results and amendments made to the TMP	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation) and Engineering staff
19. Transportation User Cost	Explore a cost per user or cost per person mile travel measure as part of the Triple Bottom Line Analysis to help identify total transaction cost for transportation from both the City and the customer/user perspective	<ul style="list-style-type: none"> • T • EH • ENV • HI 	Advance Planning (Transportation), PDT, and Finance staff