

City Plan Fort Collins

February 15, 2011



innovate · sustain · connect



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Electric Board
General Employee's Retirement Committee
Golf Board
Housing Authority
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INTRODUCTION

FORT COLLINS THEN, NOW, AND BEYOND

It was not long ago that Fort Collins was a small community centered on Old Town and its neighborhoods. In the last 50 years the city has grown from 25,000 people in 1960 to about 140,000 people in 2010. Think how much the community has changed—how we conduct business, recreate, travel, live, and interact with the broader region and beyond. Now anticipate what kinds of trends might influence our future 50 years from now. What kinds of jobs will people have? How will we travel? How will our lifestyles change? How will changes in our population affect City recreation, cultural services, and programs? How will neighborhoods and buildings adapt to meet a changing population? Will the City be called on to provide new services, or reduce or change others?

WHAT TRENDS WILL INFLUENCE FORT COLLINS IN THE FUTURE?

Fort Collins could reach a quarter-million residents or more by mid-century. This depends on a number of factors—global, national, and regional trends; resource limitations; and community values. The current financial situation certainly will have bearing on near-term population growth for the region, but its long-term effects remain unknown. Following is an overview of trends that will influence Fort Collins in the future.¹

National and Regional Growth Trends

The nation as a whole is growing. In its projections from 1999 to 2100, the U.S. Census Bureau's "middle" projection, which is normally used for planning purposes, would have the U.S. population reaching 750 million by the end of the century. Larimer County today contains just over 300,000 persons. State of Colorado projections show the county growing to more than 430,000 persons by 2030; extrapolating past trends would lead to more than 600,000 persons by 2060. While it is assumed that Fort Collins' share of the county's population will fall over time, overall growth of the city and region is expected to continue over the next 50 years. Job growth will likely also

¹ Sources for this section include State of Colorado Population Projections for Larimer County, Dr. Arthur C. Nelson, PhD, FAICP, Presidential Professor at the Metropolitan Research Center of the University of Utah, Dr. Thomas Frey (www.davinciinstitute.com), and Clarion Associates.



increase in proportion to the city's growth in population. While the city's regional share of employment will likely drop over time—from about 57% today to closer to 50% in 2060—the city's employment base will continue to be significant and dominant in the region.

Demographic Shifts

The United States is an aging nation. The "baby boom" epoch from 1946 to 1964 saw the greatest number of births the nation has ever seen over a comparable period of time. Boomers will turn 65 between 2011 and 2029, leading to substantial changes in the nation's demographic profile. In Fort Collins, the share of the population that is 65+ is estimated to increase from about 8% in 2010 to about 19% by 2030, and then drop between 2030 and 2060 to about 11%. Such change would affect housing, transportation, and other service needs. The city's ethnic diversity will also change. Overall, like much of the U.S., Fort Collins will likely become a more diverse community. It is also projected that the composition of Fort Collins households will change dramatically between 2010 and 2040. Family households (married couples with and without children) could fall to about half of all households by 2040, but family households with children may comprise less than a quarter of all households by 2040. Single-person households may increase to about 37% of all households by 2040.

Resource Limitations

While the western U.S. as a whole and Fort Collins are projected to continue to grow significantly over the next 50 years, questions remain about the ability of natural resources to support such growth without serious consequences. Meeting growing demands for water in an arid climate in a sustainable manner, conserving valuable natural resources, improving air quality, addressing energy needs; understanding impacts on wildlife, and many other important considerations will need to be addressed. Resources will need to be conserved and protected if a high quality of life is to be maintained.



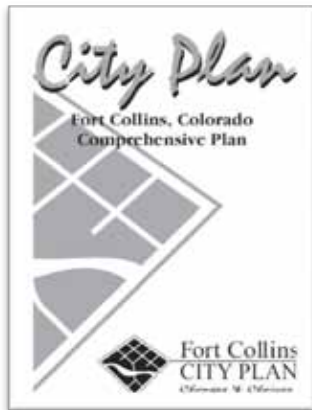
PLAN FORT COLLINS: 2010 UPDATE TO CITY PLAN AND THE TRANSPORTATION MASTER PLAN

PLAN FORT COLLINS: TWO PLANS, ONE PROCESS

The name *Plan Fort Collins* refers to the process to prepare major updates to two key documents: *City Plan* and the [Transportation Master Plan](#). *City Plan* is the comprehensive plan for the City of Fort Collins, and illustrates how we envision Fort Collins in the next twenty-five years and beyond, showing us how we can get there step by step. The [Transportation Master Plan](#) is a long-term vision document that defines the long-term multi-modal transportation system that Fort Collins desires in the future, and also serves as a comprehensive reference guide regarding transportation issues. Both documents provide policy directions for decision-making, and set forth priority actions to make the vision a reality.

City Plan History

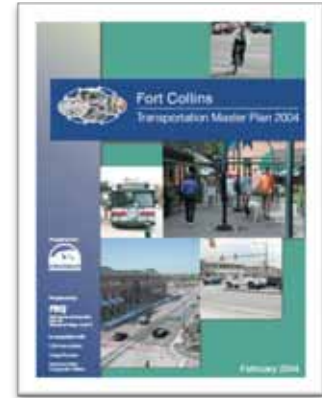
The initial formulation of *City Plan* began in 1995 and involved a two-year process working with City Council, an advisory committee, City staff, a consulting team, and the public. The original creation of *City Plan* included extensive public involvement including the use of a visual preference survey. Adoption of the original *City Plan* occurred in 1997.



For the City's comprehensive plan to function over time, periodic updates are necessary to respond to significant trends or changes in the economic, physical, social, or political conditions of Fort Collins. The original plan directs the City to update the plan every five years. In response to a quickly growing population, the need for a five-year update and other changing conditions, the first *City Plan* update was initiated in 2002 (adoption occurred in 2004). The effort focused on identifying the future size and character of Fort Collins, and also included updates to the 1997 document to reflect changes to and new trends in the community. Like the original *City Plan* process, the first update effort involved extensive public outreach and involvement.

Transportation Master Plan History

The City of Fort Collins first developed a [Transportation Master Plan](#) (TMP) in concert with the development of *City Plan* in 1997. The TMP defined the future of Fort Collins in terms of transportation, providing policy direction for how decisions regarding the implementation of the multi-modal transportation system should occur. It also set priorities for implementing projects to meet short-term deficiencies while working towards the ultimate transportation system the community desires.



The [Transportation Master Plan](#), like *City Plan*, requires review and update every five years. In 2004 an effort to update the *Transportation Master Plan* began, but because of significant changes and additions to numerous areas it essentially became a new plan. Many of the goals, principles, and policies that were developed in 1997 remained valid, but the 2004 plan focused more on implementation of those goals, principles, and policies.

A New Approach: Plan Fort Collins

Plan Fort Collins is the process to update these two documents simultaneously. 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 viewpoints of the community.

The 2010 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 update was also prepared with extensive involvement from the City's Utility Service Area, 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 tenets 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.

Carrying Forward Values and Ideas from Previous Efforts

In this update, many of the ideas, principles, and policies from previous versions of *City Plan* and the [Transportation Master Plan](#) are carried forward, but enhanced to reflect current conditions, new trends, community input, and innovations since the plans were adopted. Many of the key trends that are anticipated to influence the community are identified in the *Fort Collins Then, Now and Beyond* section. Current values and goals are identified and summarized in the [Plan Fort Collins Snapshot Report](#).

The 2010 update also folds in and reflects other recent planning efforts and policy documents such as the [Economic Action Plan](#), [Climate Action Plan](#), [Water Conservation Plan](#), [Cultural Plan](#), [Parks and Recreation Policy Plan](#), and many others. Related plans and policies are addressed within each of the seven topic-based chapters in this plan.

NEW ORGANIZATIONAL STRUCTURE

An important part of the *Plan Fort Collins* process involved overhaul of the organizational structures of both *City Plan* and the *Transportation Master Plan*. Goals of the new organizational structures were to ensure consistency and better integration with all City services and outcomes, to improve clarity, and to reduce redundancy.

City Plan

The new *City Plan* structure is fundamentally based on the City's [Budgeting for Outcomes](#) (BFO) organizing framework. The BFO process and organization is designed to be simple and easily understood by a variety of audiences. The new *City Plan* structure is also aligned with the City's vision to become a world-class community (described in detail in Chapter 2), with supporting principles and policies within the following seven chapters:



Economic Health



Environmental Health



Community and Neighborhood Livability



Safety and Wellness



Culture, Parks, and Recreation



High Performing Community



Transportation

Chapter Vision, Principles and Policies

Each of these chapters begins with a vision for each topic area. The vision reflects the community we desire to become in the future. Each chapter's vision is followed by background information and related planning efforts and policies that helped shape the content within the chapter. After the background, each chapter contains an overview of how it relates to sustainability, focusing on continuous improvement and potential indicators as well as connections with topics in other chapters.

The bulk of each chapter is allocated to principles and policies. Principles provide general rules or directions for the City or community to follow, whereas policies specify a more definite course to follow for future decisions or actions.

Action Plan

The Action Plan includes a summary of key projects, programs, regulations, partnerships, organizational changes, and other actions and strategies to work towards during and after adoption of *Plan Fort Collins*. It also includes a discussion about how to implement new catalyst projects that emerge from *Plan Fort Collins* and cross traditional functional areas.

Amendments and Updates

This chapter includes guidelines and procedures for plan updates and revisions, including comprehensive updates as well as minor amendments.

Monitoring Plan

This chapter includes recommendations for a monitoring program to ensure that the plan is both implemented and effective.



Appendices

Supporting materials contained in the Appendix include a glossary of terms used and a description of how the City funds capital improvements. Additionally, a stormwater memorandum, prepared during the Plan Fort Collins process, describes innovative stormwater practices and is available on the City's website.

Other City Plan Elements

City Plan incorporates existing plan elements and related plans by reference. As new plan elements and other related planning documents are prepared and adopted, they will become a part of *City Plan*. Existing plans that are incorporated into *City Plan* by reference include the following:

- [Downtown Plan](#)
- [Downtown Strategic Plan](#)
- [East Mulberry Corridor Plan](#)
- [Eastside Neighborhood Plan](#)
- [Fossil Creek Reservoir Area Plan](#)
- [Harmony Corridor Plan](#)
- [I-25 Subarea Plan](#)
- [Mountain Vista Subarea Plan](#)
- [Northern Colorado Regional Communities I-25 Corridor Plan](#)
- [North College Corridor Plan](#)
- [Northside Neighborhood Plan](#)
- [Northwest Subarea Plan](#)
- [Old Town Area Plan](#)
- [Plan for Region Between Fort Collins and Loveland](#)
- [Prospect Road Streetscape Program](#)
- [South College Corridor Plan](#)
- [West Central Neighborhoods Plan](#)
- [Westside Neighborhood Plan](#)

While portions of these plans have been incorporated into specific sections of *City Plan*, users should refer back to these other documents for more detailed information.

Transportation Master Plan

Like *City Plan*, the 2010 [Transportation Master Plan](#) has been restructured to more closely align with the BFO transportation outcomes and the specific "result areas" for transportation investments. The goals, principles, and policies have been reorganized to better fit the structure of the BFO in order to reflect community investment values and facilitate successful implementation and monitoring of the TMP in concert with the other areas of *City Plan*.

KEY ISSUES IDENTIFIED EARLY IN THE PROCESS

One of the early steps in the *Plan Fort Collins* process identified future challenges and opportunities facing Fort Collins in the near-term and over the next 25 years and beyond. The [Snapshot Report](#) detailed these opportunities and challenges in addition to current values and key accomplishments related to each topic area. A summary of key challenges and opportunities that helped inform and shape the 2010 update to *City Plan* and the [Transportation Master Plan](#) is provided below.

ECONOMIC HEALTH

- Responding to regional retail and employment competition.
- Building and continuing partnerships with educational institutions and the private sector to support job creation.
- Understanding fiscal sustainability and balancing revenues and expenditures over the long term.
- Maintaining a balanced mix of land uses to support fiscal sustainability.

ENVIRONMENTAL HEALTH

Open Lands and Natural Areas

- Dedicating adequate resources to both land conservation and stewardship.
- Reducing the carbon footprint associated with operations.
- Restoring and rehabilitating habitat.
- Managing for outstanding visitor experiences while demands increase for uses on natural areas.

Air, Emissions, and Climate Protection

- Meeting higher state and federal air quality standards.
- Achieving climate protection goals.
- Attaining the sustainability and environmental aspirations of the City organization.

Energy and Electricity

- Responding to the uncertainty of carbon legislation.
- Increasing energy security.
- Adapting to new electrical system technologies.
- Committing to green building.

Recycling and Solid Waste Reduction

- Reducing overall solid waste volumes.
- Increasing waste diversion from landfills.

- Developing greater economic value and uses for discarded materials.
- Managing hazardous materials.

Stormwater

- Restoring and enhancing streams.
- Balancing protection and restoration with urbanization.
- Addressing multiple and sometimes conflicting regulations and values.
- Addressing stormwater treatment in infill development areas.
- Meeting more stringent criteria for acceptable quality and quantity of stormwater.

Water Quality Management

- Managing watersheds and drinking water quality.
- Balancing water resource planning and drought protection objectives.
- Meeting or exceeding regulatory requirements for water reclamation.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

Development Patterns, Land Use, and Growth Management

- Addressing potential regional impacts.
- Positioning the City for desirable infill and redevelopment.
- Defining how neighborhoods will accommodate future population and lifestyle shifts.
- Addressing transit links to and from activity centers.
- Maintaining a balance of jobs to housing and land for future jobs and employment.

Provision and Integration of Services

- Addressing infrastructure needs for parts of the City with older or sub-standard infrastructure.
- Continuing coordination, integration, and expansion of utilities.

Urban Design and Historic Preservation

- Maintaining and enhancing Downtown.
- Increasing activity along the street for people.
- Determining appropriate height for buildings.
- Defining gateways that help distinguish Fort Collins from surrounding communities.
- Reconciling “change” and “preservation” within historic neighborhoods.

- Balancing new commercial development in historic Old Town.

Housing

- Funding, supporting, and developing affordable housing.
- Identifying a continuous local funding source for affordable housing.
- Serving the housing needs of many diverse groups and changing demographics.
- Providing high-performing housing for all income levels.

SAFETY AND WELLNESS

- Reducing barriers to and improving opportunities for physical activity and active lifestyles.
- Improving the health and wellness of the community, especially at-risk populations.
- Addressing accessibility to and provision of communitywide health and human services.
- Satisfying community safety needs and expectations.
- Addressing safety as multiple modes of transportation share roads.

CULTURE, PARKS, AND RECREATION

- Using arts and culture as an economic catalyst.
- Coordinating and funding arts and culture organizations, programs, and facilities.
- Differentiating Fort Collins as an arts and culture destination.
- Designing for public spaces.
- Providing parks, trails, and recreation services to a growing community and maximizing program resources.

HIGH PERFORMING COMMUNITY

- Engaging a broad range of community members.
- Retaining a sense of community and heritage as change occurs.
- Providing City services despite increasing costs.
- Maintaining and improving the City's Budgeting for Outcomes process.

TRANSPORTATION

- Incorporating new transportation technologies and trends.



- Improving transportation to help support economic health goals.
- Enhancing connections between City activity centers and regional destinations.
- Enhancing the transportation system to improve health and safety.
- Enhancing the transportation system to improve air quality, reduce emissions, and achieve climate objectives.
- Using effective tools to measure transportation system performance.
- Identifying new funding opportunities for transportation, including public transit.

PUBLIC PROCESS

The *Plan Fort Collins* planning process was comprised of three main phases.

- **Phase 1: Understand**
- **Phase 2: Envision and Analyze**
- **Phase 3: Implement and Adopt**

The process was supported throughout by a three-pronged approach to communicate with and engage the community:

- **eNetwork**, consisting of a website and social media, video clips and presentations, online surveys, etc.
- **Event Network**, consisting of key public events such as workshops and public meetings that were well publicized through web and media.
- **Community Network**, consisting of information conveyed to City boards and commissions and other groups and organizations such as service clubs via "roadshow" presentations and questionnaires

MAJOR EVENTS AND ACTIVITIES

Phase 1: Understand

The important components of Phase 1 included reviewing existing City goals and policies; researching and examining key trends; conducting a community dialogue about future challenges and opportunities; researching best practices in other communities; and beginning and identifying topics for future phases of the planning process.

The [Snapshot Report](#) summarized current City values, recent achievements, and ideas about future opportunities and challenges. The [Best Practices Report](#) explored a range of ideas from innovative and leading communities and organizations for Fort Collins to consider and explore.

These reports provided the basis for community discussion throughout Phase 1.

Key events and opportunities for public input during Phase 1 included:

- "Shaping the Future - an Evening with Futurist Thomas Frey," the plan kickoff event and reception conducted at the Lincoln Center.
- "Thought Leaders Forum," conducted at the Senior Center with Thomas Frey the morning after the evening kickoff event.
- Online surveys.
- Conversations with and suggestions from City boards and commissions and topic-specific focus groups.



Approximately 750 people attended the Plan Fort Collins kickoff event in March 2010. The event featured a community reception with various "stations" to discuss future opportunities and challenges facing the community. Futurist Thomas Frey spoke to the crowd about trends of the future, and the presentation concluded with an interactive audience polling exercise.



The "Thought Leaders Forum" provided an opportunity for more than 80 community members to discuss future trends, opportunities, and challenges in detail.

Phase 2: Envision and Analyze

Phase 2 focused on refining the community vision, identifying new policy choices and their trade-offs, and beginning to establish preferred directions for revising the *City Plan* and the [Transportation Master Plan](#).

The Vision, Policy Choices, and Proposed Directions document was a major work product of Phase 2. The new policy choices contained a series of questions to be explored, discussed, and analyzed to arrive at meaningful preferred directions for the plans. This document provided the basis for community dialogue throughout Phase 2.

Key activities and opportunities for community engagement during Phase 2 included:

- Joint meeting of City boards and commissions to help shape and refine the key policy questions to be asked.
- Two consecutive “Shaping the Future” community workshops, organized around breakout sessions to discuss and respond to questions about key policy choices.
- Focus groups to discuss policy choice topics and preferred directions in more detail.
- Online videos about policy choices and a corresponding online poll.
- “Question of the Week” dialogue via email and Facebook.
- Presentations and conversations with community groups and organizations.



“Questions of the Week” were distributed via email and posted on the City’s website and Facebook page to solicit new ideas and prompt community discussion about a range of topics related to Plan Fort Collins.

Phase 3: Implement and Adopt

Phase 3 included preparation of the draft *City Plan* and [Transportation Master Plan](#) documents for review and adoption. It also involved the creation of an Action Plan that included a list of priority actions and strategies to

implement the plan, and the preparation of case studies of three potential “Catalyst Project Areas.”

Phase 3 also involved many opportunities and activities for community involvement and review, including:

- The “Big Reveal” event at the Sunset Event Center to unveil and seek community feedback on the draft plan and catalyst project areas.
- Draft plans available online and in City offices for public review and comment.
- Draft plan overview presentations and conversations with community groups and organizations.
- Draft plan review sessions and recommendations from city advisory boards and commissions.



More than 300 community members attended the “Big Reveal” event, a celebration of the year-long community effort and release of the draft plan documents for public review and comment. The event was hosted by the City of Fort Collins and UniverCity Connections and generously sponsored by the Community Foundation of Northern Colorado.



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COMMUNITY VISION

INNOVATE, SUSTAIN, CONNECT

A vision represents a desired future as defined by the community. Three major themes of *Plan Fort Collins* provide direction for the vision for the next 25 years and beyond: **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 models for other communities. Our vision reflects our desire to remain innovative, world-class leaders.

Sustain

The basic tenets of sustainability serve as the guiding principles for our vision and act as a foundation underpinning all components of each plan. We find these tenets to be:

- A focus on the future with a long-term perspective (an outlook for the generations to come).
- An understanding that the community is bound by the limits of the natural world and its resources.
- A systems perspective that recognizes the interdependent economic, human, and environmental implications of policies, decisions, and outcomes.
- A mechanism for continuous improvement through monitoring and future plan updates.

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. Our vision embraces a City that provides safe and efficient facilities for all modes of travel. It also encourages expansion of technological infrastructure to serve and connect the community, increasing access to information and fostering better communication between residents, businesses, institutions, and local government. Finally, our vision promotes social connectivity through ongoing support of community organizations and volunteerism and by encouraging development patterns and creating gathering places that attract people and promote social interaction.



VISION FOR A WORLD-CLASS COMMUNITY

Through innovation, sustainability, and connections the City of Fort Collins aspires to create a vibrant, world-class community. The City of Fort Collins is committed to providing leadership and exceptional service to citizens, but recognizes that the entire community must be involved to achieve the vision.

WHAT WILL IT TAKE TO BECOME A WORLD-CLASS CITY?

Quality of Place

The new reality is that home or business location is a real choice and cities that wish to thrive will have to be attractive places for people to live and work. Fort Collins already excels in meeting this requirement, but will have to continue to do so if it is to be a world-class city.

Great Facilities and Institutions

The features that attract people to a community can be created, not just inherited. While Fort Collins has been blessed with many inherent features of the city such as its climate, setting, and natural resources, other critical features have been “created” – the parks and open space system, Downtown amenities, a thriving arts and culture scene, high-caliber university, and an innovative business climate.

An Educated, Creative Workforce

Fort Collins has been fortunate to attract and retain a high-quality, creative workforce with a diverse set of skills. It must continue to do so in order to meet the challenges of the future through continuing and enhancing its strong partnerships with CSU, Front Range Community College, Poudre and Thompson Valley School Districts, and other educational institutions throughout the region and state.

Sense of Community

The people in Fort Collins are known to be neighborly, friendly, and deeply committed to making their community a desirable place to live, work, visit, and raise a family. This strong sense of community sets Fort Collins apart from many other places, and will remain an important and desirable quality in the future.



VISION BY TOPIC AREA

The objectives on the following pages help to define and unify the vision for a world-class community under the seven topic areas of *Plan Fort Collins*.

ECONOMIC HEALTH VISION



A healthy and resilient economy:

- Diverse jobs that enable citizens and businesses to thrive.
- Reflects the values of our unique community in a changing world.
- An innovative, creative, and entrepreneurial atmosphere.
- Strong partnerships and collaboration with the private sector, educational institutions, and other organizations.

ENVIRONMENTAL HEALTH VISION



A healthy and sustainable environment:

- Conservation of resources including energy, water, wildlife, habitat, biodiversity, and other natural resources.
- Responsible stewardship for open lands and natural areas.
- A comprehensive and connected system of open lands.
- Integration of renewable energy and new technologies for the electric grid.
- Continuous improvements in air quality.
- Investment to meet the goals of the climate action plan and reduce greenhouse gas emissions.
- Solid waste reduction and diversion and hazardous materials management.
- Healthy urban watersheds and ongoing best-practices floodplain management.
- A lasting water supply.
- Meeting or exceeding standards for stream water quality, drinking water quality, and water reclamation.
- Local and regional cooperation, coordination, and leadership on environmental matters.

COMMUNITY AND NEIGHBORHOOD LIVABILITY VISION



A high quality built environment:

- A compact pattern of development within a well-defined community boundary.
- Adequate public facilities, services, and infrastructure to serve existing development and new growth.
- Opportunities for redevelopment, revitalization, and growth in targeted areas.
- Cohesive, distinct, vibrant, safe, and attractive neighborhoods.
- Vital and appealing activity centers and destinations throughout the city.
- Quality and accessible housing options for all household types and income levels.
- Preservation and enhancement of historic resources.
- Distinctive and attractive community image, design, and identity.
- Nature visible and accessible in the city.

SAFETY AND WELLNESS VISION



A safe and healthy community:

- A safe, non-threatening city in which to live, work, learn, and play.
- Opportunities to lead active and healthy lifestyles.
- Access to healthy, locally grown or produced food.



CULTURE, PARKS, AND RECREATION VISION



A diverse range of cultural and recreational options:

- A recognized destination for arts and culture.
- Arts and creativity integrated into community life and economic health.
- An interconnected and wide network of parks and recreational facilities.
- Multi-purpose and new types of facilities to meet the needs of a changing community.

HIGH PERFORMING COMMUNITY VISION



A city of choice:

- A collaborative and community-based approach to problem solving.
- Inclusive and accessible to all people.
- Effective and efficient local governance where all voices are valued.
- Fiscal sustainability and transparency in the City organization.
- World-class communications technology.

TRANSPORTATION 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.



FORT COLLINS AND SUSTAINABILITY

CITY LEADERSHIP IN SUSTAINABILITY

Past

The City of Fort Collins is committed to sustainability as a core value and operating in a manner that lowers its ecological impacts, while strengthening its economical and societal leadership. The central premise of a sustainable operation, whether municipal or private sector, is that it considers 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. For example, sustainability was embedded as one of the four core principles in the original *City Plan*, and the City committed to sustainability in its own internal operations in 2004 by developing an [Action Plan for Sustainability](#). 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. The City has also been a leader in climate protection for over a decade, joining the Cities for Climate Protection Campaign in 1997, and has several other plans and programs that incorporate sustainability principles, from wellness programs to economic vitality.

Present

Today, the City's sustainability efforts are more focused and address a broad range of topics including energy use, solid waste, water conservation, and other considerations. The City is currently developing a green building program that will guide residential and commercial construction, and it has won national recognition for its successful Climate Wise program, which helps businesses reduce their greenhouse gas emissions. Fort Collins Utilities publishes an annual sustainability report following the Global Reporting Initiative guidelines for sustainability reporting. The success of these programs and other City sustainability initiatives are supported by the tracking of baseline data for several key sustainability indicators, from topics such as greenhouse gas emissions and per capita water use to community engagement. Most importantly, such baseline data helps the organization make data-driven decisions that reduce its environmental impact, while also benefiting the bottom line and its citizens.

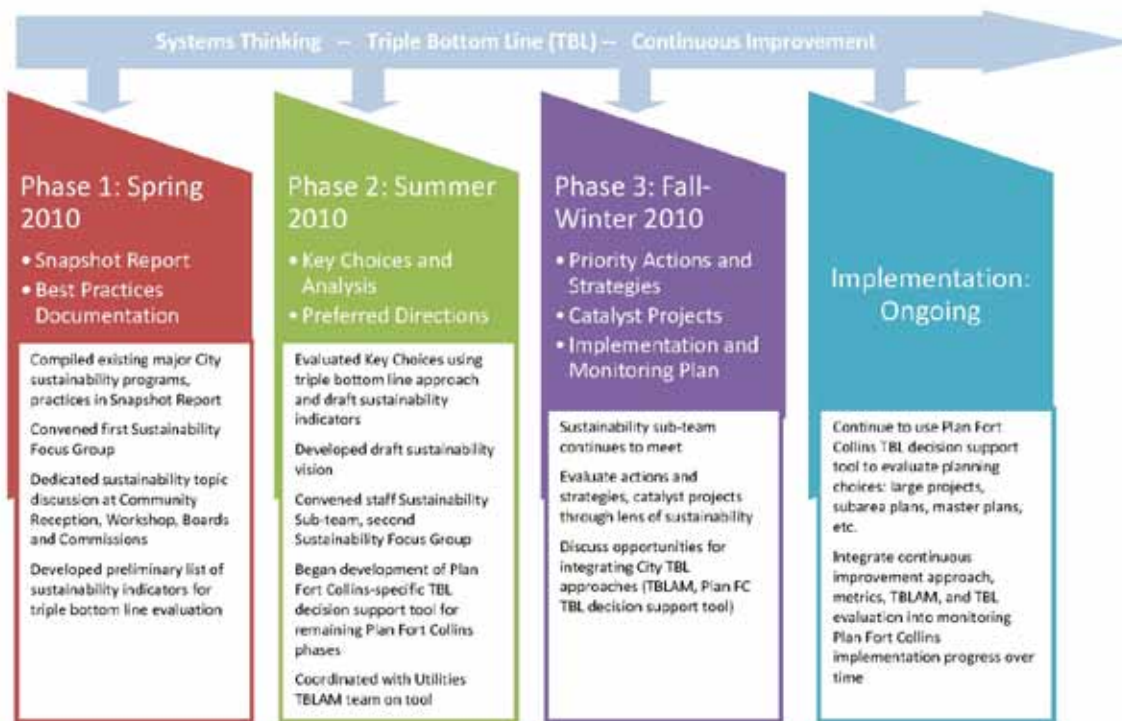
Future

Looking to the future, the City will continue to apply sustainability practices to its municipal operations and provide a leadership model for others in the community and nation – employers, institutions, and other organizations and communities - to adopt similar goals and take action. Within the context of *Plan Fort Collins* and beyond, the City and its partners will continue to develop, implement, monitor, and improve upon sustainability practices that address long-term human, environmental, and economic considerations for the benefit of the citizens of Fort Collins.

WHAT DOES SUSTAINABILITY MEAN FOR PLAN FORT COLLINS?

Plan Fort Collins is an expression of the community's resolve to act sustainably: to systemically, creatively, and thoughtfully utilize environmental, human, and economic resources to meet our present needs and those of future generations without compromising the ecosystems upon which we depend.

There are many examples of how sustainability is addressed as a [topic](#) in *City Plan* and the [Transportation Master Plan](#) but, more importantly, sustainability was a key driver in the [process](#) of developing the plans from the beginning of the *Plan Fort Collins* effort. Specifically, three main tenets of sustainability, systems thinking, continuous improvement, and triple bottom line analysis, were integrated into the *Plan Fort Collins* process, and are described below. These main tenets of sustainability are also emphasized within each of the seven topic-based chapters of *City Plan*.



Sustainability was integrated throughout the planning process.

Systems Approach

Plan Fort Collins recognizes that principles, policies, strategies, and actions should not be developed and implemented in isolation from one another or work at cross-purposes. As a result, *Plan Fort Collins* highlights the connected relationships between topics throughout this document. 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 policy 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.

Triple Bottom Line Analysis

To integrate the concept of sustainability across all phases of the planning process, a triple bottom line (TBL) perspective was used during the update of *Plan Fort Collins* to support and inform decision making. Triple bottom line analysis, which has been used by leading-edge communities and organizations around the world, incorporates environmental, economic, and human considerations so that principles, policies, strategies, and implementing actions were developed with consideration of the benefits and tradeoffs across all three of these topic areas.



Fort Collins' sustainability model is based on a triple bottom line perspective that incorporates environmental, economic, and human considerations.



Continuous Improvement

In order to be effective, planning must not be static but rather always dynamic, incorporating a process of planning, taking action, checking progress, and acting to change course where needed. While the City generally has a continuous improvement model already in place, this update of *Plan Fort Collins* establishes a more effective framework for decision making and continuous improvement by creating stronger links between monitoring tools and indicators, ongoing plan refinements and policy adjustments, and implementation. As illustrated by the diagram below, *Plan Fort Collins* advocates such a continuous improvement model, whereby the City monitors and adjusts its actions over time to move toward its desired vision.



A continuous improvement model that incorporates monitoring and adjustments will help ensure a plan that is responsive to changing conditions and needs. .

MEASURING PERFORMANCE

As a means of evaluating the performance of *Plan Fort Collins* the City will track, monitor, and report on various performance indicators on a regular basis over an extended period of time. The intent is to measure how well the City is meeting the needs and expectations of its present and future residents. Performance monitoring is intended to show whether the actions taken by the public and private sectors in Fort Collins are achieving the desired results. This will be accomplished by establishing and tracking progress over time by using a set of indicators.

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. The program should include appropriate indicators that address each of the seven Plan topics as appropriate.

Possible indicators related to each of the seven City Plan topics are specified within each chapter. Generally speaking, monitoring programs with a few key indicators of high quality are more effective than those that include dozens of indicators of variable quality. Therefore, the proposed indicators should be designed to be manageable but of excellent quality.

Sustainability Indicators

Indicators of sustainability are different from traditional indicators of economic, human, and environmental progress. Traditional indicators measure changes in one subject area as if they were entirely independent of the other parts. Sustainability indicators need to reflect the reality that the three different aspects of sustainability are very tightly interconnected. For example, a traditional indicator that might be used to measure compact development would be based on dwelling units per acre. While an upward trend in this indicator would be an indication of more efficient land use, it would not reflect on other desired aspects of livable neighborhoods such as access to services, recreation, and other destinations. A comparable indicator of sustainability might be land use mix, which looks at the number of different uses within a given area as well as their relative amounts and density. The final set of indicators to be used as part of the City Plan monitoring program will be determined by staff following adoption of this plan.

Reporting Progress

Once the Monitoring Program has been established, a report will be produced on a regular basis to provide a mechanism for monitoring and evaluating the impacts of *Plan Fort Collins* and to assess whether specific policies and strategies are leading to the intended results. Recommendations for improving the plans, based on these reports, may lead to subsequent plan amendments or other actions.

ECONOMIC HEALTH



VISION



A healthy and resilient economy:

- Diverse jobs that enable citizens and businesses to thrive.
- Reflects the values of our unique community in a changing world.
- An innovative, creative, and entrepreneurial atmosphere.
- Strong partnerships and collaboration with the private sector, educational institutions, and other organizations.





BACKGROUND

OVERVIEW

This chapter of *City Plan* is based on the City's adopted Economic Health Strategies as well as its budgeting approach that aims to provide transparency and long-term solutions to balancing revenues and services. The recent economic downturn underscores the importance of economic health in overall community viability and success and draws attention to the City's role in job creation efforts and providing fiscal stability. Like previous *City Plan* economic goals that called for sustainable economic health, maintaining the City's role as a regional economic center, and continuing collaboration with Colorado State University and support for cultural amenities, this chapter of the updated *City Plan* envisions a healthy and resilient economy that provides job opportunities, and is based on partnerships and innovation.

The City focuses its job creation efforts on established Targeted Industry Clusters including clean energy, water innovation, bioscience, and technology. In addition, the City supports those businesses that contribute to the overall character of the community through its efforts in the Uniquely Fort Collins Cluster. In all of its economic health efforts, the City partners with other organizations, such as the Northern Colorado Economic Development Corporation, Innosphere (formerly the Rocky Mountain Innovation Initiative), Colorado State University, the Downtown Development Authority, the Fort Collins Area Chamber of Commerce, and the Larimer County Workforce Center, among others.

The 2010 update to *City Plan* carries forward these ongoing economic health efforts and partnerships, as well as addressing new opportunities and challenges related to increasing regional retail and employment competition, and redevelopment of land for employment. The principles and policies in this chapter also take into account the City's existing efforts to foster entrepreneurship, grow and attract primary employers, remain a retirement and tourism destination, and support and strengthen existing businesses.

RELATED PLANS AND POLICIES

The content in this chapter is related to the following City of Fort Collins adopted plans and policies:

- [Economic Health Strategy](#) (2006)
- [Target Industry Reports](#) (2006)

ECONOMIC HEALTH AND SUSTAINABILITY

The topic of economic health and fiscal stability relate to the economic, environmental, and human aspects of the City's sustainability in the following ways:

Economy

A sustainable economy means that residents can find employment and afford to live in the community, that businesses are able and encouraged to start, remain, and expand in the community, and that everyone can expect quality City services and infrastructure.

Environment

The overall economic health of the community helps to support the conservation and enhancement of environmental health through the ability to generate revenue that supports City programs as well as the ability for citizens to support funding for acquiring and managing open lands. Additionally, businesses related to environmental issues and opportunities, such as many of the emerging businesses in targeted industry clusters related to energy and water, can provide job opportunities and other economic benefits to the community.

Human

Overall economic health of the community directly relates to its level of affordability and ability for individuals and households to be self-sufficient. Fiscal stability and a healthy economy also support the ability of the City to continue to provide services and infrastructure that people depend on and that contribute to their quality of life.








CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS

For *Plan Fort Collins* and *City Plan* to be effective the City must continually monitor its progress related to economic health and development. The following are examples of indicators that can be used to monitor economic health:

- Resident Unemployment
- Diversity of Sectors
- Jobs-Households Balance
- Housing Affordability
- Retail sales

SYSTEMS APPROACH: CONNECTED TOPICS

Many of the topics within the Economic Health chapter are closely related to the topics, principles, and policies in other chapters. Understanding the relationships between different topics may help the City implement mutually beneficial actions to support multiple principles and policies, foster new relationships, leverage funding opportunities, and maximize resources. The principles in other chapters that directly address or are closely connected to economic health are outlined in the table below. Note that a “closely connected” relationship means that while the topic may not be specifically called out in the principle language, it is clearly mentioned in supporting policies.

	Environmental Health	Community and Neighborhood Livability	Safety and Wellness	Culture, Parks, and Recreation	High Performing Community	Transportation
						
Economic Development	<ul style="list-style-type: none"> • Energy conservation and costs (ENV 5, 6, 7) • Waste as an economic resource (ENV 15) • Multi-functional stormwater facilities to support redevelopment (ENV 20) 	<ul style="list-style-type: none"> • Targeted infill and redevelopment areas (LIV 5, 6) • Affordable housing (LIV 7, 8, 9) • Commercial development (LIV 36) • Mixed-use neighborhoods (LIV 28, 29) • Mixed-use districts (LIV 32, 34, 35, 36, 37, 38, 2) 	<ul style="list-style-type: none"> • Worksite wellness (SW 2) • Food production and economic opportunities (SW 3) 	<ul style="list-style-type: none"> • Culture as an economic driver (CPR 2, 3) 	<ul style="list-style-type: none"> • Learning and innovation (HI 2) • Partnerships and collaboration (HI 3, 4) • Fiscal stability and diversifying the revenue stream (HI 6) • Clear City budgeting process (HI 7) • Expansion of communication technologies (HI 6) 	<ul style="list-style-type: none"> • Transportation to support activity centers and other destinations (T 2, 10, 11, 12) • Transportation corridors to support infill and redevelopment (T 3) • Movement of goods (T25)



ECONOMIC HEALTH PRINCIPLES AND POLICIES

ECONOMIC DEVELOPMENT

In 2005, City Council adopted an Economic Vision and Values statement. The statement describes a vision of a healthy economy reflecting the values of our community in a changing world. This vision led to the following four primary Economic Health Strategies:

- A balanced and targeted approach to business retention, expansion, incubation and attraction.
- A proactive role of the City in supporting the economic health of the community.
- Partnership building with local and regional organizations and the private sector to further enhance economic health.
- Diversifying the local economy by focusing on new job creation, leveraging the unique Fort Collins brand, and evaluating opportunities for diversifying the City's revenue sources.

The Economic Vision and Values and related Economic Health Strategies help establish the City's [Economic Action Plan](#), upon which the principles and policies within this section are based.

Principle EH 1: The City will pursue development of a vibrant and resilient economy that reflects the values of our unique community in a changing world.

Policy EH 1.1 – Support Job Creation

Support the enhancement of the community's economic base and job creation by focusing on retention, expansion, incubation, and recruitment efforts that bring jobs and import income or dollars to the community, particularly businesses in the adopted Target Industry Clusters.

Policy EH 1.2 – Maximize Retail Sales Tax Revenue

Support the retention and recruitment of retailers or development projects that have a high potential impact on sales tax generation, specifically focused on increasing retail sales inflow and reducing retail sales leakage. Support programs that encourage residents to spend dollars locally, such as Shop Fort Collins First and others.

Policy EH 1.3 – Prioritize Essential Infrastructure/Capital Facilities

Prioritize investment in infrastructure that supports economic health activities within the constraints of City financial resources and that satisfies the triple bottom line objectives of the community.

Policy EH 1.4 – Target the Use of Incentives to Achieve Community Goals

When considering economic incentives, first emphasize job creation, retail sales tax revenue, and essential infrastructure/capital facilities because these community goals create a vibrant and resilient economy. However, also consider the economic, environmental, and human-related community goals set forth in this document.

Principle EH 2: The City will support the growth of the innovation economy to set the stage for business development, job creation, and a thriving entrepreneurial environment.

Policy EH 2.1 – Support Targeted Industry Clusters

Actively support job creation within the five adopted Targeted Industry Clusters, including Clean Energy, Water Innovation, Bioscience, Technology, and Uniquely Fort Collins. Periodically re-evaluate the adopted Targeted Industry Clusters for relevance, success, and contribution to economic health and adjust as needed.

Policy EH 2.2 – Support an Innovative Economy

Support a regional innovation ecosystem that fuels business development and job creation by leveraging local assets including human capital, research institutions, industrial base, physical infrastructure, and quality of life.



Industry clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters also include the institutions and professional organizations that provide research assistance and support to the industry. For instance, the Bioscience Cluster is comprised of 45 companies and close associations with Colorado State University.



The recently completed Innosphere (formerly Rocky Mountain Innovation Initiative) building will incubate, support and accelerate the success of innovation-based startup companies in Northern Colorado.

Policy EH 2.3 – Develop Economic Partnerships

Collaborate with the business community, various business organizations, educational institutions (e.g., Front Range Community College), regional research and development institutions (e.g., Colorado State University, Center For Disease Control), and economic development organizations (e.g., Fort Collins Area Chamber, Northern Colorado Economic Development Corporation, Larimer County Workforce Center) to encourage and support a healthy economy, to provide employment opportunities, increase private investment, and improve the quality of life for Fort Collins residents.

Policy EH 2.4 – Develop the Assets to Support Entrepreneurship

Invest in the physical assets necessary to support entrepreneurialism by supporting the expansion of research and development institutions, business incubators, entrepreneurial networks, and business development programs. These assets should also include financial tools and capital to support innovation and entrepreneurialism by leveraging local, state, and national grants, programs, and lending tools.

Principle EH 3: The City will support local, unique, and creative businesses.

Policy EH 3.1 – Support Programs Emphasizing Local Business

Work with the local business community to ensure economic development strategies and plans are identified to improve economic health. Support programs such as “Be Local” Northern Colorado and Shop Fort Collins First. “Be Local” supports independent businesses, advocates for a resilient community, and works collaboratively to serve Northern Colorado. The Shop Fort Collins First program encourages residents to spend retail dollars locally before looking elsewhere for goods and services.

Policy EH 3.2 – Define and Support the Uniquely Fort Collins Cluster

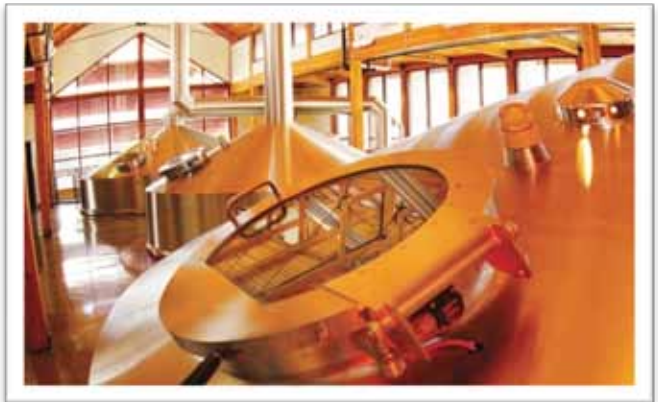
Identify businesses and professions that are unique to Fort Collins and highlight those opportunities to drive economic development in the city.

Policy EH 3.3 – Support Local and Creative Entrepreneurship

Identify local entrepreneurs and creative enterprises and work to both incubate new businesses, and strengthen the existing businesses. This will result in the creation of jobs, improved cultural awareness, and growth in the creative economy.

Policy EH 3.4 – Support the Brewing Industry

Identify opportunities to support the local brewing industry and help to further establish the community as a nationally recognized craft brewing destination.



The City targets and supports a variety of unique and creative industries including the growing local brewing industry.



Principle EH 4: The City will encourage the redevelopment of strategic areas within the community as defined in the Community and Neighborhood Livability and Neighborhood Principles and Policies.

Policy EH 4.1 –Prioritize Targeted Redevelopment Areas

Create and utilize strategies and plans, as described in the Community and Neighborhood Livability and Neighborhood chapter’s Infill and Redevelopment section, to support redevelopment areas and prevent areas from becoming blighted. The Targeted Infill and Redevelopment Areas (depicted on Figure LIV 1 in the Community and Neighborhood Livability chapter) shall be a priority for future development, capital investment, and public incentives.

Policy EH 4.2 – Reduce Barriers to Infill Development and Redevelopment

Develop new policies and modify current policies, procedures, and practices to reduce and resolve barriers to Infill development and redevelopment. Emphasize new policies and modifications to existing policies that support a sustainable, flexible, and predictable approach to infill development and redevelopment.

Policy EH 4.3 – Develop Fee Schedules for Development and Redevelopment

Develop and maintain development fee schedules that account for differences between redevelopment and greenfield development costs, and aim to provide fair and equitable apportionment of cost for the different types of development.



Properties located in the Midtown Area along South College Avenue, such as the Foothills Mall, present opportunities for future redevelopment.

Principle EH 5: The City will participate in regional economic development efforts.

Policy EH 5.1 – Support the Fort Collins/Loveland Airport

Support the Fort Collins/Loveland Airport as a regional transportation destination to provide the economic development benefits associated with having an airport in close proximity.

Policy EH 5.2 – Prioritize Regional Infrastructure

Actively participate in conversations with other local municipalities, organizations, and regional leaders to collaborate on upgrading transportation and other regional infrastructure to fulfill Fort Collins’ goals. These discussions shall focus on the benefits that may accrue to Fort Collins and consider the goals in this plan with respect to economic, environmental, and human objectives.

ENVIRONMENTAL HEALTH



VISION



A healthy and sustainable environment:

- Conservation of resources including energy, water, wildlife, habitat, biodiversity, and other natural resources.
- Responsible stewardship for open lands and natural areas.
- A comprehensive and connected system of open lands.
- Integration of renewable energy and new technologies for the electric grid.
- Continuous improvements in air quality.
- Investment to meet the goals of the climate action plan and reduce greenhouse gas emissions.
- Solid waste reduction and diversion and hazardous materials management.
- Healthy urban watersheds and ongoing best-practices floodplain management.
- A lasting water supply.
- Meeting or exceeding standards for stream water quality, drinking water quality, and water reclamation.
- Local and regional cooperation, coordination, and leadership on environmental matters.



BACKGROUND

OVERVIEW

The City of Fort Collins has led the way in innovative and sustainable environmental protection programs for decades, beginning with drinking water, watershed, and water conservation plans in the late 1980s; energy policies in the 1990s (updated in 2003 and 2009); a world-class open lands program since the early 1990s; curbside recycling programs as early as 1989; and air quality and emissions policies in the early 1990s. In 1999, Fort Collins was among the first communities in the nation to develop a communitywide carbon reduction goal and action plan. It developed an organizational [Action Plan for Sustainability](#) (2004, updated in 2007), and began climate action planning in the late 1990s, culminating in the 2008 [Climate Action Plan](#). More recently, the City has added a focus on green building standards and programs, as well as implementing its Utilities for the 21st Century initiative which aims to address challenges related to climate, future water supplies, aging infrastructure, security, land use, and community safety and well being.

The City's world-class Natural Areas Program has become a core part of Fort Collins' identity and culture. Having conserved 40,000 acres since its inception in 1992, the program continues its mission to conserve land while providing increased emphasis on stewardship, which includes restoration of habitat, and maintenance of visitor amenities such as trails and restrooms. Ongoing land conservation efforts are focused on the Local and Community Separator Focus Areas, as defined in the [Land Conservation and Stewardship Master Plan](#).

Previous versions of *City Plan* addressed some topics related to environmental health including open lands, wildlife habitat, air quality, water quality, resource conservation, waste management, and the Cache la Poudre River. This chapter of *City Plan* carries forward and updates many of those existing goals and policies. Moreover, it integrates them with new ideas from the City's Utilities for the 21st Century initiative, [Climate Action Plan](#), [Land Conservation and Stewardship Master Plan](#), and many other adopted plans and policies related to the natural environment and City utilities.

The principles and policies in this chapter address the following environmental resource topics:

- Environmental Stewardship and Resource Conservation on Private Lands
- Open Lands
- Energy
- Air Quality
- Climate Change
- Waste Resources Management
- Stormwater and Flood Management
- Water Resources
- Poudre River Corridor

RELATED PLANS AND POLICIES

In addition to ideas and feedback from the public, the content of this chapter draws on the following City of Fort Collins plans and policies:

- [Action Plan for Sustainability](#) (2004)
- [Air Quality Plan](#) (2004)
- [Bobcat Ridge Natural Area Management Plan](#) (2005)
- [Cache la Poudre River Natural Areas Management Plan](#) (2002)
- [Carbon Monoxide Maintenance Plan](#) (2003, Revised 2010)
- [Climate Action Plan](#) (2008)
- [Climate Wise Program](#) (2000)
- [Drainage Basin Master Plan](#) (2004)
- [Drinking Water Quality Policy](#) (2003)
- [Energy Policy](#) (2009)
- [Foothills Natural Areas Management Plan](#) (2007)
- [Fossil Creek Natural Areas Management Plan](#) (2005)
- [Land Conservation and Stewardship Master Plan \(2004\)](#)
- [Natural Areas Easement Policy](#) (2001)
- [Natural Areas General Management Guidelines](#) (2001)
- [Natural Areas Vegetation Management Guidelines](#) (2007)
- [Natural Areas Wildlife Management Guidelines](#) (2007)
- [Roadmap for Coordinated and Enhanced Green Building Services](#) (2007)
- [Soapstone Prairie Natural Area Management Plan](#) (2007)
- [Strategic Plan for 50% Waste Diversion](#) (2006)
- [Water Conservation Plan](#) (2009)
- [Water Supply and Demand Management Policy](#) (2003)

ENVIRONMENTAL HEALTH AND SUSTAINABILITY

The economic, environmental, and human aspects of sustainability relate to environmental health in the following ways:

Economy

Environmental health is closely linked to economic health because the quality of the natural environment is a key factor in attracting and retaining businesses and people within the community and region. Additionally, many of the emerging fields and targeted industries within the community involve innovation with and optimization of environmental resources, such as renewable energy companies. Resource conservation can also provide cost-savings and other economic opportunities for individuals and businesses as well as for the city government.

Environment

A sustainable environment involves stewardship, conservation, and careful management of environmental resources for the benefit of present and future generations.

Human

The human side of sustainability and overall quality of life relate to environmental health because conservation and stewardship of open lands and habitats provide opportunities for people to connect with and experience nature. Also, air quality, solid waste reduction, water resources, and energy sources can advance human health and the well-being of the community.

CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS

In order for *Plan Fort Collins* and *City Plan* to be effective, the City must continually monitor its progress towards achieving its vision for a healthy and sustainable environment. The following are examples of indicators that could be used to gauge progress towards achieving the Environmental Health vision.

- Carbon Emissions
- Energy Consumption
- Water Quality (Poudre River)
- Household Water Use
- Air Quality/Mobile Emissions
- Habitat Protected/Restored
- Biodiversity
- Protected Open Space
- Vehicle Miles Traveled
- Solid Waste Diversion

SYSTEMS APPROACH: CONNECTED TOPICS

Because *City Plan* emphasizes a systems-based approach, many of the topics within this Environmental Health chapter are interrelated and closely connected to the principles and policies ideas in other chapters. By understanding the relationships between different topics, the City may be able to pursue mutually beneficial actions to support multiple principles and policies, foster new relationships, leverage funding opportunities, and maximize resources. Note that a “closely connected” relationship means that while the topic may not be specifically called out in the principle language it is clearly mentioned in supporting policies. Also, while some principles and policies may not be identified as closely connected in the table below, linkages and relationships between topics may exist beyond the principle or policy language. Connections and inter-related principles found within other chapters are shown in the table on the next page.



	Economic Health	Community and Neighborhood Livability	Safety and Wellness	Culture, Parks, and Recreation	High Performing Community	Transportation
Conservation & Stewardship		<ul style="list-style-type: none"> Tree preservation and ecologically sound landscape design (LIV 10, 14) 		<ul style="list-style-type: none"> Environmental best management practices in parks and recreation areas (CPR 4) 	<ul style="list-style-type: none"> Collaboration with private citizens and organizations (HI 3, 4) 	
Open Lands		<ul style="list-style-type: none"> Connected system of open lands (Structure Map theme, LIV 23, 40, 41, 42, 45, 46) Clustered residential development (LIV 27) 	<ul style="list-style-type: none"> Opportunities for recreation and active lifestyles (SW 2) Food production (SW 3) 	<ul style="list-style-type: none"> Interconnected system of open lands (CPR 4) Multi-purpose lands (CPR 5) 	<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	<ul style="list-style-type: none"> Interface with open lands (T 4) Connected system of trails (T 11)
Energy	<ul style="list-style-type: none"> Innovation in clean energy industry cluster (EH 2) 	<ul style="list-style-type: none"> Energy conservation and efficiency in housing (LIV 9) 	<ul style="list-style-type: none"> Emergency management and the electric grid (SW 1) 		<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Technological solutions (HI 6, 7) 	<ul style="list-style-type: none"> New vehicle types (T 17) Transportation energy use impacts (T 30)
Air Quality		<ul style="list-style-type: none"> Multiple means of travel to reduce vehicle miles traveled (Structure Map theme, LIV 21, 30, 35, 36, 37, 43, 44, 45) 	<ul style="list-style-type: none"> Enforcement of health ordinances (SW 2) 		<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	<ul style="list-style-type: none"> Transportation Demand Management to reduce vehicle miles traveled and improve air quality (T 3, 27, 30)
Climate		<ul style="list-style-type: none"> Reduced carbon emissions (Structure Map theme) 	<ul style="list-style-type: none"> Emergency preparedness and weather events (SW 1) 		<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	<ul style="list-style-type: none"> Transportation Demand Management to reduce greenhouse gas emissions (T 27, 30)
Waste		<ul style="list-style-type: none"> Adaptive reuse of historic structures (LIV 16, 17) 	<ul style="list-style-type: none"> Emergency management and hazardous materials (SW 1) 		<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	
Stormwater	<ul style="list-style-type: none"> Encourage redevelopment by reducing stormwater infrastructure barriers (EH 4) 	<ul style="list-style-type: none"> Adequate public facilities with development (LIV 4) 	<ul style="list-style-type: none"> Emergency management and flooding (SW 1) 	<ul style="list-style-type: none"> Multi-purpose lands (CPR 5) 	<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	<ul style="list-style-type: none"> Green streets (T 24)
Water Resources	<ul style="list-style-type: none"> Innovation in water industry cluster (EH 2) 	<ul style="list-style-type: none"> Adequate public facilities with development (LIV 4) Water efficiency and conservation (LIV 9, 14) 		<ul style="list-style-type: none"> Untreated water for irrigation in appropriate areas (CPR 4) 	<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	
Poudre River Corridor		<ul style="list-style-type: none"> Land uses in the River Corridor (LIV 46) 			<ul style="list-style-type: none"> Engagement and learning (HI 2, 3) Forge partnerships and collaborate regionally (HI 4) 	

ENVIRONMENTAL HEALTH PRINCIPLES AND POLICIES

ENVIRONMENTAL STEWARDSHIP AND RESOURCE CONSERVATION ON PRIVATE LANDS

The principles and policies in this section address the stewardship and conservation of environmental resources on privately owned (e.g., non-governmental) lands within the city. They reflect existing efforts and regulations aimed at protecting, conserving, and enhancing natural features as development occurs on private lands.

Principle ENV 1: Within the developed landscape of Fort Collins, natural habitat/ecosystems (wildlife, wetlands, and riparian areas) will be protected and enhanced.

Policy ENV 1.1 – Protect and Enhance Natural Features

Use regulatory powers to conserve, protect, and enhance the resources and values of high value biological resources such as wetlands, riparian areas, and wildlife habitat by directing development away from sensitive natural areas. When it is not possible to direct development away from sensitive natural resources the development will be integrated into these areas to minimize impacts and mitigate any losses.

Policy ENV 1.2 –Regulate Development along Waterways

Use development regulations, such as setbacks from natural features and performance standards, to conserve and protect natural resources along the Poudre River, Spring Creek, Fossil Creek, Boxelder Creek and other waterways.



The City will continue to coordinate with property owners to conserve natural features as development occurs.

OPEN LANDS

The open lands principles and policies in this section largely reflect the Natural Areas Program *Land Conservation and Stewardship Master Plan*, which addresses stewardship including restoration and enhancement of stream corridors and wildlife habitat; conservation of separation between Fort Collins and surrounding communities; conservation of farms and additional natural areas located throughout the community and region and along the Cache La Poudre River; and quality public improvements for world-class visitor experiences and interpretive programs. The principles and policies in this section also introduce ideas about multi-purpose lands and sharing of resources between City departments in order to connect open land and trails systems, advanced stormwater management, improved water quality, and food production.

Principle ENV 2: Open lands and natural areas within Fort Collins, the Growth Management Area, and the region will be conserved, preserved, and protected to provide habitat essential to the conservation of plants, animals, and their associated ecosystems, and to benefit the citizens of Fort Collins by providing opportunities for education, scientific research, nature interpretation, fishing, wildlife observation, hiking, and other appropriate recreation activities as well as protecting view-sheds.

Policy ENV 2.1 – Maintain System of Open Lands

Maintain a system of publicly-owned open lands to protect the integrity of wildlife habitat and conservation sites, protect corridors between natural areas, conserve outstanding examples of Fort Collins' diverse natural heritage, and provide a broad range of opportunities for educational, interpretive, and recreational programs to meet community needs. (Also see the Culture, Parks, and Recreation chapter's Parks and Recreation section.)

Policy ENV 2.2 – Outreach to the Public

Promote understanding and enjoyment of local and regional open lands through appropriate recreational activities, formal and non-formal education, and interpretive programs.



Citizens of all ages enjoy learning about and experiencing the community's open lands and natural areas.

Policy ENV 2.3 – Partner, Collaborate, and Coordinate on Open Lands

Develop effective local and regional partnerships, and collaborate and coordinate within the City, and with other public and private agencies for the protection and conservation of locally and regionally valued open lands. Also, seek the cooperation and assistance of citizens, businesses, community groups, conservation organizations, and governmental agencies in the development and implementation of programs to protect and conserve local and regional open lands.

Policy ENV 2.4 – Inventory Open Lands

Develop and maintain a data inventory on local and regional open lands to aid the City and the public in decisions about these areas, including management of publicly owned lands.

Policy ENV 2.5 – Provide Land Conservation and Stewardship

Acquire, manage, maintain, and enhance public open lands and natural areas in accordance with the 2004 [Land Conservation and Stewardship Master Plan](#) (including the plan's Conservation Focus Areas Map) to ensure the ongoing conservation of plants and animals in need of protection and their associated ecosystems, support biodiversity, control the invasion and spread of undesirable non-native plants, improve aesthetics, and provide opportunities for appropriate public use.

Policy ENV 2.6 – Manage Conflicts

Manage conflicts between people and public open lands through site design, public information and education, habitat manipulation, and plant and animal population management techniques.

Policy ENV 2.7 – Involve and Inform the Public

Involve citizens in planning the management of public open lands, and collect, maintain, and distribute up-to-date information about publicly owned open lands including maps, reports on the conservation values and current resource conditions, and reports on the management needs of local and regional open lands.

Policy ENV 2.8 – Seek Supplemental Funding Sources

Seek supplemental funding sources to further implement open lands policies and programs including private, State, and Federal grants and donations of money, property, and in-kind services.

Policy ENV 2.9 – Provide Access

Design trail routes in open lands to minimize ecological impacts while enhancing access and recreation. Determination of type of trail or suitability for access will be made through an analysis of potential ecological impacts and recreation needs. Special attention will be given to environmentally sensitive trail design, location, and construction.

Policy ENV 2.10 – Maintain Access

Ensure that development activities provide and maintain access to public open land areas, where appropriate.



Public access to open lands and natural areas must be carefully planned and managed in order to conserve plants, animals, and their ecosystems.

Principle ENV 3: Open lands will benefit the City by providing a well-defined edge, establishing community separators, directing development, and conserving rural character.

Policy ENV 3.1 – Utilize Conservation Tools

Purchase open lands and conservation easements, and use other tools such as development regulations, transfer of development rights, and Growth Management Area planning for the purposes of defining and protecting community edges and establishing community separators.

Policy ENV 3.2 – Plan for Community Separators

Identify strategic open lands that serve as community separators outside the Growth Management Area for either public ownership or other land conservation measures. (Also see the Community and Neighborhood Livability chapter's City Structure Plan Map section.)

Policy ENV 3.3 – Coordinate to Create Community Separators

Actively work with local, regional, State, and Federal agencies, as well as private entities, to acquire open lands and conservation easements to create community separators.



Open lands at Fossil Creek Reservoir Natural Area and Fossil Creek Reservoir Regional Open Space provide separation between Fort Collins and Loveland. The Fossil Creek Reservoir Regional Open Space Area was created through a partnership between the City of Fort Collins, Larimer County, and the North Poudre Irrigation Company.

Principle ENV 4: The City will pursue new opportunities to provide multi-functional open lands.

Policy ENV 4.1 – Improve Connectivity

Explore opportunities for land conservation partnerships between Stormwater, Parks and Recreation, Transportation, and Natural Areas departments to provide and enhance trail corridors to connect open lands, to enhance wildlife habitat and corridors, and to improve bicycle and pedestrian access to schools, parks, natural areas, rivers, shopping areas, and neighborhoods.

Policy ENV 4.2 – Enhance and Restore Streams

Explore opportunities for Stormwater, Parks and Recreation, and Natural Areas departments to partner on acquiring and rehabilitating lands to enhance streams.

Policy ENV 4.3 – Improve Water Quality and Detention

Explore opportunities for Stormwater, Parks and Recreation and Natural Areas departments to partner on acquiring lands to incorporate stormwater systems that improve water quality and contribute to the ecological functioning of urban watersheds.

Policy ENV 4.4 – Provide Neighborhood Natural Areas

Explore opportunities for Stormwater, Parks and Recreation, and Natural Areas departments to partner on acquiring lands for neighborhood natural areas.



The Canal Importation Ponds and Outfall (CIPO) Drainage Improvement Project will reduce flooding risk, improve water quality, and restore and enhance the Red Fox Meadows Natural Area.



Policy ENV 4.5 – Support Community Horticulture

Encourage and support the establishment of community gardens and other horticultural projects throughout the City to provide food, beautification, education, and other social benefits. Support the development of community-led horticulture projects and agricultural activities on appropriate City-owned lands (e.g., Homeowner Association-run garden plots in neighborhood parks, ongoing leasing for agricultural purposes, and farmers' markets in public plazas and parking lots). (Also see the Safety and Wellness chapter's Wellness section.)

Policy ENV 4.6 – Utilize Corridors

Provide public access, promote wildlife movement, and link neighborhoods, parks, and activity centers, commercial centers, and streets through a network of open lands and trails along streams, drainageways, and irrigation ditch corridors, where compatible with natural habitats, utilizing environmentally sensitive trail design.

ENERGY

The energy-related principles and policies in this section reflect Fort Collins Utilities' commitment to maximizing the benefits of efficiency and conservation, moving toward cleaner and more renewable energy sources, and adapting to the opportunities brought by innovation and emerging technologies in the electric utility industry. They build on goals and policies addressed in earlier versions of *City Plan* including improving energy conservation, utilizing renewable energy sources, and reducing energy use. They also incorporate new ideas from the City's adopted [Energy Policy](#), [Climate Action Plan](#), and [Action Plan for Sustainability](#), including: providing safe, reliable, competitive, and modern electric service; increasing energy-efficiency, renewable energy, and carbon-neutral energy; promoting green building practices in new construction and existing buildings; reducing the City's carbon footprint; and enhancing local economic health.

The City's Utilities will continue to collaborate on developing policies and programs with Platte River Power Authority (PRPA) and other Platte River communities. Appendix A of the City Energy Policy's 2009 Annual Update highlights the following areas to focus partnerships:

- Design, operate and maintain the electric generation and transmission system to minimize the risk of system outages.
- Develop long-term planning policies for Platte River that facilitate innovative solutions to future energy challenges.
- Design, operate and maintain the electric generation, transmission and distribution system to maximize system efficiency.
- Avoid the construction of new base load generation facilities.
- Reduce impacts from fossil fuel use in current and future generation facilities.
- Diversify the portfolio of energy sources that serve the City.



The City's Northside Aztlan Community Center was designed to optimize energy efficiency.

Principle ENV5: To reduce net community energy use for new construction from conventional fossil fuel sources, the City will expand on current efforts and develop new strategies for increased energy efficiency and use of renewable energy.

Policy ENV 5.1 – Demonstrate Leadership in Public Buildings

Serve as a model to the community by building public facilities to a higher energy efficiency standard than applies to other buildings (e.g., Leadership in Energy and Environmental Design (LEED) Gold certification) and by using on-site renewable energy in new buildings and facilities where technically and economically practical.

Policy ENV 5.2 – Utilize Solar Access

Protect unobstructed sunlight in planning and development processes to promote the use of solar energy.

Policy ENV 5.3 – Remove Barriers to Net Energy Use Reduction

Eliminate barriers to the reduction of net energy use in new construction that arise through the application and enforcement of City Codes.

Policy ENV 5.4 – Support Renewable Energy in New Development

Support the use of renewable energy resources in the layout and construction of new development.

Policy ENV 5.5 – Provide Information and Education

Provide information and education to raise awareness, train stakeholders, and encourage net energy use reduction in all new construction.

Policy ENV 5.6 – Update Regulations

Regularly update codes that define minimum acceptable community standards for new construction with regard to energy efficiency and renewable energy use.

Policy ENV 5.7 – Offer Incentives

Offer a variety of monetary and other incentives to encourage new construction to substantially exceed minimum code requirements for energy efficiency and renewable energy use.

Policy ENV 5.8 – Participate in Research, Development and Demonstrations

Participate in research, development and demonstration efforts to remain at the forefront of emerging technologies and innovative solutions regarding the energy performance of new construction.



Incorporation of renewable energy sources into new development is encouraged, like the inclusion of solar panels on the roof of this new home.

Principle ENV6: To reduce the net energy use of existing buildings and homes from conventional fossil fuel sources, the City will expand on current efforts and develop new strategies to increase energy efficiency and use of renewable energy.

Policy ENV 6.1 – Improve Public Buildings (R)

Serve as a model to the community by improving City buildings and operating them to reduce net energy use.

Policy ENV 6.2 – Remove Barriers to Net Energy Use Reduction

Eliminate barriers to the reduction of net energy use in existing buildings and homes that arise through the application and enforcement of City Codes.

Policy ENV 6.3 – Provide Information and Education

Provide information and education to raise awareness, train stakeholders, and encourage net energy use reduction in existing buildings and homes.

Policy ENV 6.4 – Update Regulations

Regularly update codes that define minimum acceptable community standards for renovation and additions to existing buildings and homes with regard to energy efficiency and renewable energy use.

Policy ENV 6.5 – Offer Incentives

Offer incentives for efficiency, conservation and on-site renewable energy production to encourage owners and tenants of existing buildings and homes to improve and operate them to reduce net energy use.



Policy ENV 6.6 – Provide Renewable Energy Alternatives

Provide alternative means by which residents can participate in renewable energy expansion even if they cannot or prefer not to install renewable energy systems at their own facilities.

Policy ENV 6.7 – Participate in Research, Development and Demonstrations

Participate in research, development and demonstration efforts to remain at the forefront of emerging technologies and innovative solutions regarding the energy performance of existing buildings.

Principle ENV 7: The City will pursue efforts to modernize the electric grid to provide a safe, reliable and secure grid, and to allow for integration of smart grid technologies.

Policy ENV 7.1 – Enhance Safety

Enhance the safe operation of the electric system by employing smart grid technologies. Apply interconnection standards to ensure both the safe operation of customers' generation facilities and the protection of neighboring customers.

Policy ENV 7.2 – Provide Security

Develop both cyber and physical security policies and procedures to ensure electrical and communication systems are secured from attack.

Policy ENV 7.3 – Ensure Reliability

Develop construction standards for both the electrical and communications infrastructure that ensure consistent, highly reliable service.

Policy ENV 7.4 – Maintain Customer Privacy

Develop procedures and policies to preserve Utilities customer privacy.

Policy ENV 7.5 – Manage Information

Develop communication tools to provide customers with in-depth information about their electrical usage so that they can make informed decisions and better control costs.

Policy ENV 7.6 – Consider Aesthetics

Develop standards, procedures, policies, and guidelines to guide builders, architects, and developers in the placement of electric equipment to incorporate aesthetic considerations.



Modernization of the electric grid can enable flexibility and automation of the electric grid, provide real-time feedback to users, and reduce energy use.

Policy ENV 7.7 – Maintain Partnerships

Maintain partnerships with Platte River Power Authority (PRPA) and member utilities to ensure coordinated operations. Collaborative efforts include:

- The annual [Integrated Resource Plan](#) (IRP) prepared by PRPA with Estes Park, Fort Collins, Longmont, and Loveland.
- The [Platte River Climate Action Plan](#) (CAP), first completed in 2009 and coordinated with municipalities, utility staff, citizen advisory groups, large customers, and the general public.
- Investment by PRPA and municipalities on the customer side of the retail electric meter (demand side management).

Policy ENV 7.8 – Provide Cost Management

Implement smart grid technologies to maintain high reliability, affordable costs, safe operations, and enhanced customer service.

Policy ENV 7.9 – Build Flexibility for Storage

Develop guidelines for the incorporation of electrical storage facilities into the electrical system.

Policy ENV 7.10 – Integrate Technologies

Utilize smart grid technologies to facilitate higher levels of integration of renewable energy, energy storage and demand response systems to support community scale net energy use reduction. Examples of technologies include district heating and cooling, waste energy, combined heating and power, solar and solar gardens, and associated thermal energy storage technology.

Policy ENV 7.11 – Participate in Research, Development and Demonstrations

Remain at the forefront of emerging technologies and innovative solutions through research, development, and demonstration projects.

Policy ENV 7.12 – Underground Transmission Lines

Evaluate the future reconstruction or replacement of overhead transmission lines to transfer such lines underground as opportunities arise.

AIR QUALITY

The principles and policies in this section are also reflected in the City's [Air Quality Plan](#), updated concurrently with the *Plan Fort Collins* process. In addition to reflecting the air quality principles and policies below, the [Air Quality Plan](#) sets forth strategies to guide the City's efforts to improve air quality over the next five years. The air quality principles and policies are also closely related to other topics including transportation (vehicle miles traveled, tailpipe emissions), location of housing and employment, energy production, regional coordination, and community health. Please see the Transportation Chapter for additional principles and policies that directly relate to air quality, specifically principles T 1, 3, 7, 9, 11, 12, 16, 27, and 30).

Principle ENV 8: Continually improve Fort Collins' air quality.

Policy ENV 8.1 – Implement Air Quality Plan

Develop and implement a comprehensive Air Quality Plan that contains:

- Air quality policies that are reviewed and adopted by City Council in conjunction with periodic comprehensive plan updates,
- Air quality strategies to meet adopted policies that are evaluated and updated prior to each biennial budget cycle,
- Prioritized air pollutants, and
- A list of air quality indicators to track future progress.

Policy ENV 8.2 – Focus on Priority Air Pollutants

Focus air quality policies and strategies on identified high-priority pollutants to promote program cost-effectiveness. To that end, the City will regularly prioritize air pollutants in conjunction with comprehensive plan updates, considering such criteria as health impacts, air pollution trends, compliance with current state and federal standards, aesthetics, and ability to effect improvements at the local level.

Policy ENV 8.3 – Employ a Citywide Approach

Focus on improving air pollution by reducing total citywide emissions over the long-term and assuring that localized air pollution exposures conform to adopted health standards.

Policy ENV 8.4 – Coordinate Regionally

Work with local and regional partners to improve air quality, recognizing that air pollution does not follow jurisdictional boundaries (e.g., regional haze, ozone).



Air quality plays an important role in quality of life in Fort Collins; poor air quality can exacerbate health problems and reduce visibility.

Policy ENV 8.5 – Focus on Sources

Rather than addressing pollutants individually, reduce air pollution by developing strategies that focus on key sources of air pollution (i.e., on-road, non-road, commercial and industrial, and residential), recognizing that multiple pollutant reductions can be achieved this way.

Policy ENV 8.6 – Prevent Pollution

Promote prevention of air pollution at its source as the highest priority approach in reducing air pollution emissions.

Policy ENV 8.7 – Involve and Inform the Public about Air Quality

Raise awareness about local air quality, report available air quality information to the public on a regular basis, assist citizens in finding existing local air quality information that is of interest to them, and involve citizens and businesses in programs to improve air quality.

Policy ENV 8.8 – Seek Ozone Compliance

Fort Collins and other North Front Range communities do not meet the National Ambient Air Quality Standard for ozone and have therefore been designated as a non-attainment area under the Clean Air Act. Participate in planning for compliance within the non-attainment area and develop strategies to reduce ozone precursor emissions in Fort Collins.

Policy ENV 8.9 – Air Quality Regulation

Use local regulation as needed to improve air quality in addition to public education and incentives.

Principle ENV 9: The City will reduce total mobile source emissions by focusing on both technology (e.g., tailpipe emissions) and behavior (e.g., driving patterns).

Policy ENV 9.1 – Promote Alternative and Efficient Transportation Fuels and Vehicles

Promote alternative and efficient transportation fuels and vehicles that improve air quality. Invest in infrastructure throughout the City to support alternative fuel vehicles and promote the use of such vehicles through education and incentives. (Also see the Transportation chapter's Increase Awareness section for information about reducing mobile source emissions by focusing on behavior.)



Promoting and planning for new vehicle types and efficient transportation fuels could help reduce total mobile source emissions.

Principle ENV 10: The City will, within the scope of its ability, strive to protect and improve the air so it is healthy to breathe and free of levels of pollutants that harm human health (and public welfare).

Policy ENV 10.1 – Forge Health Partnerships

Because air pollution strongly affects human health, consult with a diverse range of experts from the public health and environmental health communities to ensure that City policies and strategies address priority health issues. (Also see the Safety and Wellness chapter.)

CLIMATE CHANGE

Over a decade ago Fort Collins was among the first wave of communities in the nation to commit to reducing local greenhouse emissions. In choosing to embrace climate protection, Fort Collins adopted the "No Regrets" approach already adopted by localities and corporations around the world. This approach entails making economically sound choices to curb greenhouse gas emissions, while providing multiple benefits to the community and support for existing community goals.

The [Climate Action Plan](#) (2008) provides a blueprint for making progress on Fort Collins' greenhouse gas reduction goals while advancing multiple other City objectives. Principle ENV 11 below mirrors the greenhouse gas reduction goals contained within the City's [Climate Action Plan](#).

Principle ENV 11: To help engender a more economically efficient, successful, and resilient community, and to reduce the impact of the Fort Collins community on global climate change, the Fort Collins community will reduce greenhouse gas emissions 20% below 2005 levels by 2020 and 80% by 2050.

Policy ENV 11.1 – Implement and Update the Climate Action Plan

Adopt, implement, report progress on, and periodically update the *Climate Action Plan* and consider scenarios for lowering climate impacts in all major planning efforts that impact greenhouse gas emissions.



Despite a 7.5% growth in population and rising regional Gross Domestic Product (GDP) Fort Collins greenhouse gas emissions dropped slightly between 2005 and 2009, thanks to the efforts of the entire community.

Policy ENV 11.2 – Update Regulations

Regularly update codes to include effective environmental and resource conservation provisions to reduce greenhouse gas emissions by increasing energy efficiency of buildings.

Policy ENV 11.3 – Provide Assistance

Offer education, programs and other assistance to citizens and local businesses interested in reducing their environmental impacts, such as the voluntary Climate Wise program.

Policy ENV 11.4 – Lead by Example and Reduce Municipal Greenhouse Gas Emissions

Lead by example in efforts to improve local air quality by identifying and implementing best practices in municipal operations to prevent air pollution at its source and reduce greenhouse gas emissions from municipal operations 20% below 2005 levels by 2020.

Principle ENV 12: The City will plan and integrate strategies to adapt to a changing climate into City operations, and will promote climate adaptation actions in the community.

Policy ENV 12.1 –Develop a Climate Adaptation Plan and Strategies

Plan to integrate strategies for adapting to a changing climate into City operations and promote adaptation actions in the community.



WASTE RESOURCES MANAGEMENT

The principles and policies in this section build on the City's existing recycling and solid waste management efforts to reduce the amount of municipal solid waste (MSW) that is generated; to divert discarded materials from landfill disposal through reuse, repurposing, recycling, and composting efforts and manage hazardous materials. They reflect the City's 1995 Pay-as-You-Throw Ordinance. This section incorporates new, systems-based ideas about utilizing discarded materials as an economic resource and is closely related to other topics including energy production and greenhouse gas emissions reduction.

Principle ENV 13: The City will provide Fort Collins residents and the business community with information and education about waste management including waste reduction, diversion, and proper disposal.

Policy 13.1 – Raise Awareness

Provide education and promote the City's goals for reducing all types of municipal solid waste (MSW) at the source and diverting discarded material from landfill disposal.

Principle ENV 14: The City will apply the US Environmental Protection Agency's integrated "hierarchy" of waste management to help protect all environmental resources including air, soil, and water using source reduction as the primary approach, followed in order by reuse, recycling/composting energy recovery using emerging pollution-free technology, and landfill disposal (where methane gas capture is employed) as a final resort.

Policy ENV 14.1 – Divert Waste

Identify and develop viable, sustainable strategies designed to accelerate the community's ability to meet or surpass the adopted goal of diverting 50% of the community's waste stream from disposal in landfills.

Policy ENV 14.2 – Lower Greenhouse Gas Emissions

Recognize the critical role of successful solid waste diversion and recycling in significantly lowering greenhouse gas (GHG) emissions and place priority on employing strategies that will enable the community to meet its adopted goals for reducing GHG emissions and the risks of climate change.



In addition to providing extensive information about recycling and waste diversion options throughout the community the City also operates a full-service recycling drop-off facility.

Principle ENV 15: The City will recognize that discarded materials, such as recyclable commodities, reusable products, and organics, can be economic resources for the community.

Policy ENV 15.1 – Encourage Composting

Divert organic material from landfill disposal and put it to a beneficial secondary use as compost, which increases water conservation, adds nutritional value, and provides carbon dioxide storage capacity (carbon sink) when applied to soil, or for generating alternative sources of energy.

Policy ENV 15.2 – Generate Energy

After recyclable, compostable, and reusable marketable materials have been removed, utilize the remainder of the municipal solid waste (MSW) stream as a feedstock for energy production using newly emerging, ultra-low



Composting or recycling yard debris such as leaves and grass clippings diverts waste from landfills.

polluting transformation technology.

Policy ENV 15.3 – Establish Incentives for Waste Processors

Support the use of incentives (e.g., tax increment financing system or enterprise zones for resource recovery industries) to create sustainable means of repurposing, recycling, or composting as an economic alternative to Colorado's low-cost landfills.

Policy ENV 15.4 – Enhance the Economy

Consider potential and existing recycling and waste recovery activities as opportunities to enhance local revenue generation and create jobs.

Policy ENV 15.5 – Systems-Based Approach

Apply a systems-based approach to managing materials that flow into the community (e.g., inventories, tracking systems), as well as their post-consumer destinations, in order to analyze opportunities for alternatives to landfill disposal.

Policy ENV 15.6 – Analyze Lifecycles and Costs and Benefits

View the generation of discards, by-products, and waste materials, and all techniques for treating or managing these resources as an integrated system in order to identify opportunities to put discarded material to its "highest and best" reuse. Advocate the use of full lifecycle analyses and cost/benefit assessments in the interest of transforming these otherwise wasted resources into viable, marketable commodities over the long-term.

Principle ENV 16: The City will collaborate with other organizations to develop infrastructure that will accommodate larger quantities of discarded materials, such as recyclable commodities, organics, and hazardous waste, for appropriate processing and that will reduce shipping distances.

Policy ENV 16.1 – Coordinate with Others

Coordinate with private businesses, non-profit groups, CSU, Poudre School District, and other government agencies to increase local infrastructure and improve market conditions for recycling, composting and reuse industries and educate the public about source reduction and recycling.

Policy ENV 16.2 – Consider Financial Investment

Consider investments in energy generation or other kinds of facilities that are designed to collect and process materials that cannot be recycled or reused.

Principle ENV 17: The City will act as a steward of the environment and public health by using its regulatory authority.

Policy ENV 17.1 – Update Regulations

Regularly update codes to include effective environmental and resource conservation provisions to promote waste reduction, efficient resource use, and recycling.

Policy ENV 17.2 – Manage Hazardous Materials and Waste

Promote pollution prevention-based management (and practice these measures in municipal operations) and commit to acting as a resource to assist the community in preventing pollution and minimizing hazardous chemical usage, motivating citizens to practice appropriate disposal techniques, and enforcing environmental regulations, including the City's ban of electronics in the waste stream.

Policy ENV 17.3 – Encourage Producer Responsibility

Support state and federal efforts to establish producer responsibility systems, which encourage manufacturers to invest in ways to reduce the lifecycle impacts of their products or to create options for "taking back" items such as electronics, paint, and household cleaning items that impact public health and the environment.

Policy ENV 17.4 – Construction Waste Reduction

Encourage activities that help divert debris from construction-related activities. Explore the feasibility of requiring any City-subsidized projects to employ reduction and solid waste diversion practices that reduce the volume of material sent from city construction sites to landfills for disposal.



Sorting and recycling of construction-related materials can significantly reduce the amount of waste sent to landfills.



STORMWATER AND FLOOD MANAGEMENT

The principles and policies in this section build on the floodplain and stormwater topics contained in prior versions of *City Plan* which aimed to minimize flood hazards and damage and to protect the quality of streams, rivers, and water resources. They reflect the [Utilities of the 21st Century](#) goals of restoration of streams, protection of people and property from the impact of flooding, maintaining the Federal Emergency Management Agency (FEMA) Community Rating System (CRS) Class 4 rating, (which is a high rating, keeping flood insurance costs lower), and ensuring all stormwater runoff is treated to improve water quality.

On-site stormwater management techniques on individual privately owned sites have been, until recently, the primary approach to the most advanced thinking in stormwater management because they were thought to be technically superior in performance and were less complicated to implement. However, those approaches have been found to be less effective in treatment and protection of stream health than anticipated, as they tend to run counter to the concept of compact development and higher densities for infill, are difficult to maintain, and miss opportunities to create shared or multi-purpose open space, recreation, and habitat. The principles and policies aim to provide alternatives to reduce dependence on subsurface stormwater piping and place stronger emphasis on partnerships to improve the effectiveness of stormwater facilities, reduce land area required, and make facilities more integrated. Additional stormwater information and prototypes prepared as part of the *Plan Fort Collins* process are available in the [City Plan Stormwater Supplement](#).

Principle ENV 18: The City will minimize potentially hazardous conditions associated with flooding, recognize and manage for the preservation of floodplain values, adhere to all City mandated codes, policies, and goals, and comply with all State and Federally mandated laws and regulations related to the management of activities in flood-prone areas.



Current practices require onsite treatment and detention which discourages density in urban areas. Where increased density is desired flexible requirements can help achieve greater density without sacrificing stormwater detention/treatment goals. Tanner Springs in Portland, Oregon, above, illustrates how adjoining developments can increase their density by grouping stormwater facilities together creating park space that also functions as a stormwater treatment/detention facility.

Policy ENV 18.1 – Balance Environmental, Human and Economic Concerns

Recognize and manage floodplains with the intent to provide a balance between economic, environmental, and human (including safety) considerations within floodplain lands.

Policy ENV 18.2 – Manage Risks

Seek to minimize risk to life and property by structural and non-structural design or modification of actions in the floodplain where it is not otherwise practical to place structures and human activities outside of the floodplain. Discourage new development in the 100-year floodplain to avoid additional modifications and structural controls.

Policy ENV 18.3 – Minimize Flood Damage

Recognize that maintenance, restoration, and enhancement of the natural resources and the beneficial

functions of floodplains is a concurrent goal with reducing human and wildlife vulnerability to flood damage.

Policy ENV 18.4 – Manage Floodplain

Require structures and facilities that are unavoidably located in the floodplain to be designed to be consistent with the intent of the standards and criteria of the City of Fort Collins and the National Flood Insurance Program.

Policy ENV 18.5 – Provide Education

Inform the public about the hazards of flooding and develop and disseminate the most accurate information obtainable on local flood hazards. Educate the public about the natural and beneficial functions and uses of floodplains.

Policy ENV 18.6 – Modify Detention Requirements for Redevelopment

Modify detention requirements to allow for greater flexibility of options for meeting National Pollutant Discharge Elimination System (NPDES) rules and create mechanisms to satisfy detention requirements through a more holistic approach that includes Low Impact Development (LID) tools and satisfying such requirements on a sub-watershed basis rather than exclusively on an individual parcel specific basis.

Principle ENV 19: The City will pursue opportunities to protect and restore the natural function of the community's urban watersheds and streams as a key component of minimizing flood risk, reducing urban runoff pollution, and improving the ecological health of urban streams.

Policy ENV 19.1 – Employ a Watershed Approach to Stormwater Management

Design stormwater systems to minimize the introduction of human caused pollutants. Pursue educational programs and demonstration projects to enhance public understanding of pollution prevention efforts. Design tributary systems for water quality control with appropriate use of buffer areas, grass swales, detention ponds, etc. Include receiving water habitat restoration and protection in stormwater master plans in conjunction with habitat mapping efforts.

Policy ENV 19.2 – Pursue Low Impact Development

Pursue and implement Low Impact Development (LID) as an effective approach to address stormwater quality and impacts to streams by urbanization. Low Impact Development is a comprehensive land planning and engineering design approach with a goal of minimizing the impact of development on urban watersheds through the use of various techniques aimed at mimicking pre-development hydrology.





Principle ENV 20: The City will develop an integrated stormwater management program that addresses the impacts of urbanization on the City's urban watershed. As part of that program, the City will implement requirements and strategies for multi-functional stormwater facilities that support density goals for development and redevelopment at a sub-watershed level.

Policy ENV 20.1 – Develop Stormwater Master Plans

Develop master plans for future stormwater projects in order to minimize the impacts of urbanization. Master plans should consider the naturalization of stream corridors, piped conveyance, and other methods to provide a balanced benefit to the citizens of Fort Collins.

Policy ENV 20.2 – Follow Design Criteria for Stormwater Facilities

Utilize stormwater facility design criteria that follow national Best Management Practices (BMPs).

Policy ENV 20.3 – Utilize Public Lands

Utilize public lands, such as street rights-of-way, for the design of multi-functional stormwater facilities by maximizing the carrying capacity of streets with curb and gutter, and by modifying design standards to promote infiltration or detention where appropriate depending on area specifics. Emphasize the development of a linked surface stormwater system that reinforces the City's open lands policy and reduces the need for large stormwater pipes. (Also see the Transportation chapter's Mode Choices section.)

Policy ENV 20.4 – Develop Public/Private Partnerships

Employ public/private partnerships to optimize the balance between stormwater management and compact development. Take advantage of opportunities to combine stormwater management needs from both public and private lands.



Existing publicly owned land, which includes street right-of-ways and utility corridors, in some cases can be repurposed as stormwater facilities; these facilities can be constructed in conjunction with the existing use of the site along with other public uses such as pedestrian trails and bikeways. The images above illustrate the use of excess road width to convey, treat and possibly detain stormwater reducing the need for larger pipes and larger dedicated stormwater treatment facilities.

WATER RESOURCES

This section carries forward many of the water related principles and policies from prior versions of *City Plan* including emphasis on water conservation and providing high quality drinking water, as reflected in the City's adopted [Water Quality Policy](#). The community reaps various economic, environmental, and human benefits from receiving consistently high quality drinking water. Some of these benefits include no need for water softeners, little or no need for additional treatment for many industrial applications, no secondary treatment is needed at home taps, and all in the community being able to forego the expense and waste of bottled water. All of these benefits place focus on the continued protection of high mountain watersheds now and in the future.

The principles and policies in this section also address future water needs. The City is currently updating the 2003 [Water Supply and Demand Management Policy](#), which will identify measures or programs that need to be continued or implemented to provide a reliable supply to the community in the future. They also introduce the topic of wastewater treatment into *City Plan*, emphasizing water reclamation standards, programs, and practices that meet or exceed regulatory requirements.

Principle ENV 21: Drinking water treated by the City's Water Utility and will meet or exceed customer expectations for quality, quantity, and reliability. Water conservation will be strongly encouraged.

Policy ENV 21.1 – Adhere to Drinking Water Quality Standards

Develop and adhere to drinking water quality standards, treatment practices, and procedures that provide the highest level of health protection that can be realistically achieved.

Policy ENV 21.2 – Abide by Water Supply and Demand Management Policy

Provide for an integrated approach to providing a reliable water supply to meet the beneficial needs of customers and the community while promoting the efficient and wise use of water. Conservation measures should be implemented in accordance with the [Water Conservation Plan](#) and periodically adjusted to reflect new and effective conservation measures. Water supply reliability criteria will take into consideration potential effects of climate change and other vulnerabilities. Water supplies and related facilities shall be acquired or developed after careful



Programs like the City's sprinkler system audits help citizens conserve water and save money on utility bills.

consideration of social, economic and environmental factors.

Principle ENV 22: The City's Wastewater Utility will meet or exceed state and federal water quality standards, treatment practices, and procedures to ensure applicable regulatory standards are achieved.

Policy ENV 22.1 – Adhere to Water Quality Discharge Standards (N)

Meet and exceed state and federal water quality discharge standards by employing best management treatment practices and procedures that provide the highest level of health protection that can be realistically achieved.

Policy ENV 22.2 – Manage Biosolids Program at Meadow Springs Ranch

Safely and responsibly manage wastewater solids and at the same time develop an exemplary program where beneficial reuse of biosolids, sound environmental management, and local ranching work together for a sustainable future for all.



POUDRE RIVER CORRIDOR

The community has expressed interest in managing and protecting the Cache la Poudre River's biological, aesthetic, and ecological values since the first *City Plan* in 1997. The community continues to have high interest in the River and its condition. The issues are complex because of reservoir proposals that would affect the river and because water flows have been reduced from historic flows due to diversions for municipal, industrial, and agricultural uses. The principles and policies in this section strengthen the City's resolve to support a healthy river ecosystem, and also carry forward ideas from prior versions of *City Plan* related to the restoration and enhancement of natural habitat, conservation and protection of natural features, educational opportunities, floodplain management, and regional coordination. Also see the Poudre River principles and policies in the Community and Neighborhood Livability Chapter.

Principle ENV 23: Adjacent land uses will be carefully managed to ensure that the diverse community values of the Poudre River Corridor are protected and enhanced.

Policy ENV 23.1 – Poudre River Corridor Overlay

The [City Structure Plan Map](#) contains a special overlay designating the Poudre River Corridor. The intent is to highlight the Corridor as an area needing special consideration due to its great importance to the community. Craft changes within the Corridor with care and with meaningful opportunities for community participation. (Also see the Community and Neighborhood Livability chapter's Corridors section).

Principle ENV 24: The City will support a healthy and resilient Cache la Poudre ecosystem and protect, enhance and restore the ecological values of the River

Policy ENV 24.1 – Support Ecological Resilience

Support a healthy river ecosystem that is resilient; i.e., a river ecosystem that has the capacity to persist and adapt over time in the face of natural and human-caused challenges. Protect or enhance opportunities for natural processes to drive ecosystem renewal.

Policy ENV 24.2 – Conserve Natural Features

Conserve and protect important natural areas and natural values within the Poudre River Corridor. This will include acquiring land for public natural areas and conservation easements to protect natural area values on privately-



The Cache la Poudre River ecosystem is shaped and affected by land uses and other activities that occur within and adjacent to the River corridor.

owned lands, establishing appropriate cooperative agreements with adjacent landowners, developing and applying development regulations and design standards, and promoting public education and outreach programs and other appropriate techniques.

Policy ENV 24.3 – Provide Natural Area Protection Buffers

Maintain natural area protection buffers along both banks of the Poudre River to protect natural features and scenic qualities and to account for the natural instability of the River channel. The buffer should be a minimum of three hundred (300) feet wide, beginning at the outer limits of the river bank or areas of riparian vegetation. One known exception to this general policy is the stretch of the river between North College Avenue and Lincoln Avenue, where a narrower minimum buffer distance is allowed due to the constraints of existing development and the area's proximity to Downtown.

Policy ENV 24.4 – Restore and Enhance

Restore or enhance degraded or disturbed areas of the Poudre River Corridor to improve natural habitat conditions, biodiversity, and aesthetic and recreational values. Restoration and enhancement projects may be performed cooperatively with adjacent private landowners and volunteer community groups.

Policy ENV 24.5 – Coordinate to Provide Adequate Instream Flows

Work to quantify and provide adequate instream flows to maintain the ecological functionality, and recreational and scenic values of the Cache la Poudre River through Fort Collins.

Principle ENV 25: The City will provide enhanced recreation opportunities within the Poudre River Corridor, with an emphasis on scenic values, heritage education, and interpretation while avoiding or minimizing impacts to environmentally sensitive areas.

Policy ENV 25.1 – Minimize Impacts

Locate and design recreational features within the Poudre River Corridor in a way that avoids or minimizes impacts to natural areas, wildlife habitat, water quality, and other environmental values.

Policy ENV 25.2 – Integrate Parks and Recreation Sites

In addition to existing facilities such as Lee Martinez Park, the [Parks and Recreation Policy Plan](#) identifies future recreation facilities in the Poudre River Corridor. Place emphasis on integrating natural, environmental, historic, and cultural values within new public recreation sites.

Policy ENV 25.3 – Extend the Poudre River Trail

Extend the Poudre River Trail system downstream to Harmony Road and then to Greeley through partnerships with Larimer County, Weld County, and other Northern Colorado interests. Location and design will account for and avoid or minimize impact to environmentally sensitive areas.

Policy ENV 25.4 – Develop Trail/Path Linkages

Develop additional trails or paths, as appropriate, to link the Poudre River Corridor to adjacent city neighborhoods and districts to provide public access within the Poudre River Corridor. These trail/path connections will be located and designed to avoid or minimize impacts to environmentally sensitive areas.

Principle ENV 26: The City will manage the Poudre River floodplain to minimize potentially hazardous conditions while promoting natural processes associated with flooding, erosion, and channel migration to occur over time as appropriate.

Policy ENV 26.1 – Implement the Poudre River Master Drainageway Plan

Implement the [Poudre River Master Drainageway Plan](#) to reduce the risk of flood damage to existing structures and property and minimize risks to public safety. Floodplain management will recognize and manage floodplains with the intent to protect public safety in a way that is environmentally responsible and economically viable. The

100-year floodplain of the Poudre River will be protected to maintain, restore, and enhance natural river processes and the environmental services of floodplains.

Policy ENV 26.2 – Integrate Watershed and Stormwater Management

Design stormwater systems within the Poudre River watershed to minimize the introduction of human-caused pollutants. Educational programs and demonstration projects will be pursued to enhance public understanding of pollution prevention efforts.

Policy ENV 26.3- Ensure Setbacks for Channel Instability and Improve Channel Migration

Apply buffer zones and consider vertical and lateral channel stability with new development and redevelopment to ensure adequate setbacks are provided to account for lateral migration of the River channel across the floodplain and vertical degradation. The resiliency of the Poudre River ecosystem is tied directly to the ability of the channel to migrate back and forth across the floodplain. Therefore, make efforts to protect the capacity of the channel to move laterally across the landscape and seek opportunities to improve or restore the function of channel migration.

Policy ENV 26.4 – Development in the Floodplain

The Poudre River 100-year floodplain will be protected by implementing best management conservation techniques and floodplain regulations. Floodplain regulations shall promote public safety, protect the Poudre River corridor, and allow natural hydraulic and hydrologic processes to occur.

Principle ENV 27: Historic landmarks, cultural landscapes, and scenic and aesthetic qualities will be protected within the Poudre River Corridor.

Policy ENV 27.1 – Protect Historic Landmarks and Cultural Landscapes

Protect historic landmarks and significant cultural landscapes within the Cache la Poudre River National Heritage Area, which extends for 45 miles and includes the lands within the River's 100-year floodplain. Protection of the historic and cultural resources will be accomplished using land acquisition, local landmark designation, conservation easements, land use policies, and development and design standards.

Policy ENV 27.2 – Maintain and Enhance Visual Resources

Locate and design development within the Poudre River Corridor to best maintain or enhance views of the River,



its natural setting, the protected corridor features, and the foothills and mountains.

Policy ENV 27.3 – Develop Landscape Guidelines

Develop guidelines for landscape treatment and streetscapes within the Poudre River Corridor that include the use of materials that are native to the Poudre River Corridor and will integrate developed areas within the natural context of the River corridor.

Policy ENV 27.4 – Restore and Enhance

Restore or enhance degraded or disturbed areas of the Poudre River Corridor to improve ecological conditions, aesthetics, and recreation access. Restoration and enhancement projects may be performed cooperatively with private landowners and volunteer community groups.

Principle ENV 28: The City will encourage learning and community awareness of the Poudre River’s historic, cultural, and natural heritage through education and interpretation.

Policy ENV 28.1 – Support Educational and Environmental Learning Opportunities

Support and provide historical, cultural, and environmental learning opportunities in the Poudre River Corridor. The Cache la Poudre River National Heritage Area was formed to provide for the interpretation of the unique and significant contributions of cultural and historic lands, waterways, and structures to our national heritage. Integrate education with interpretation, which may include interpretive trails and educational facilities as well as outdoor laboratories for lessons on wildlife habitat, gravel extraction and reclamation, floodplain management, rural heritage, farming, pollution prevention, and conservation/reconstruction of historic sites and structures.

Principle ENV 29: The City will collaborate with gravel mining interests to ensure that mining operations are conducted to meet community values and restore ecological function.

Policy ENV 29.1 – Gravel Mined Land Purchases

Evaluate areas along the Poudre River that have been mined for gravel for acquisition for public open lands purposes.

Policy ENV 29.2 – Reclaim Gravel Mined Areas

Collaborate with gravel mining interests to develop innovative approaches to gravel mine reclamation that will provide wildlife habitat, restoration of native landscapes, recreational opportunities, water storage, and other public values.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

VISION



A high quality built environment:

- A compact pattern of development within a well-defined community boundary.
- Adequate public facilities, services, and infrastructure to serve existing development and new growth.
- Opportunities for redevelopment, revitalization, and growth in targeted areas.
- Cohesive, distinct, vibrant, safe, and attractive neighborhoods.
- Vital and appealing activity centers and destinations throughout the city.
- Quality and accessible housing options for all household types and income levels.
- Preservation and enhancement of historic resources.
- Distinctive and attractive community image, design, and identity.
- Nature visible and accessible in the city.





BACKGROUND

OVERVIEW

The previous editions of *City Plan* established guidance for shaping the look, feel, and function of neighborhoods, commercial centers, and employment areas. The 2010 *City Plan* update builds on this solid foundation and continues to envision a distinctive city in which separate developments, streets, parks, and public works projects form a cohesive, integrated community.

In Fort Collins, development and growth are focused within the community's designated Growth Management Area in order to protect sensitive natural resources and the regional landscape setting, encourage infill and redevelopment (inward revitalization), and make the most efficient use of public infrastructure. By increasing the overall average density of the city, the community's neighborhoods will foster efficient land use, support a mix of housing types, increase efficiency of public utilities, streets, facilities, and services, and accommodate multiple modes of travel (including vehicle, bus, bike, and walking). Supporting land uses are to be brought together in a development pattern designed to create a pleasant environment for walking and bicycling as well as automobile and transit travel. Within the overall development pattern, distinctive local design of buildings and streetscapes, thoughtful preservation of valuable historic resources, and incorporation of public art are key parts of community livability.

While earlier versions of *City Plan* focused largely on new development, the 2010 *City Plan* continues to shift the focus toward redevelopment and infill development. These activities are increasing as the remaining vacant lands within the community's Growth Management Area build out. The Targeted Redevelopment Areas Map identifies possible locations for future infill and redevelopment activities. Many of the Targeted Redevelopment Areas are designated as activity centers or areas where higher intensity development is encouraged and expected to occur to support existing and future transit. Activity centers generally correspond to Commercial Districts identified on the [City Structure Plan Map](#) and are intended to be vibrant, walkable, bicycle-friendly, transit-supportive places that contain a mix of housing, employment, retail, culture, arts, and dining.

Earlier versions of *City Plan* also envisioned a community with a wide variety of housing types (including single-family houses, duplexes, townhomes, apartment, and condos/lofts) – ideas which are carried forward in this chapter of the 2010 *City Plan* so that people from all income levels may have choices of affordable and quality housing in diverse neighborhoods throughout the community.

Finally, the earlier versions of *City Plan* introduced the [City Structure Plan Map](#) to guide ongoing growth and evolution of the community. It translates the overall vision for our built environment into a map with four basic kinds of components that make up the physical form and development pattern of the city: Neighborhoods, Districts, Edges, and Corridors. These components are structured around the following key themes:

- Focus on a Compact Development Pattern
- Provide an Interconnected Transit System
- Accommodate Multiple Means of Travel
- Provide Transit-Oriented Activity Centers
- Provide an Interconnected System of Open Lands
- Reduce Carbon Emissions

ORGANIZATION OF THIS CHAPTER

The principles and policies in this chapter address community and neighborhood livability at two levels: first, at a citywide—or more general level, and second, at a more specific level for each of the types of places identified on the [City Structure Plan Map](#). Topics addressed at each level are as follows:

Citywide Neighborhood and Community Livability Principles and Policies

- Growth Management
- Infill and Redevelopment
- Housing
- Community Appearance and Design
- Historic Preservation

City Structure Plan Map Principles and Policies

- Neighborhoods
- Districts
- Edges
- Corridors

RELATED PLANS AND POLICIES

The content in this chapter is related to the following adopted plans and policies:

- [City Plan](#) (1997, 2004)
- [Subarea Plans](#)
- [City Plan Monitoring Project Indicator Report](#) (2007)
- [Affordable Housing Strategic Plan](#) (2010)
- [Larimer County Housing Needs Assessment](#) (2009)
- [Historic Preservation Program and Policies](#) (various dates)

COMMUNITY AND NEIGHBORHOOD LIVABILITY AND SUSTAINABILITY

The economic, environmental, and human aspects of the City's sustainability relate to community and neighborhood livability in the following ways:

Economy

A mix of land uses (housing, retail, employment, etc.) provides opportunities to grow and diversify the economy throughout the community and for citizens to meet their retail and services needs in a variety of locations. A mix of housing options throughout the community also accommodates residents of all income levels in the city near places of work or other activity centers. Emphasis on infill and redevelopment allows for the reuse and more efficient use of existing infrastructure and captures the value of embodied energy and resources, which can provide cost savings for developers and the City as well as reducing its carbon footprint. Finally, an attractive community is related to the economy in that it helps make the community more appealing and valuable to businesses, visitors, and residents.

Environment

Land use and growth management decisions are strongly related to environmental health. Focusing on a compact development pattern, and establishing community separators and development buffers help protect and maintain important habitat and open areas. Emphasis on redevelopment, infill, historic preservation, and high-efficiency housing and buildings also helps to divert waste and conserve water, energy, and other environmental resources. Lastly, a compact development pattern and transportation options help to reduce carbon emissions, reduce impacts on climate change, and improve air quality.

Human

Community and neighborhood livability is related to human well-being in that a mix of land uses and housing and transportation options provide opportunities for citizens to be self-sufficient and to live, work, and travel within the community. Additionally, focus on growth management and compatible infill and redevelopment help to ensure that citizens can expect adequate City services and compatibility as growth occurs.

CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS

For *Plan Fort Collins* and *City Plan* to be effective the City must continually monitor its progress related to community and neighborhood livability and the built environment. The following are examples of indicators that could be used to monitor progress related to community and neighborhood livability.

- Jobs-Households Ratio
- Housing Affordability
- Carbon Emissions
- Vehicle Miles Traveled
- Walkability Score
- Housing Diversity

SYSTEMS APPROACH: CONNECTED TOPICS

Many of the topics within the Community and Neighborhood Livability chapter are closely related to the topics, principles, and policies in other chapters. By emphasizing and understanding the relationships between these different topics, the City may have more opportunities to pursue mutually beneficial actions, foster new relationships, leverage funding opportunities, and maximize resources. The principles in other chapters that directly address or are closely connected to community and neighborhood livability are outlined in the following table. Note that a "closely connected" relationship means that while the topic may not be specifically called out in the principle language, it is clearly mentioned in supporting policies. While some principles and policies may not be identified as closely connected in the following table, linkages and relationships between topics may exist beyond the principle or policy language.



	Economic Health	Environmental Health	Safety and Wellness	Culture, Parks, and Recreation	High Performing Community	Transportation
Growth Management	<ul style="list-style-type: none"> Local and creative economy (EH 3) Regional economic development efforts (EH 5) 	<ul style="list-style-type: none"> Protect natural features and open lands (ENV 1, 2, 3, 24) 	<ul style="list-style-type: none"> Adequate public services (SW 1) Location of health and human services (SW 2) 	<ul style="list-style-type: none"> Adequate public facilities (CPR 1) 	<ul style="list-style-type: none"> Collaboration regionally and with service providers (HI 4) Cost recovery (HI6) 	<ul style="list-style-type: none"> Capital Improvements Plan (T 22) Level of Service requirements and adequate facilities (T 24, 25)
Infill and Redevelopment	<ul style="list-style-type: none"> Essential infrastructure and facilities (EH 3) Targeted redevelopment areas (EH 4) 	<ul style="list-style-type: none"> Multi-functional lands (ENV 4, Increased efficiency in existing buildings (ENV 6) Floodplain management (ENV 18) Low impact development and multi-functional stormwater facilities (ENV 19, 20) 		<ul style="list-style-type: none"> Adapt facilities to changing community (CPR 5) 	<ul style="list-style-type: none"> Forge partnerships to solve problems (HI 3,4) 	<ul style="list-style-type: none"> Infill and redevelopment and Enhanced Travel Corridors (T 2)
Housing	<ul style="list-style-type: none"> Development and redevelopment in strategic areas (EH 4) 	<ul style="list-style-type: none"> Efficiency and conservation in new and existing buildings (ENV 5, 6) 	<ul style="list-style-type: none"> Coordination with health and human service providers (SW 2) 		<ul style="list-style-type: none"> Inclusive city for all people (HI 3) 	
Appearance and Design	<ul style="list-style-type: none"> Local and unique businesses (EH 3) 	<ul style="list-style-type: none"> Well-defined community edge (ENV 3,) Utilize solar access (ENV 5) Aesthetics of energy system (ENV 7) 	<ul style="list-style-type: none"> Safety through design (SW 1) Design for active living (SW 2) 	<ul style="list-style-type: none"> Visibility of arts and culture (CPR 1, 2) 		<ul style="list-style-type: none"> Context-sensitive and attractive street design (T 4, 9, 24)
Historic Preservation		<ul style="list-style-type: none"> Construction waste diversion and adaptive reuse (ENV 15, 17) 		<ul style="list-style-type: none"> Cultural education and preservation (CPR 1, 3) 		
City Structure Map	<ul style="list-style-type: none"> Diverse economy and land uses (EH 1) Targeted redevelopment areas (EH 4) 	<ul style="list-style-type: none"> Resilient Cache la Poudre ecosystem (ENV 24, 25, 26, 27, 28, 29) 	<ul style="list-style-type: none"> Agricultural uses and community gardens (SW 3) 	<ul style="list-style-type: none"> Interconnected system of parks and open lands (CPR 4) 		<ul style="list-style-type: none"> Coordinated transportation and land use (T 1, 2, 3, 4) Connections to destinations (T 2, 10, 11, 12, 13)



COMMUNITY AND NEIGHBORHOOD LIVABILITY PRINCIPLES AND POLICIES

GROWTH MANAGEMENT

The principles and policies in this section carry forward the *City Plan* vision for a community with a compact land use pattern within a well-defined boundary, adequate public facilities, and development paying its share of costs of necessary public facilities and services.

Principle LIV 1: City development will be contained by well-defined boundaries that will be managed using various tools including utilization of a Growth Management Area, community coordination, and Intergovernmental Agreements.

Policy LIV 1.1 – Utilize a Growth Management Area

Collaborate with the County and other jurisdictions in utilizing a Growth Management Area (GMA) surrounding Fort Collins to guide and manage growth outside of the City limits and delineate the extent of urban development in Fort Collins.

Policy LIV 1.2 – Consider Amendments to the Growth Management Area (GMA)

The Growth Management Area (GMA) will remain generally as presently configured but will be subject to limited amendments in accordance with the following criteria. Two particular amendments to the GMA that have been identified for future consideration are the Wildflower and CSU Foothills Campus. The identification of any additional proposed amendments to the GMA will be undertaken only in conjunction with future comprehensive updates of *City Plan*. The criteria to be considered in reviewing each of these proposed GMA amendments will include, but need not be limited to, the following:

- a. Whether the proposed amendment is consistent with community goals, principles, and policies as expressed in *City Plan*,
- b. Whether the proposed amendment has a positive net fiscal benefit to the community,
- c. Whether the proposed amendment is necessary to accommodate an activity that cannot be reasonably accommodated on lands within the existing GMA,
- d. Whether the land proposed for inclusion in the GMA contains any environmental factors or hazards that make the area unsuitable for inclusion within the GMA, and

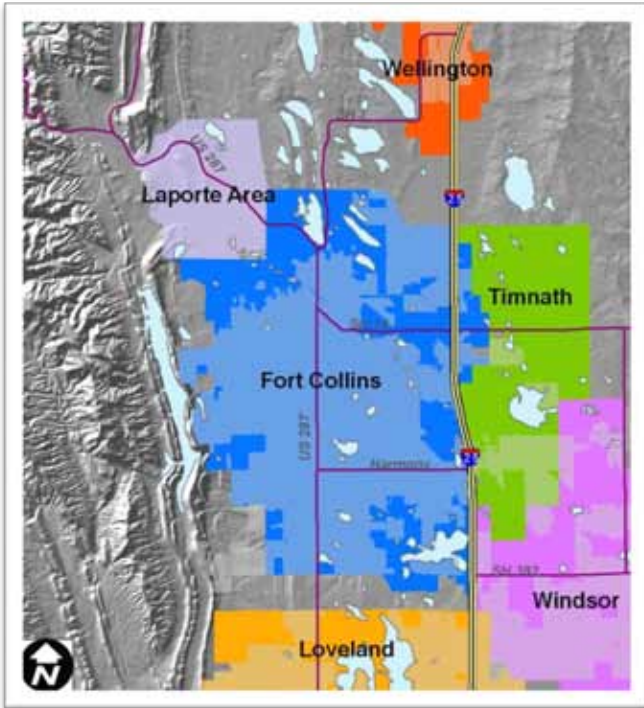


Boundaries like the Growth Management Area (GMA) help define the edge of the community.

- e. Whether the proposed amendment would result in a logical change to the GMA. Factors to be included in making this determination will include, but need not be limited to, the following:
 - o Whether the proposed amendment would allow for the logical, incremental extension of urban services,
 - o Whether the proposed amendment would offer a desirable new “edge” to the community,
 - o Whether the existing boundary to be extended is contiguous to existing developed areas of the city, and
 - o Whether the proposed amendment would contribute to the compact urban form of the city.

Policy LIV 1.3 – Coordinate at Community Edges

Collaborate with Larimer County and adjacent communities to plan the edges of the Fort Collins Growth Management Area. Provide joint guidance on factors including, but not limited to, future land use, development referrals, infrastructure planning, development standards, Transfer of Development Rights (TDR) programs, fees, community separators, and the preservation of open lands.



Ongoing coordination, planning, and intergovernmental agreements are important since Fort Collins is located in close proximity to other Northern Colorado communities.

Policy LIV 1.4 – Maintain Intergovernmental Agreements

Work with Larimer County and other jurisdictions to revise Intergovernmental Agreements (IGAs) as needed. Take the following objectives into consideration when revising IGAs:

- a. Institute a consistent and coordinated system of fees and standards for development located inside and outside the Growth Management Area.
- b. Encourage Larimer County to revise development criteria for projects within the Growth Management Area to be in conformance with *City Plan* standards.

Principle LIV 2: The City will consider the annexation of new territory into the City limits when the annexation of such property conforms to the vision, goals, and policies of *City Plan*.

Policy LIV 2.1 – Follow Annexation Policies

Weigh the following factors when considering the annexation of new land into the incorporated limits:

- a. Statutory requirements.
- b. Property to be annexed must be located within the Growth Management Area (GMA) except for City owned open lands abutting the GMA.

- c. Phasing of public services and facilities.
- d. Annexation of county enclaves.
- e. Infrastructure standards.
- f. Properties with annexation agreements as conditions of approval.
- g. Costs and benefits.

Principle LIV 3: The City will coordinate facilities and services with the timing and location of development and ensure that development only occurs where it can be adequately served.

Policy LIV 3.1 – Commit to Providing Capital Facilities

Recognizing the limits of the City's financial resources, commit to deriving the greatest value possible from its investments in infrastructure in the following ways.

- a. Prioritize existing deficiencies, ensure maintenance of existing capital facilities, and remedy existing deficiencies in infrastructure facilities over time as resources allow.
- b. Fund each of the categories of facilities at an appropriate level determined in accordance with the Capital Improvements Plan and in accordance with adopted levels of service for public facilities and services.

Policy LIV 3.2 – Follow Capital Improvement Policies

Operate under the following Capital Improvement Policies:

- a. Develop a multi-year plan for capital improvements and update it annually.
- b. Administer all capital improvement projects using the Capital Project Procedure Manual.
- c. Identify estimated costs and funding sources for each capital project requested before submitting such requests to the City Council.
- d. Construct and incur expenditures for capital improvements only for the purpose as approved by City Council.
- e. Use a variety of different funding sources to fund capital projects with an emphasis on the "pay-as-you-go" philosophy.
- f. Identify funding for operating and maintenance costs for approved capital projects at the time projects are approved.

(Also see the [Transportation Master Plan](#) and the Transportation and Environmental Health chapters.)

Principle LIV 4: Development will provide and pay its share of the cost of providing needed public facilities and services concurrent with development.

Policy LIV 4.1 – Ensure Adequate Public Facilities

Utilize the provision of public facilities and services to direct development in desired directions, in accordance with the following considerations:

- a. Only permit development where it can be adequately served by critical public facilities and services such as water, sewer, police, transportation, schools, fire, stormwater management, and parks, in accordance with adopted levels of service for public facilities and services.
- b. Do not extend new roads and other City services to serve development that is inconsistent with *City Plan* or other regional plans as adopted by the City. Moreover, the City should not enter into any agreements with other jurisdictions to jointly fund or construct infrastructure improvements or provide services that might foster growth that is inconsistent with these plans. The City is not precluded from working with other jurisdictions to provide services and facilities that benefit the entire community such as water and wastewater facilities, regional trails, open space and parks.
- c. Give preferential consideration to the extension and augmentation of public services and facilities to accommodate infill and redevelopment before new growth areas are prepared for development.
- d. Review applications for the creation of new special service agencies and the expansion of existing special service agencies for conformance with these *City Plan* principles and policies.
- e. Work with Larimer County to develop plans and policies for public services and facilities required for new and existing development located in unincorporated areas of the Growth Management Area.
- f. Charge additional fees to non-city residents who utilize City services.

(Also see the [Transportation Master Plan](#) and the Transportation, Environmental Health, High Performing Community, Culture, Parks, and Recreation, and Safety and Wellness chapters.)

Policy LIV 4.2 – Utilize Fees and Development Requirements

Maintain an efficient and fair system of fees and development requirements that assesses the costs and

benefits of financing public facilities and services, the need for which is generated by new development. (Also see the Economic Health chapter.)

INFILL AND REDEVELOPMENT

Much of the “greenfield” land within the City’s Growth Management Area (GMA) has been developed. As a result, there is increasing emphasis on infill and redevelopment opportunities within certain established areas of the city, as existing development becomes outdated or underutilized. The principles and policies in this section identify areas in the city that are targeted for infill development and redevelopment and also address the need for compatibility with the character of existing residential neighborhoods. These principles and policies are intended to be applied in conjunction with the [City Structure Plan Map](#) principles and policies for Districts and Neighborhoods, as applicable.

Principle LIV 5: The City will promote redevelopment and infill in areas identified on the Targeted Infill and Redevelopment Areas Map.

Policy LIV 5.1 – Encourage Targeted Redevelopment and Infill

Encourage redevelopment and infill in Activity Centers and Targeted Infill and Redevelopment Areas identified on the Targeted Infill and Redevelopment Areas Map (See Figure LIV 1). The purpose of these areas is to:

- Promote the revitalization of existing, underutilized commercial and industrial areas.
- Concentrate higher density housing and mixed-use development in locations that are currently or will be served by high frequency transit in the future and that can support higher levels of activity.
- Channel development where it will be beneficial and can best improve access to jobs, housing, and services with fewer and shorter auto trips.
- Promote reinvestment in areas where infrastructure already exists.
- Increase economic activity in the area to benefit existing residents and businesses and, where necessary, provide the stimulus to redevelop.



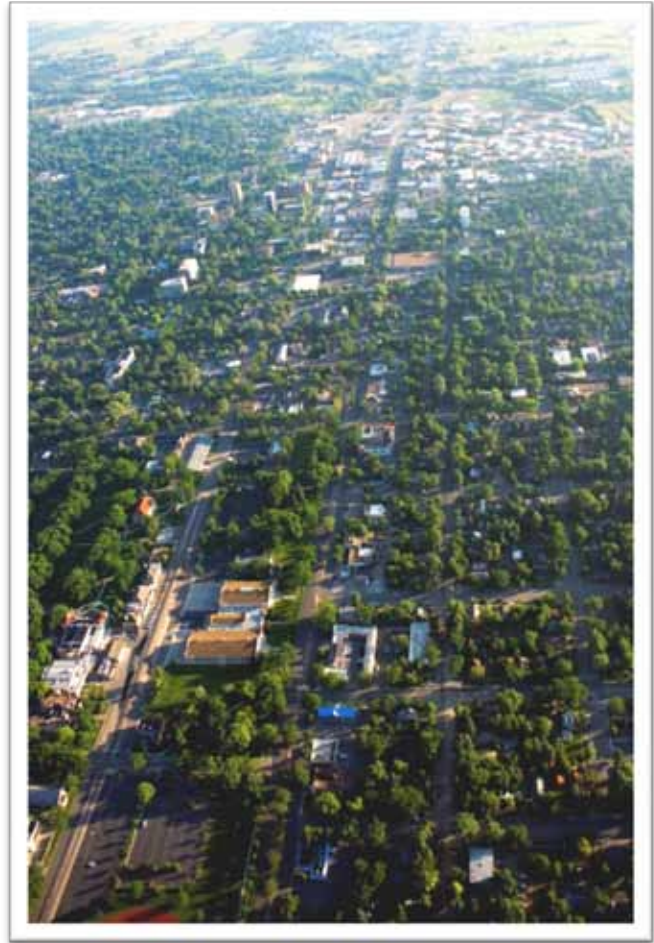
Areas identified on the Targeted Infill and Redevelopment Areas Map are parts of the city where general agreement exists that redevelopment and infill would be beneficial. These areas are generally considered a priority for efforts to reduce barriers and concentrate public investment in infrastructure. However, of the areas identified, the “community spine” (see Policy LIV 5.2) shall be the highest priority location for such efforts. Areas not shown on the Targeted Infill and Redevelopment Areas map are not excluded from redevelopment and infill activity, but are considered to be lower priority or where activity is less likely to occur for other reasons. (Also see the Economic Health chapter’s policies related to infill and redevelopment).



Infill and redevelopment activities can vary greatly in scale and levels of intensity. The photo simulation shown above illustrates how a large underutilized commercial area could possibly redevelop into a higher-intensity mixed-use area.



The photo above illustrates a newer mixed-use infill project in the historic Downtown area.



The “community spine” stretches along College Avenue and the Mason Corridor.

Policy LIV 5.2 – Target Public Investment along the Community Spine

Together, many of the Targeted Redevelopment Areas and Activity Centers form the “community spine” of the city along College Avenue and the Mason Corridor. The “community spine” shall be considered the highest priority area for public investment in streetscape and urban design improvements and other infrastructure upgrades to support infill and redevelopment and to promote the corridor’s transition to a series of transit-supportive, mixed-use activity centers over time. Established residential neighborhoods adjacent to College Avenue and the Mason Corridor will be served by improvements to the “community spine” over time, but are not intended to be targeted for infill or redevelopment. (Also see the Economic Health chapter’s principles and policies on infill and redevelopment.)

Policy LIV 5.3 – Identify Additional Redevelopment and Infill Areas as Appropriate

Utilize subarea plans to help designate areas for redevelopment and infill that are not identified on the Targeted Infill and Redevelopment Areas Map. Within these plans, support the development of appropriate design standards to protect the character of neighborhoods and to ensure conformance with *City Plan*. See Figure LIV 2 for a map of completed subarea plans.

Policy LIV 5.4 – Contribute to Public Amenities

Explore options for private development to help contribute to the additional public amenities needed in areas where infill and redevelopment occurs. Public amenities will be key to transforming outdated areas into distinct places with identifiable character and more marketable frontage that promotes redevelopment. Needed amenities usually include pedestrian improvements like streetscapes, plazas, special walkways, and lighting; access improvements like new secondary streets; and landscaping and signage for identity and wayfinding. Options for helping developers with these amenities include tax increment financing, improvement districts, and context-sensitive design and engineering standards for streets and development.

Principle LIV 6: Infill and redevelopment within residential areas will be compatible with the established character of the neighborhood. In areas where the desired character of the neighborhood is not established, or is not consistent with the vision of *City Plan*, infill and redevelopment projects will set an enhanced standard of quality.

Policy LIV 6.1 – Types of Infill and Redevelopment in Residential Areas

Infill and redevelopment in residential areas may occur through:

- a. The addition of new dwellings on vacant lots and other undeveloped parcels surrounded by existing residential development.
- b. Dwelling units added to existing houses (e.g., basement or upstairs apartments).
- c. Small, detached dwellings added to lots of sufficient size with existing houses (e.g., “alley houses” or “granny flats”).
- d. Expansion or redevelopment of properties.
- e. Neighborhood-related, non-residential development.



Without guidelines or regulations to guide the scale and character of infill and redevelopment in established areas, new development can either detract from or complement the neighborhood's established character. (Photos for demonstrative purposes only; properties are not located in Fort Collins.)

Policy LIV 6.2 – Seek Compatibility with Neighborhoods

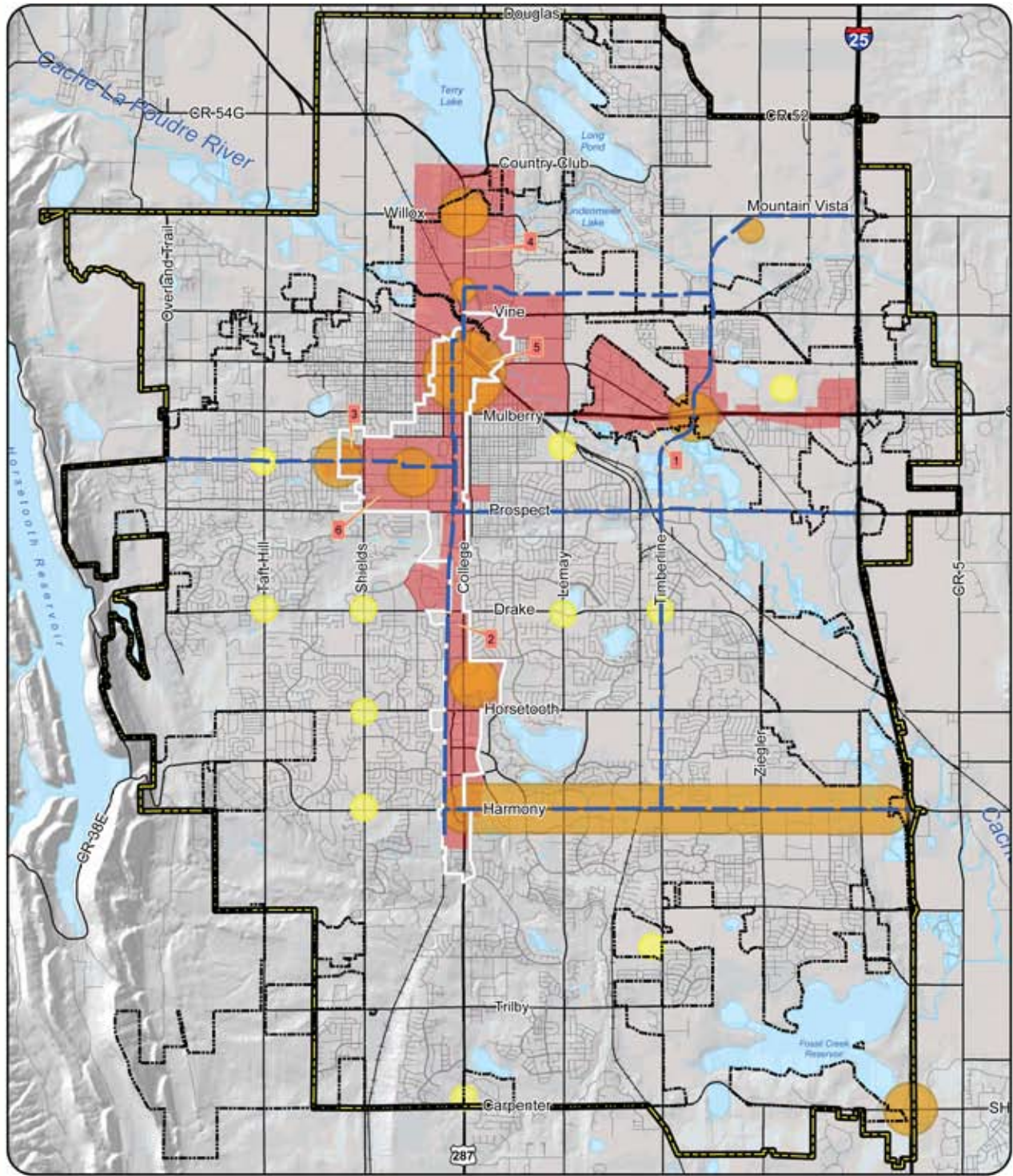
Encourage design that complements and extends the positive qualities of surrounding development and adjacent buildings in terms of general intensity and use, street pattern, and any identifiable style, proportions, shapes, relationship to the street, pattern of buildings and yards, and patterns created by doors, windows, projections and recesses. Compatibility with these existing elements does not mean uniformity.

Policy LIV 6.3 – Encourage Introduction of Neighborhood-Related, Non-Residential Development

Encourage the addition of new services, conveniences, and/or gathering places in existing neighborhoods that lack such facilities, provided they meet performance and architectural standards respecting the neighborhood's positive characteristics, level of activity, and parking and traffic conditions.



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	Targeted Redevelopment Areas		Targeted Activity Center
			Other Activity Center
			Growth Management Area
			City Limits
			Enhanced Travel Corridor
			Transit Oriented Development Overlay

NO	NAME
1	East Mulberry Corridor
2	Midtown Corridor
3	Campus West
4	North College
5	Downtown
6	CSU

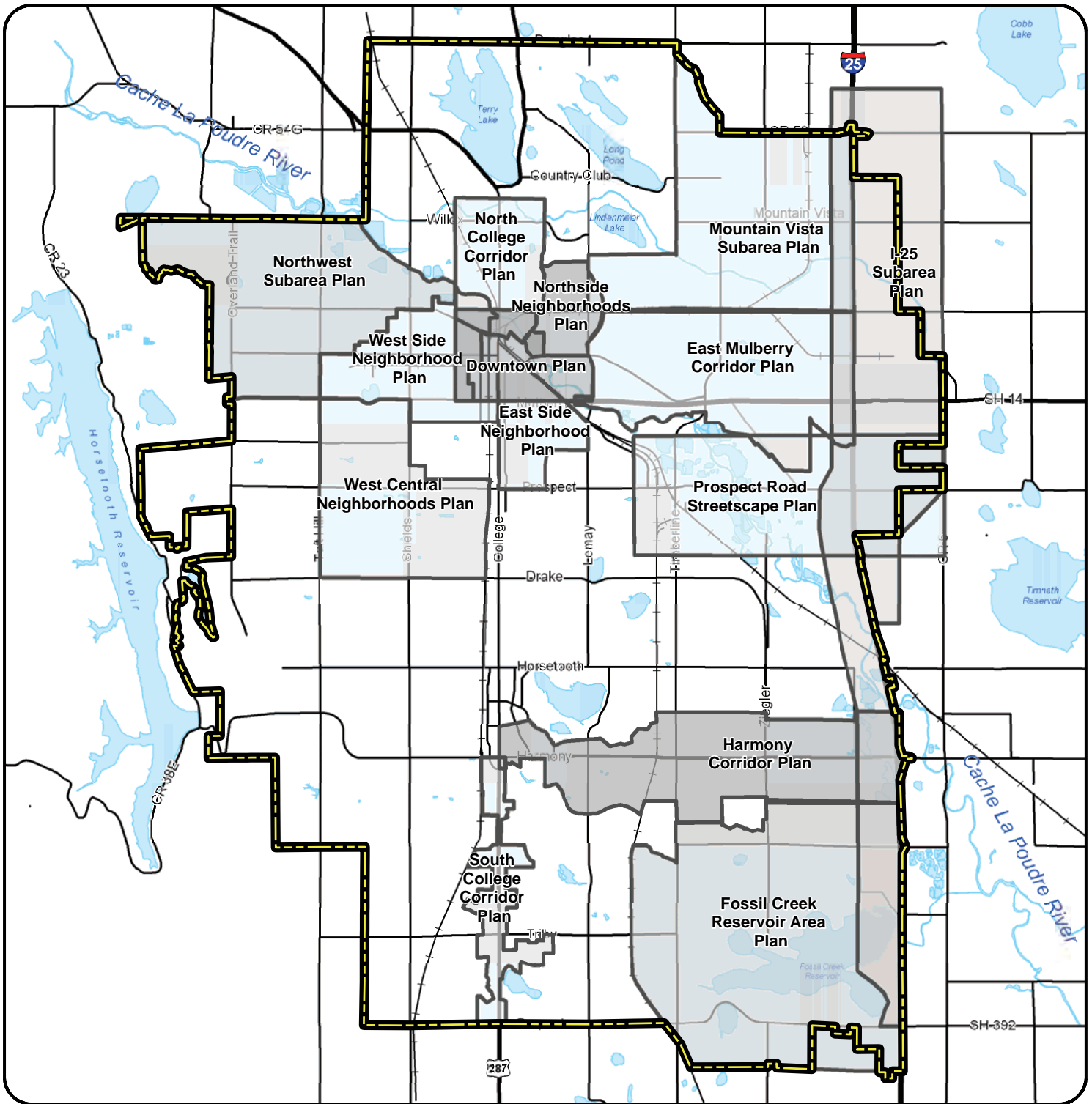




Figure LIV 1

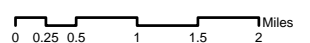
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-  Growth Management Area
-  Subarea Plans



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HOUSING

The housing principles and policies support the vision for a community that provides opportunities for people to live in safe, habitable, and accessible housing and carry forward existing policies related to affordable housing. They also build on ideas from previous editions of *City Plan* related to sustainable housing units and resource efficiency and conservation as well as the need to provide various housing options as population and household composition and needs change over time.

Principle LIV 7: A variety of housing types and densities for all income levels shall be available throughout the Growth Management Area.

Policy LIV 7.1 – Encourage Variety in Housing Types and Locations

Encourage a variety of housing types and densities, including mixed-used developments that are well-served by public transportation and close to employment centers, shopping, services, and amenities.



Single-family detached dwelling units comprise the largest portion of the community's housing supply.

Policy LIV 7.2 – Develop an Adequate Supply of Housing

Encourage public and private for-profit and non-profit sectors to take actions to develop and maintain an adequate supply of single- and multiple-family housing, including mobile homes and manufactured housing.

Policy LIV 7.3 – Encourage Accessory Housing Unit Development

Recognize accessory housing units as a viable form of additional and possibly affordable housing and encourage their development provided such development is consistent with existing residential neighborhood character.

Policy LIV 7.4 – Maximize Land for Residential Development

Permit residential development in most neighborhoods and districts in order to maximize the potential land available for development of housing and thereby positively influence housing affordability.

Policy LIV 7.5 – Address Special Needs Housing

Plan for and meet the housing needs of special populations within the community. Disperse residential-care facilities, shelters, group homes, and senior housing throughout the Growth Management Area.



Special populations, such as seniors, disabled citizens, and students have different housing needs. The photo above shows an affordable senior housing development.

Policy LIV 7.6 – Basic Access

Support the construction of housing units with practical features that provide basic access and functionality for people of all ages and widely varying mobility and ambulatory-related abilities.

Policy LIV 7.7 – Accommodate the Student Population

Plan for and incorporate new housing for the student population on campuses and in areas near educational campuses and/or that are well-served by public transportation.



Principle LIV 8: The City will encourage the creation and expansion of affordable housing opportunities and preservation of the existing affordable housing supply.

Policy LIV 8.1 – Support Affordable Housing Programs

Support the development and provision of affordable housing in the community by maintaining and allocating funding for affordable housing services and programs including management of a competitive process for federal and local funding, development incentives, homebuyer assistance, and the Land Bank program.

Policy LIV 8.2 – Monitor Housing Affordability

Collect, maintain, and disseminate information and vital statistics on housing affordability such as cost, demand, and supply of affordable housing stock.

Policy LIV 8.3 – Offer Incentives

Support and encourage the private development of affordable housing by offering incentives, such as special assistance to offset the costs of the City's impact fees and development requirements, air rights, energy saving features, and reducing local government barriers to the construction of and the rehabilitation of affordable housing units.

Policy LIV 8.4 – Retain Existing Affordable Housing

Retain affordable housing options in existing neighborhoods so that long-term residents can “age in place” and to meet the housing needs of various household types.



The multi-family housing development shown above features a mix of market-rate and affordable dwelling units.

Policy LIV 8.5 – Integrate and Distribute Affordable Housing

Encourage the integration and distribution of affordable housing as part of individual neighborhoods and the larger community rather than creating larger concentrations of affordable units in isolated areas.

Policy LIV 8.6 – Mitigate Displacement Impacts

Explore ways to mitigate the impact upon residents displaced through the closure of manufactured housing parks or conversion of rental apartments, including single room occupancy units, to condominiums or other uses.

Policy LIV 8.7 – Maintain a Supply of Land

Maintain an adequate supply of land for future affordable housing development by maintaining the Land Bank Program and acquiring additional properties as funding permits.



The City's Land Bank Program owns land for future affordable housing development, like this property off of Kechter Road.

Principle LIV 9: The City shall promote resource conservation and efficiency in the construction of new houses as well as upgrades to existing houses.

Policy LIV 9.1 – Increase Efficiency and Resource Conservation

Reduce net energy and water use of new and existing housing units in order to conserve natural resources, and minimize environmental impacts. (Also see the Environmental Health chapter's Energy section.)

COMMUNITY APPEARANCE AND DESIGN

The principles and policies in this section build on the vision for distinctive and attractive community design. They include new ideas about city gateways and also carry forward goals and policies included in the 2004 *City Plan* related to the appearance and design of the public realm including streets and streetscapes, public spaces, and public and private landscapes.

STREETSCAPES

Principle LIV 10: The city's streetscapes will be designed with consideration to the visual character and the experience of users and adjacent properties. Together, the layout of the street network and the streets themselves will contribute to the character, form, and scale of the city.

Policy LIV 10.1 – Design Safe, Functional, and Visually Appealing Streets

Ensure all new public streets are designed in accordance with the City street standards and design all new streets to be functional, safe, and visually appealing, with flexibility to serve the context and purpose of the street corridor. Provide a layout that is simple, interconnected, and direct, avoiding circuitous routes. Include elements such as shade trees, landscaped medians and parkways, public art, lighting, and other amenities in the streetscape. Approve alternative street designs where they are needed to accommodate unique situations, such as “green” stormwater functions, important landscape features, or distinctive characteristics of a neighborhood or district, provided that they meet necessary safety, accessibility, and maintenance requirements. (Also see the Transportation chapter.)

Policy LIV 10.2 – Incorporate Street Trees

Utilize street trees to reinforce, define and connect the spaces and corridors created by buildings and other features along a street. Preserve existing trees to the maximum extent feasible. Use canopy shade trees for the majority of tree plantings, including a mixture of tree types, arranged to establish urban tree canopy cover.

Policy LIV 10.3 – Tailor Street Lighting

Tailor lighting fixture design and illumination to match the context of the street. Design lighting to achieve the desired illumination level and preserve “dark sky” views at night time, avoiding sharp contrasts between bright spots and shadows, spillover glare, and emphasis of the light source. Explore options for the types of fixtures available



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.

for use within any street condition to enhance the street environment by establishing a consistent style with height, design, color, and finishes. Design residential street light fixtures for human, pedestrian scale, while providing an adequate level of illumination for safety. Where higher pedestrian activity occurs, such as that associated with neighborhood or community centers, districts, or transit stops, consider a combination of lighting options – such as exists in the Downtown – with high mount fixtures for broad distribution of light within the street and smaller pedestrian-oriented fixtures along the sidewalk corridors.

Policy LIV 10.4 – Incorporate Street Art

Encourage the incorporation of artistic elements, such as sculpture, into the streetscape design. (Also see the Culture, Parks, and Recreation chapter's Arts and Culture section.)

Policy LIV 10.5 – Retrofit Existing Streetscapes

Redesign existing arterial streets to include landscaped medians and parkways when opportunities permit and funding is available.

PUBLIC AREAS

Principle LIV 11: Public spaces, such as civic buildings, plazas, outdoor spaces, and parks will be integrated throughout the community and designed to be functional, accessible, attractive, safe, and comfortable.

Policy LIV 11.1 - Highlight Civic Buildings and Grounds

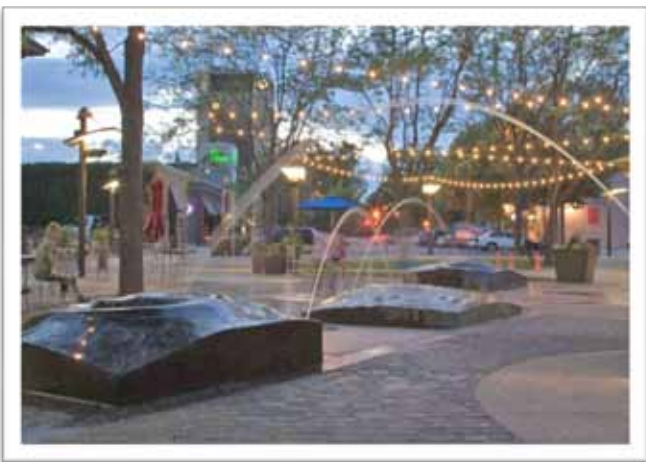
Place civic facilities and grounds (such as community buildings, government offices, recreation centers, post



offices, libraries, schools, and plazas) in prominent and central locations as highly visible focal points. They should be close to major transit stops.

Policy LIV 11.2 – Incorporate Public Spaces

Incorporate public spaces and activities such as plazas, pocket parks, patios, children’s play areas, transit facilities, sidewalks, pathways, “street furniture” such as benches and planters, and public art into the urban designs for residential, mixed-use, commercial, and civic development projects.



Public spaces like Oak Street Plaza, shown above, should be attractive, comfortable, and inviting areas.

Principle LIV12: Security and crime prevention will be important factors in urban design.

Policy LIV 12.1 – Design for Crime Prevention and Security

Employ a natural approach to crime prevention through the design and layout of new development. Natural crime prevention means the natural community surveillance that results from visibility and observation by citizens who feel a sense of ownership of the community. Foster these qualities through urban design and development patterns, avoiding and addressing hidden areas and those difficult to access. (Also see the Safety and Wellness chapter.)

Policy LIV 12.2 – Utilize Security Lighting and Landscaping

Provide security lighting at low, even levels to create comfortable area-wide visibility and pedestrian security, not highly contrasting bright spots and shadows. Design landscaping to avoid hidden areas, particularly where such areas may be used at night, such as near building approaches and entrances, transit stops and stations.

GATEWAYS

Principle LIV 13: Community gateways are located at primary entryways into the community, including at the I-25 corridor interchanges, at the north and south ends of College Avenue, and at entrances to unique districts and corridors (such as the Downtown River District). The City will recognize gateways as important locations to draw attention to and convey the character of the surrounding district.

Policy LIV 13.1 – Enhance Interchange Gateways

Enhance and accentuate the community’s Interstate 25 interchanges in coordination with future interchange reconstruction projects and adjacent arterial streetscape improvements in order to provide a coordinated and positive gateway image.



The rendering above illustrates potential gateway design to be incorporated with future improvements to the Highway 392 and Interstate 25 interchange.

Policy LIV 13.2 – Improve College Avenue Entryways

Conceptual designs for the North and South College Avenue entryways are illustrated and described as part of approved subarea plans. Pursue enhancement of these community gateways in conjunction with other projects such as roadway improvements and development projects.

Policy LIV 13.3 – Establish Gateway Design

Consider including the following elements to achieve high quality gateway design: supportive land uses, building architecture, landscaping, signage, lighting, and public art. Incorporate these elements within the immediate

interchange or intersection area and/or along the primary arterial street corridor leading into the community.

LANDSCAPE DESIGN

Principle LIV 14: Require quality and ecologically sound landscape design practices for all public and private development projects throughout the community.

Policy LIV 14.1 – Encourage Unique Landscape Features

In addition to protecting existing natural features, encourage integration of unique landscape features into the design and architecture of development and capital projects. These unique features may range from informal and naturalized to highly structured and maintained features. Some examples include tree groves within a project, stormwater facilities that become naturalized over time, walls with vines, drainageway enhancements, and other small, uniquely landscaped spaces.



The development shown above incorporates unique landscape features such as boulders, fountains, planting beds, and pathways.

Policy LIV 14.2 – Promote Functional Landscape

Incorporate practical solutions to ensure a landscape design is functional in providing such elements as natural setting, visual appeal, shade, foundation edge to buildings, screening, edible landscapes, buffers, safety, and enhancement of built environment. Consider and address practical details such as sight distance requirements and long-term maintenance in landscape design.

Policy LIV 14.3 – Design Low Maintenance Landscapes

Design new landscaping projects based on maintainability over the life cycle of the project using proper soil amendment and ground preparation practices, as well as the appropriate use of hardscape elements, trees, mulches,

turf grass, other plant materials, and irrigation systems. Low maintenance practices can be achieved in both turf and non-turf planting areas, provided these areas are designed and installed to minimize weeds, erosion and repairs.

COMMERCIAL DEVELOPMENT

Principle LIV15: Commercial developments create a powerful impression of the City, both individually and taken together as a whole. While corporate franchises and chain stores will remain vital and recognizable, commercial developments shall be designed to contribute to Fort Collins' distinct visual quality and uniqueness.

Policy LIV 15.1 – Modify Standardized Commercial Architecture

Provide site-specific design of commercial buildings to reflect local values, and modify standardized architectural prototypes, if necessary, so that the city's appearance remains unique. Development will not consist solely of repetitive design that may be found in other communities.

Policy LIV 15.2 – Seek Compatibility with Surrounding Development

Design commercial buildings to contribute to the positive character of the area. Building materials, architectural details, color range, building massing, and relationships to streets and sidewalks will contribute to a distinctive local district, corridor, or neighborhood.



HISTORIC PRESERVATION

The principles and policies in this section are rooted in the vision for continued preservation and enhancement of historic resources throughout the community. They carry forward the ideas from the 1997 *City Plan* and 2004 update, which include enhancing the overall quality of life in the community through preservation efforts and the preservation of significant historic buildings and places.

Principle LIV16: The quality of life in Fort Collins will be enhanced by the preservation of historic resources and inclusion of heritage in the daily life and development of the community.

Policy LIV 16.1 – Survey, Identify, and Prioritize Historic Resources

Determine what historic resources are within the Growth Management Area, how significant these resources are, the nature and degree of threat to their preservation, and methods for their protection.

Policy LIV 16.2 – Increase Awareness

Increase awareness, understanding of, and appreciation for the value of historic preservation in contributing to the quality of life in Fort Collins.

Policy LIV 16.3 – Utilize Incentives

Use incentives to encourage private sector preservation and rehabilitation of historic resources.

Policy LIV 16.4 – Utilize Planning and Regulations

Recognize the contribution of historic resources to the quality of life in Fort Collins through ongoing planning efforts and enforcement regulations.



The chain restaurant shown in the photo above veered away from its standard building prototype by adapting and reusing a historic building.

Policy LIV 16.5 – Encourage Landmark Designation

Actively encourage property owners to designate their properties as historic landmarks.

Policy LIV 16.6 – Integrate Historic Structures

Explore opportunities to incorporate existing structures of historic value into new development and redevelopment activities.



The Old Town Fort Collins Historic District is listed in the National Register of Historic Places.

Principle LIV17: Historically and architecturally significant buildings Downtown and throughout the community will be valued and preserved.

Policy LIV 17.1 – Preserve Historic Buildings

Preserve historically significant buildings, sites and structures throughout Downtown and the community. Ensure that new building design respects the existing historic and architectural character of the surrounding district by using compatible building materials, colors, scale, mass, and design detailing of structures.

Policy LIV 17.2 – Encourage Adaptive Reuse

In order to capture the resources and energy embodied in existing buildings, support and encourage the reuse, and adaptation of historically significant and architecturally important structures, including but not limited to Downtown buildings, historic homes, etc.

Policy LIV 17.3– Ensure Congruent Energy Efficiency

Ensure that energy efficient upgrades contribute to or do not lessen the integrity of historic structures. Consider attractive means of achieving efficiency such as installing storm windows rather than window replacement.

NOISE POLLUTION MITIGATION

The principle and policies in this section aim to reduce and mitigate noise disturbances and pollution through enforcement and prevention. Key considerations for developing and enforcing noise standards include making sure such standards are clear and unambiguous (include specific methods to determine compliance); enforceable (easy to determine compliance and prove non-compliance); scientific (employ accepted and consistent measurement techniques); realistic (balance the physiological and subjective aspects of noise perception with the need for enforcement); and discerning (recognize that intermittent noise is more annoying than steady-state noise, and that nighttime noise is more annoying than daytime noise). The built environment and land use decisions also factor into noise pollution and disturbances and should be weighed and considered as a component of overall community and neighborhood livability.

Principle LIV 18: The City shall reduce noise disturbances and pollution through enforceable, measurable, and realistic noise standards, and careful consideration of potential noise impacts.

Policy LIV 18.1– Enforce Noise Regulations

Prevent noise pollution through ongoing enforcement of community noise regulations and programs.

Policy LIV 18.2– Consider and Address Noise Impacts

Continually seek options to address and mitigate existing and possible future noise impacts on the community, such as exploring alternatives for train horn noise, considering the noise implications of airport flight zones, and developing and enforcing a sound ordinance for future cultural and entertainment offerings in the Downtown District.



CITY STRUCTURE PLAN MAP PRINCIPLES AND POLICIES

PURPOSE OF THE CITY STRUCTURE PLAN MAP

The [City Structure Plan Map](#) provides direction about how the city will change over time – how to grow, where to develop, and how to shape growth so that it benefits overall quality of life. It focuses primarily on the physical form and development pattern of the City, serving as a blueprint for the community's desired future. The City Structure Plan Map provides a geographic depiction of how these *City Plan* Principles and Policies are applied throughout the City.

KEY THEMES

The [City Structure Plan Map](#) and its accompanying districts, neighborhoods, edges and corridors are shaped by the following key themes:

Focus on a Compact Development Pattern

Growth within the city will be focused to promote a compact development pattern, by directing urban development to well-defined areas within the Growth Management Area (GMA). The compact form of the city will also contribute to preserving environmentally sensitive areas and rural lands, efficiently providing public services, and encouraging infill and redevelopment of existing urban areas.

Provide an Interconnected Transit System

An expanded public transit system is an integral component of the [City Structure Plan Map](#). The system is designed to provide for high-frequency transit service along major arterials and Enhanced Travel Corridors. Feeder transit lines will provide connections from all major districts within the city. The City's compact form will help make comprehensive, convenient, and efficient transit service possible.

Accommodate Multiple Means of Travel

The City's form and structure will facilitate pedestrians, bicycles, and transit, as well as cars and trucks. New development will be organized and woven into a compact pattern that is conducive to automobile, pedestrian, bicycle, and public transit travel. Street standards and site planning requirements for new development and redevelopment will ensure that neighborhoods and districts throughout the City will be connected and accessible by all travel modes.



Provide Transit-Oriented Activity Centers

The [City Structure Plan Map](#) establishes a number of communitywide destinations, including Downtown and other mixed-use activity centers that serve as focal points and centers of activity. Activity center development will occur through infill and redevelopment in many locations and will typically occur at higher intensities than the surrounding neighborhoods to support transit and provide a high quality, pedestrian-oriented environment for residents. Activity centers generally correspond with the hierarchy of Commercial Districts identified on the [City Structure Plan Map](#).



Provide an Interconnected System of Open Lands

The [City Structure Plan Map](#) establishes a comprehensive network of greenways throughout the community. This green network reflects established protected natural resources and habitats, the Poudre River, stream and ditch corridors, and parks and other private open lands within the GMA. Outside of the GMA, this network is further connected to rural and agricultural open lands, foothills, and established community separator areas.



Reduce Carbon Emissions

The [City Structure Plan Map](#) recognizes the important role that land use patterns and transportation play in community carbon emissions. By establishing a framework for a compact development pattern, an interconnected transit system, multiple means of travel, transit-oriented activity centers, and an interconnected system of open lands, the [City Structure Plan Map](#) aims to provide opportunities for people to shop, work, and recreate near their homes and options for transportation modes, reducing daily trips and thus overall carbon emissions.





APPLYING THE CITY STRUCTURE PLAN MAP

General principles and policies to guide the use of the City Structure Plan Map and amendments to the map over time are provided below.

Principle LIV 19: The City Structure Plan Map establishes the desired development pattern for the City, serving as a blueprint for the community's desired future.

Policy LIV 19.1 – Land Use Designations

Utilize the City Structure Plan Map to set forth a basic framework, representing a guide for future land use and transportation decisions.

Policy LIV 19.2 – Guide for Future Zoning Decisions

Utilize the land use designations depicted on the City Structure Plan Map as guidance for future zoning decisions, in conjunction with the City Structure Plan Map principles and policies. Specific zoning boundaries will be determined as part of a development review process for annexation, assessing detailed site conditions such as property boundaries, centerline of street right-of-way, existing drainageways and easements.

Policy LIV 19.3 – Amendments

Require an amendment and adequate public participation for any significant changes to the area designations identified in the City Structure Plan Map. Review and evaluate the City Structure Plan Map on a regular basis, concurrent with *City Plan* updates.

Principle LIV 20: Subarea and corridor planning efforts will be developed and updated as needed, tailoring *City Plan's* citywide perspective to a more focused area of the community, such as individual neighborhoods, districts, corridors, and edges.

Policy LIV 20.1 – Utilize a Flexible Scope for Subarea Plans

Tailor subarea plans to meet specific area needs; a subarea plan may be comprehensive or issue-specific covering a large or small area, as appropriate.

Policy LIV 20.2 – Initiate and Monitor Subarea Plans

The City will typically initiate the majority of subarea planning efforts. Neighborhood organizations and/or the neighborhood property owners may also request planning efforts for their area. City support will depend on staff resources, support by City Council, merits of the issue, and citywide priorities. Periodically review and update existing subarea plans to be consistent with *City Plan*, as needed.

Policy LIV 20.3 – Relationship Between Subarea Plan and City Plan Policies

Subarea plan policies are intended to supplement broader City Plan policies and provide additional guidance for specific areas. In the event of a conflict between a policy contained in City Plan and a subarea plan, the policy in the subarea plan shall prevail.

COMPONENTS OF THE CITY STRUCTURE PLAN MAP

The City Structure Plan Map diagrams a future city made up of four types of places: Neighborhoods, Districts, Corridors, and Edges. The organization of these places – their “structure” – will provide meaning and form to the community's vision. A more detailed explanation of each of these types of places, along with principles and policies to guide future development, are provided in the following sections.

NEIGHBORHOODS

Neighborhoods will serve as the primary building blocks of the community's built environment. Neighborhoods will be walkable and connected, and will include a mix of housing types. Neighborhoods will include destinations within walking distance such as schools, parks, neighborhood shopping, places of work, and civic uses.



DISTRICTS

Districts are larger areas of activity, more general in nature, and are not intended to precisely correspond to existing or future zoning districts. As the community's primary commercial district, Downtown will be supported by other districts with unique or specialized uses and activities, such as Industrial, Employment, and larger neighborhood areas. Redevelopment of existing districts, such as the Downtown, Midtown, Campus West, and North College, will provide opportunities over time for more choices in housing, land use and transportation, as well as the establishment of a more walkable and distinct environment.



CORRIDORS

Corridors provide a connection between different areas or destinations. The primary corridors are travel corridors and "green" corridors. Corridors are not just about more streets and open space in our City – they are about a network of travel routes, choices for how we move throughout the City, reducing our need for vehicle trips, linking pockets of green space, and maximizing every positive feature that these corridors can contribute to Fort Collins. Major transportation corridors link our destinations and activities and make it easier to move around the City



using various modes of travel. Among these are Enhanced Travel Corridors, multi-modal corridors supported by complementary land uses that link key areas of the city together and link with regional connections. Other corridors such as the Poudre River, streams, drainage ways, and trails collectively create a network that links open lands to areas of the city where residents live and work.

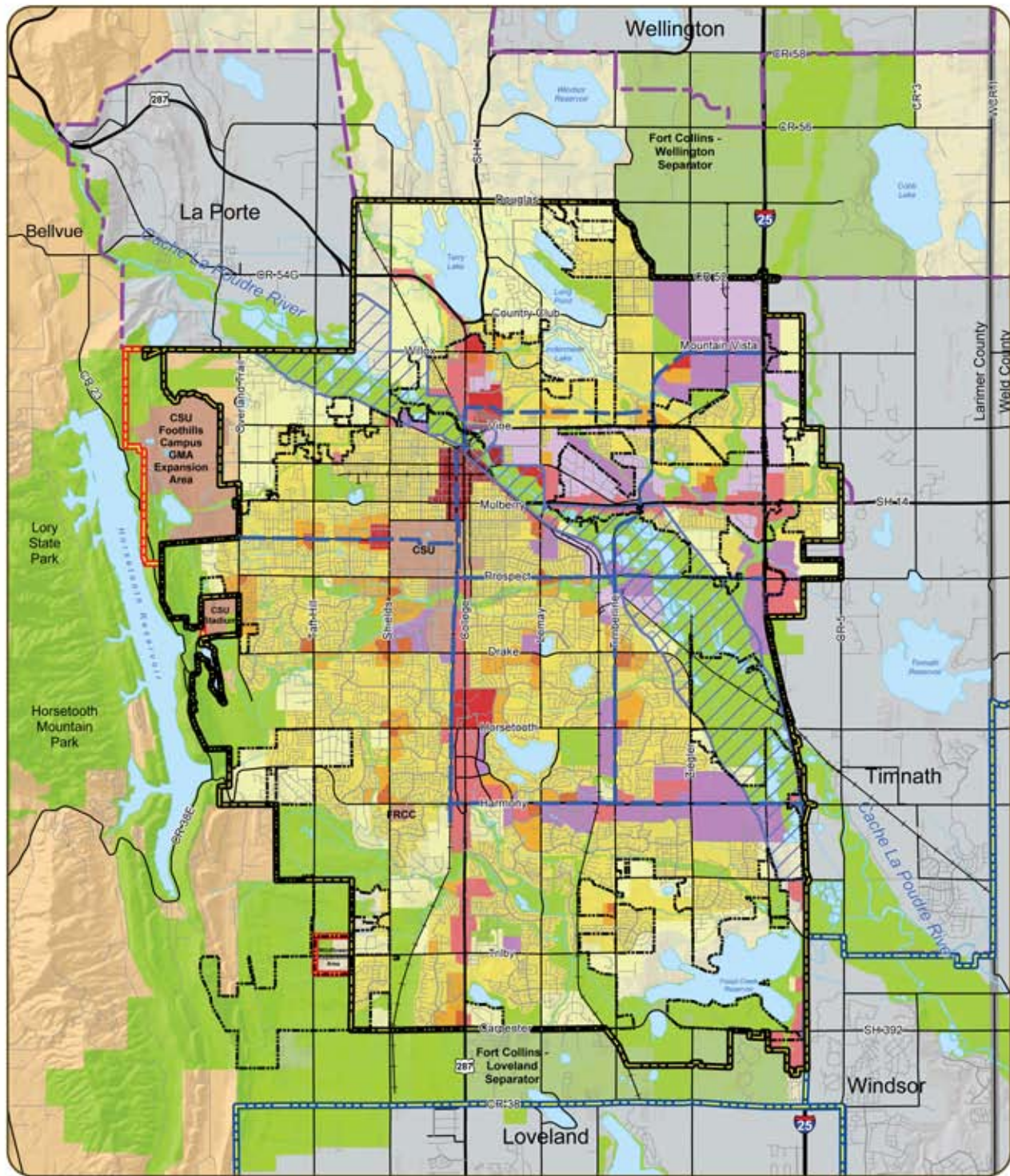
EDGES

Edges form the boundaries of our community, both inside and outside of the Growth Management Area. Fort Collins will have different types of edges. In some cases, our edges will be our adjoining communities. The City will recognize the planning efforts within the growth management and planning areas of the adjacent communities of LaPorte, Wellington, Timnath, Windsor, and Loveland. In other cases, edges should reflect a transition from the developed areas of our City to the rural character of Larimer County. These edges will take on many forms including open lands and natural areas, foothills, agricultural/rural lands, and urban estate development.





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Boundaries

- Fort Collins GMA
- Potential GMA Expansion
- Other City GMA
- Planning Area
- Adjacent Planning Areas
- City Limits

Districts

- Downtown District
- Community Commercial District
- General Commercial District
- Neighborhood Commercial District
- Campus District
- Employment District
- Industrial District

Neighborhoods

- Urban Estate
- Low Density Mixed-Use
- Medium Density Mixed-Use

Edges

- Community Separator
- Foothills
- Rural Lands

Corridors

- Open Lands, Parks and Water Corridors
- Poudre River Corridor
- Enhanced Travel Corridor (Transit)

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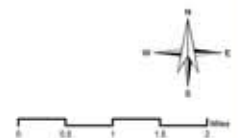


Figure LIV 3

Adopted: February 18, 1997
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 Printed: March 04, 2011



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NEIGHBORHOODS

Neighborhoods will serve as the primary building blocks of the community's built environment. Neighborhoods will be walkable and connected and will include a mix of housing types. Neighborhoods will include destinations within walking distance, such as schools, parks, neighborhood shopping, places of work, and civic uses. Neighborhoods vary in their size, mix of uses, housing types, and connection to adjacent uses. The following types of Neighborhoods are identified on the [City Structure Plan Map](#):

- Urban Estate Neighborhoods
- Low Density Mixed-Use Neighborhoods
- Medium Density Mixed-Use Neighborhoods

This section contains general design principles and policies applicable to all Neighborhood types outlined above, followed by policies specific to each type of Neighborhood.

DESIGN PRINCIPLES AND POLICIES FOR ALL NEIGHBORHOODS

Design principles and policies for all Neighborhoods emphasize characteristics that can help make all types of Neighborhoods more walkable, livable, and inviting. Categories include the following: connections, design and character, parks, recreation, and open lands, neighborhood schools, and neighborhood planning. These design principles and policies generally apply to the design and development of new neighborhoods and larger infill and redevelopment projects. They are intended to be applied in conjunction with policies for the specific types of Neighborhoods in this section, as applicable.

Neighborhood Connections

PRINCIPLE LIV 21: New neighborhoods will be integral parts of the broader community structure, connected through shared facilities such as streets, schools, parks, transit stops, trails, civic facilities, and a Neighborhood Commercial Center or Community Commercial District.

Policy LIV 21.2 – Establish an Interconnected Street and Pedestrian Network

Establish an interconnected network of neighborhood streets and sidewalks, including automobile, bicycle and pedestrian routes within a neighborhood and between neighborhoods, knitting neighborhoods together and not forming barriers between them. Provide convenient routes to destinations within the neighborhood:



Sidewalks connect dwelling units to neighborhood destinations and the larger street network.

- Avoid or minimize dead ends and cul-de-sacs.
- Utilize multiple streets, sidewalks, and trails to connect into and out of a neighborhood.
- Design neighborhood streets to converge upon or lead directly to the common areas in the neighborhood, avoiding routes onto arterial streets.
- Prohibit gated-street entryways into residential developments to keep all parts of the community accessible by all citizens.
- On long blocks, provide intermediate connections in the pedestrian network.
- Provide direct walkway and bikeway routes to schools.
- Continue and extend established street patterns where they are already established. In the case of previously unplanned areas, establish a new pattern that can be continued and extended in the future.

Policy LIV 21.2 – Design Walkable Blocks

While blocks should generally be rectilinear or otherwise distinctly geometric in shape, they may vary in size and shape to avoid a monotonous repetition of a basic grid pattern or to follow topography. In order to be conducive to walking, determine block size by frequent street connections within a maximum length of about 300 to 700 feet.

Policy LIV 21.3 – Calm Traffic

Design neighborhood streets so as to discourage excessive speeding and cut-through traffic. Design street widths and corner curb radii to be as narrow as possible, while still providing safe access for emergency and service vehicles. Utilize frequent, controlled intersections, raised and textured crosswalks, and various other specialized measures to slow and channel traffic without unduly hampering convenient, direct access and mobility.



Policy LIV 21.4 – Provide Access to Transit

Provide transit stops in high visibility locations, such as Neighborhood Centers or Commercial Districts, where they may be conveniently accessed by residents from the surrounding neighborhood. Transit stops should be easily accessible to pedestrians and bicyclists.

Neighborhood Design and Character

Principle LIV22: The design of residential neighborhoods should emphasize creativity, diversity, and individuality, be responsive to its context, and contribute to a comfortable, interesting community.

Policy LIV 22.1 – Vary Housing Models and Types

Provide variation in house models and types in large developments, along with variations in lot and block sizes, to avoid monotonous streetscapes, increase housing options, and eliminate the appearance of a standardized subdivision.



Variation in housing models adds visual interest and options for residents.

Policy LIV 22.2 – Provide Creative Multi-Family Housing Design

Design smaller multi-family buildings to reflect the characteristics and amenities typically associated with single-family detached houses. These characteristics and amenities include orientation of the front door to a neighborhood sidewalk and street, individual identity, private outdoor space, adequate parking and storage, access to sunlight, privacy, and security.

Policy LIV 22.3 – Offer Multi-Family Building Variation

Offer variation among individual buildings within multi-building projects, yet stay within a coordinated overall “design theme.” Achieve variation among buildings through a combination of different footprints, facade treatment, roof forms, entrance features, and, in specialized cases, building orientation. Avoid monotonous complexes of identical buildings, although there may be ways to achieve visual interest among substantially identical buildings with a high degree of articulation on each building, combined with variation in massing on the site.

Policy LIV 22.4 – Orient Buildings to Public Streets or Spaces

Orient residential buildings towards public sidewalks or other public outdoor spaces that connect to streets, the commercial core, and transit stops. Examples of public outdoor spaces include parks, squares, gardens with walkways, and courtyards.

Policy LIV 22.5 – Create Visually Interesting Streetscapes

All new residential buildings should be designed to emphasize the visually interesting features of the building, as seen from the public street and sidewalk, and to minimize and mitigate the visual impact of garage doors, driveways, and other off-street parking.

Policy LIV 22.6 – Enhance Street Design and Image

Enhance prominent connecting streets in neighborhoods by forming circles, squares, medians, or other special places to recall history, give identity, and calm traffic. Tree-lined streets and boulevards with inviting, landscaped walkways, parkways, and medians, will add to the image of these districts as safe and comfortable places to live.

Policy LIV 22.7 – Consider Landmarks and Views

Consider view corridors to the mountains or other landmarks in the arrangement of streets, Neighborhood Centers and Commercial Districts, and other shared spaces within neighborhoods. Design the view down a residential street to terminate on a visually interesting feature and not directly on a garage door.

Policy LIV 22.8 – Reduce the Visual Prominence of Garages and Driveways

To foster visual interest along a neighborhood street, limit the street frontage devoted to protruding garage doors and driveway curb crossings using one or more of the following techniques:

- Recess garages, or tuck them into side or rear yards (if feasible), using variety and creativity to avoid a streetscape dominated by the repetition of garage doors.
- Locate garages further from the street to allow narrower driveway frontage at the curb, leaving more room for an attractive streetscape.
- Incorporate alleys and various forms of shared driveways to reduce the need for driveway curb cuts and street-facing garage doors. Such alleys and driveways can also serve as locations for ancillary buildings, utilities, service functions, and interior-block parking access.

It is recognized that there may be ways a residential property can be custom-designed to mitigate the view of a protruding garage opening.

Policy LIV 22.9 – Form Neighborhood Edges

Use features shared with adjoining neighborhoods, such as major streets, changes in street patterns, greenways, and other features such as rivers, streams, and major irrigation ditches to form neighborhood edges. Landscaped outdoor spaces and trails may also be used to create an attractive environment at neighborhood edges.

Policy LIV 22.10 – Provide Transitions at Community Edges

Where a new neighborhood develops next to designated open lands, rural lands, or Urban Estate Neighborhoods near an edge of the city, design the neighborhood and layout to complement the established patterns of open space, buildings, and land forms.

Policy LIV 22.11 – Promote Neighborhood Upkeep and Property Maintenance

Encourage residents to maintain properties and ensure compliance with City Codes in order to reduce visible signs of decay and promote safe, comfortable, and strong neighborhoods.



Neighborhood parks and common outdoor spaces provide opportunities for recreation and interaction.

Neighborhood Parks, Recreation, and Open Lands

Principle LIV 23: Neighborhoods will feature a wide range of open lands, such as small parks, squares, greens, play fields, natural areas, orchards and community gardens, greenways, and other outdoor spaces to provide linkages and recreational opportunities both for neighborhoods and the community as a whole.

Policy LIV 23.1 – Provide Neighborhood Parks and Outdoor Spaces

Locate neighborhood parks or other public outdoor spaces within walking distance of homes. Design outdoor spaces in conjunction with streets and walkways to be attractive, formative, purposeful parts of any land development and not merely residual areas left over from site planning for other purposes. Aim to mostly surround public outdoor spaces with streets or house fronts in order to provide public visibility and monitoring of the area and promote safety.

Policy LIV 23.2 – Integrate Natural Features

Protect valuable natural features, including creeks, significant trees and wetlands, and integrate them into the overall design of a neighborhood as shared amenities.



Neighborhood Schools

Principle LIV 24: School facilities will remain integral parts of neighborhoods and the community.

Policy LIV 24.1 – Coordinate Design, Planning and Siting of Schools

Work with the Poudre and Thompson School Districts and private and charter schools to ensure that planning and siting of new schools and community facilities, such as libraries, parks, day care facilities, recreation facilities and programs, adult education facilities, and cultural facilities, are coordinated. Collaborate with the School Districts in the design, planning, and siting of new schools, and the operation, retention, and repurposing of existing schools, in accordance with the following:

- a. An elementary school should be located to serve every two to four neighborhoods and be situated so students can easily walk or bike to school along safe routes with low traffic and with direct walking connections from the neighborhoods served by the school. Forcing a child to walk along an arterial street to reach a new elementary or middle school should be avoided.
- b. Middle schools should be located to serve four to eight neighborhoods. Students of these schools should be able to walk or bike to school along safe streets and bikeways.
- c. Where appropriate, schools should be located in conjunction with Neighborhood Centers, Neighborhood Commercial Districts, and/or small neighborhood parks.
- d. Schools should be placed at important visual focal points, such as where street or open space vistas terminate.
- e. Develop a process to be used when school facilities are considered for closing or repurposing, taking into consideration such factors as the following: neighborhood and community impacts; uses that will provide a positive community benefit; retaining the facility for public purposes; and neighborhood and community input.

Policy LIV 24.2 – Foster a Sense of Community with Neighborhood Schools

Coordinate with the School Districts and private and charter schools to emphasize the many important roles of neighborhood schools. In addition to providing education, neighborhood schools are valuable because they help build strong neighborhoods and foster a sense of community by providing opportunities such as the following:



Neighborhood schools are integral parts of neighborhoods and serve as community gathering places.

- Neighborhood gatherings and events like programs, meetings, and services.
- Shared and common facilities/grounds such as playgrounds, gymnasiums, parks, and community gardens.
- Connections and interaction with neighbors, students, and educators.
- Students being able to walk or bike to school, which increases physical activity levels and reduces the need for bus or automobile transportation.
- Educators and neighborhood residents working collaboratively to address issues such as student poverty, homelessness, nutrition, and cultural and social needs in a comfortable and familiar neighborhood setting.

Neighborhood Planning

Principle LIV 25: The City will require and assist with coordinated neighborhood design efforts among separate development parcels.

Policy LIV 25.1 – Coordinate Neighborhood Planning and Phasing

Encourage and participate in coordinated design and planning efforts among property owners in various neighborhoods. Identify locations for connecting streets, schools, parks, civic buildings, edges, and other shared facilities and spaces.

Policy LIV 25.2 – Require Overall Coordination

Require all new development proposals to demonstrate that they form or contribute to a greater neighborhood. Development should contribute to the neighborhood in terms of interconnecting streets, schools, parks, Neighborhood Commercial Districts, and open space systems.

DESIGN PRINCIPLES AND POLICIES FOR EXISTING NEIGHBORHOODS

Design principles and policies for Existing Neighborhoods are intended to protect the character and stability of established neighborhoods throughout the City. They are intended to be applied in conjunction with the policies for the specific types of neighborhoods in this section, as applicable.

Principle LIV 26: Neighborhood stability should be maintained and enhanced. Most existing residential developments will remain largely unaffected by these City Plan Principles and Policies.

Policy LIV 26.1 – Maintain Existing Neighborhoods

Aim to preserve the character of existing neighborhoods through neighborhood planning, assistance to neighborhood organizations, and supportive regulatory techniques. Changes, if any, will be carefully planned and will result from initiatives by residents or from a specific subarea plan prepared in collaboration with residents. Other changes may result from specific initiatives intended to improve the quality of existing neighborhoods, such as improving mobility and access to everyday activities and services, adding flexibility for vacant and underutilized land, and introducing new neighborhood centers, parks, and small civic facilities.

Policy LIV 26.3 – Promote Compatibility of Uses

Encourage low intensity residential uses within predominantly residential neighborhoods, including but not limited to single-family, low density multi-family, and group homes. Allow other compatible uses to the extent that they reinforce and do not detract from the primary low density, residential function of the neighborhoods.

Policy LIV 26.4 – Balance Resident Preferences with Communitywide Interests

In determining the acceptability of changes to parcels of land adjacent to existing residential developments, balance the adjacent residents' preferences with communitywide interests. For example, if a commercial center is proposed in an existing neighborhood, provide direct community access but also seek context-sensitive solutions to reduce cut-through traffic within the neighborhood.

Policy LIV 26.5 – Retain Differences among Neighborhoods

Retain the size and pattern of lots and blocks, building style, street design details, street and outdoor lighting, and landscape characteristics in ways unique to a given neighborhood as infill and redevelopment occur.



An array of older and newer existing neighborhoods can be found throughout the city.



URBAN ESTATE NEIGHBORHOODS (UE)

Purpose: Urban Estate Neighborhoods are intended to be settings for a predominance of detached single-family homes on large lots. The main purposes of Urban Estate Neighborhoods are to acknowledge the presence of the many existing large lot subdivisions that function as parts of the community and to provide additional locations for similar development, typically in transitional locations between more intense urban development and rural or open lands.

Principle LIV 27 – Urban Estate Neighborhoods will provide a setting for a predominance of low-density and large-lot housing.

Policy LIV 27.1 – Density and Lot Size in New Urban Estate Neighborhoods

The overall average density of Urban Estate Neighborhoods should be a maximum of two (2) dwelling units per acre in new development areas.

Policy LIV 27.2 – Existing County Subdivisions and Urban Estate Neighborhoods

No significant changes to the character of Urban Estate Neighborhoods will be initiated as a result of *City Plan*. The purpose of their inclusion on the City Structure Plan is to acknowledge their presence as a part of the Fort Collins community. Changes, if any, will be carefully planned and will result from initiatives by residents or from a specific subarea plan prepared in collaboration with residents. Any further subdivision of lots will be limited to a minimum of one-half (1/2) acre.

Policy LIV 27.3 – Mix of Uses

Urban Estate Neighborhoods may include:

- **Principal uses:** Predominantly large-lot or clustered single-family detached homes; however, may include attached dwellings with ground floor access, mobile homes and manufactured housing, and accessory dwellings.
- **Supporting uses:** Places of worship, day care (adult and child), parks and recreation facilities, and schools. Home occupations are permitted provided they do not generate excessive traffic and parking or have signage that is not consistent with the residential character of the neighborhood.

Policy LIV 27.4 – Mix of Housing Types

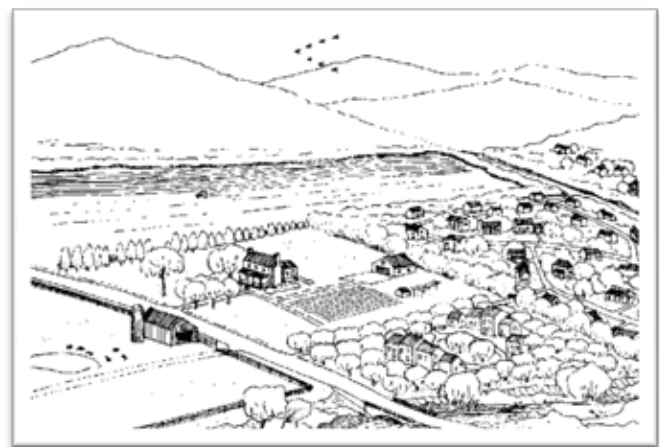
Urban Estate Neighborhoods typically consist of predominantly large-lot or clustered single-family detached homes; however, other housing types may occur consistent with maximum density requirements.

Policy LIV 27.5 – Cluster Development

Use cluster development patterns to preserve scenic view corridors or natural features; provide open space for the common use and enjoyment of residents and the broader community; preserve cohesive blocks of agricultural land; and/or create transitions between more intense urban development and rural or open lands.

Policy LIV 27.6 – Development Standards and Urban Services

The range and level of services, conveniences and amenities available in an Urban Estate Neighborhood will typically be more limited than in other City neighborhoods.



The sketches above illustrate different types of low density housing developments: the top image shows a typical large-lot subdivision, and the bottom image shows a clustered development pattern used to preserve open land.

LOW DENSITY MIXED-USE NEIGHBORHOODS (LMN)

Purpose: Low Density Mixed-Use Neighborhoods are intended to be settings for a predominance of low density housing combined with complementary neighborhood-serving uses that are developed and operated in harmony with the residential characteristics of the neighborhood. Low Density Mixed-Use Neighborhoods are intended to meet a wide range of everyday living needs for residents, providing a variety of housing choices, gathering places, services and conveniences, neighborhood parks, and other amenities in a compact setting that encourages walking, bicycling, and transit use. A Neighborhood Commercial District or non-retail neighborhood center, such as a school, recreation facility, park, or other gathering place provides a focal point.



A typical Low Density Mixed-Use Neighborhood.

Principle LIV 28: Low Density Mixed-Use Neighborhoods will provide opportunities for a mix of low density housing types in a setting that is conducive to walking and in close proximity to a range of neighborhood-serving uses.

Policy LIV 28.1 – Density

Low Density Mixed-Use Neighborhoods will have an overall minimum average density of four (4) dwelling units per acre, excluding undevelopable areas. This minimum density for parcels 20 acres or less will be three (3) dwelling units per acre.

Policy LIV 28.2 – Mix of Uses

Include other neighborhood-serving uses in addition to residential uses. Although the actual mix of uses in each neighborhood will vary, Low Density Mixed-Use Neighborhoods may include the following:

- **Principal uses:** Predominantly detached single-family homes; however, may include a range of duplexes, townhomes, and small scale multi-family dwellings (twelve or less units per building).
- **Supporting uses:** Places of worship, day care (adult and child), parks and recreation facilities, schools, and small civic facilities. In addition to these uses, a mix of other complementary uses is permitted within a designated Neighborhood Center, including the following: neighborhood-serving market, shops, small professional offices or live-work units, clinics, or other small businesses in addition to the list of secondary uses listed above. Retail uses will be permitted only in a designated Neighborhood Center. Home occupations are permitted provided they do not generate excessive traffic and parking or have signage that is not consistent with the residential character of the neighborhood.

Policy LIV 28.3 – Mix of Housing Types

Distribute a variety of housing types to make an attractive, marketable neighborhood with housing for a diversity of people. Include a minimum of four (4) distinct housing types in any residential project containing more than thirty (30) acres. As the acreage of the residential project increases, so should the number of housing types.

Policy LIV 28.4 – Neighborhood Center

Incorporate a Neighborhood Center as a focal point for Low Density Mixed-Use Neighborhoods to serve as a year-round gathering place accessible to all residents or ensure that the Low Density Mixed-Use Neighborhood has access to an existing Neighborhood Commercial District or Community Commercial District. (Also see policies for All Commercial Districts and Neighborhood Commercial Districts.)



MEDIUM DENSITY MIXED-USE NEIGHBORHOODS (MMN)

Purpose: Medium Density Mixed-Use Neighborhoods are intended to be settings for a diverse mix of concentrated housing within easy walking or biking distance of transit, commercial services, employment, and parks or recreational amenities. Neighborhoods may also contain other moderate-intensity, neighborhood serving uses of a complementary scale and character. Buildings, streets, bike and walking paths, and open spaces and parks will be configured to create an inviting and convenient living environment. Medium Density Mixed-Use Neighborhoods are intended to function together with surrounding Low Density Mixed-Use Neighborhoods and a centrally located Neighborhood or Community Commercial District, providing a more gradual transition in development intensity and use. Medium Density Mixed-Use Neighborhoods will be further unified with surrounding neighborhoods and districts through a connected pattern of streets and blocks.



A typical Medium Density Mixed-Use Neighborhood.

Principle LIV 29: Medium Density Mixed-Use Neighborhoods include a mix of medium-density housing types, providing a transition and link between lower density neighborhoods and a Neighborhood, Community Commercial or Employment District.

Policy LIV 29.1 – Density

Housing in new Medium Density Mixed-Use Neighborhoods will have an overall minimum average density of twelve (12) dwelling units per acre, excluding undevelopable areas. The minimum density for parcels 20 acres or less will be seven (7) dwelling units per acre.

Policy LIV 29.2 – Mix of Uses

Include other neighborhood-serving uses in addition to residential uses. Although the actual mix of uses in each neighborhood will vary, Medium Density Mixed-Use Neighborhoods may include the following:

- **Principal uses:** Detached single-family homes on small lots (under 6,000 square feet), duplexes, townhouses, accessory dwelling units, group homes, live-work units, and multi-family housing.
- **Supporting uses:** Non-retail uses such as places of worship; day care (adult and child); parks and recreation facilities; schools; small civic facilities; offices and clinics; small businesses with low traffic and visibility needs such as service shops, studios, workshops bed-and-breakfasts, and uses of similar intensity; neighborhood serving retail uses; dwelling units stacked above retail or office space; and live-work units. Home occupations are permitted provided they do not generate excessive traffic and parking, or have signage that is not consistent with the residential character of the neighborhood.

Policy LIV 29.3 – Neighborhood or Community Commercial District

Integrate the design of a Medium Density Mixed-Use neighborhood with a Neighborhood Commercial District or Community Commercial District. Residents should be able to easily get to the Commercial District without the need to use an arterial street.

Policy LIV 29.4 – Mix of Housing Types

Include a variety of housing types suitable to a Medium Density Mixed-Use Neighborhood's transitional, higher-activity location. Mix and distribute housing types at the neighborhood and block level, rather than creating isolated pockets of a particular housing type. Incorporate low- and medium-cost housing with higher-cost housing and non-residential uses.

Policy LIV 29.5 – Transitions

Encourage non-residential uses and larger buildings of attached and multiple-family housing near the commercial core, with a transition to smaller buildings, such as duplex and detached houses, closer to surrounding lower density neighborhoods.

DISTRICTS

Districts are areas of concentrated activity—“activity centers”—and are not intended to precisely correspond to existing or future zoning districts. As the community’s primary Commercial District, Downtown will be supported by other land uses with unique or specialized uses and activities such as Industrial and Employment Districts, and Neighborhoods. Redevelopment of existing Districts, such as Downtown, Midtown, Campus West, and North College, will provide opportunities over time for more choices in housing, land use, and transportation, as well as the establishment of a more walkable and distinct environment. Districts will vary in their size, mix of land uses, and the scale of development that is appropriate. The following types of Districts are identified on the [City Structure Plan Map](#):

- Downtown District
- General Commercial Districts
- Community Commercial Districts
- Neighborhood Commercial Districts
- Campus Districts
- Employment Districts
- Industrial Districts

A purpose statement for each of the types of Districts listed above, along with detailed principles and policies for each, are provided following the design principles and policies for all types of Commercial Districts.

DESIGN PRINCIPLES AND POLICIES FOR ALL COMMERCIAL DISTRICTS

Design principles and policies for all types of Commercial Districts emphasize circulation, access, and site layout and design characteristics common to General, Community, and Neighborhood Commercial Districts, as well as the Downtown District. These design principles and policies generally apply to the design and development of new Commercial Districts as well as infill and redevelopment efforts in existing Commercial Districts. They are intended to be applied in conjunction with the District-specific policies in this section and infill and redevelopment policies in the previous section, as applicable.

Commercial District Circulation and Access

Principle LIV 30: Commercial Districts will be designed to accommodate all modes of travel – pedestrian, bicycle, transit, and motor vehicle – in a compact setting.

Policy LIV 30.1 – Provide a Balanced Circulation System

Seek to create a balanced circulation system in Commercial Districts that supports pedestrian, bicycle, and transit, as well as motor vehicle use. (Also see the Transportation chapter.)

Policy LIV 30.2 – Connect to Surrounding Neighborhoods

Use local streets to provide direct connections to Commercial Districts from surrounding neighborhoods so that visitors do not need to only use arterial streets to gain access to the district. When existing developed areas are redeveloped or retrofitted, ensure that pedestrian, bicycle, and auto access from surrounding neighborhoods is provided in a context-sensitive manner.

Policy LIV 30.3 – Improve Pedestrian and Bicycle Access

Improve pedestrian and bicycle connections within and to Commercial Districts as infill and redevelopment occur over time. (Also see the Transportation chapter.)

- Provide direct access between commercial Districts and adjoining uses.
- Clearly identify and distinguish pedestrian and bicycle travel routes from auto traffic through parking areas, across streets, and along building frontages.
- Improve pedestrian/bicycle linkages across arterial streets and along transportation corridors.
- Avoid superblocks, dead-end streets, and cul-de-sacs.
- Coordinate with impacted neighborhoods to find context-sensitive solutions to address connectivity and neighborhood needs.

Policy LIV 30.4 – Reduce Visual Impacts of Parking

Reduce the visual impacts of parking lots from primary pedestrian streets, plazas, and public spaces and promote a more pedestrian-friendly environment by:

- Locating lots behind buildings, in side yards, or in the interior of blocks.
- Softening and screening their visual impacts with a perimeter landscape buffer.



- Breaking large lots into smaller blocks of parking separated by landscaped islands.
- Allowing appropriate small businesses (e.g., carts, kiosks) to foster human activity.

All parking must provide for visibility, personal safety, and security.

Policy LIV 30.5 – Parking Structures

Do not allow parking structures to dominate the street frontage. Other parking structure considerations include the following:

- Minimize interruptions in pedestrian interest and activity for parking structures fronting primary pedestrian streets with retail or other uses with a high level of walk-in clientele along the ground-level frontage.
- On other streets where a parking structure's ground level will be occupied by cars, require a landscaped setback to soften the visual impact on the street and sidewalk.
- Use architectural elements to establish human scale at the street level along the frontage of primary pedestrian streets, plazas, and public spaces where practical.
- Incorporate architectural design that is compatible with adjacent buildings.
- Locate auto entrances so as to minimize pedestrian and traffic conflicts.
- Provide a safe and secure environment for both pedestrians and vehicular traffic.

Policy LIV 30.6 – Reduce Land Devoted to Surface Parking Lots

To support transit use and a more pedestrian-friendly environment, reduce land devoted to surface parking lots as infill and redevelopment occur. Adhere to maximum parking ratios for commercial uses and reduce or eliminate minimum parking requirements for transit-supportive uses. Encourage alternatives such as structured parking, angled or parallel on-street parking, shared parking, and others as appropriate.

Commercial District Design and Character

Principle LIV 31: Each commercial District should feature a mix of uses and an attractive and inviting public realm that encourages pedestrian activity, reinforces the unique identify of the District, and complements the scale and character of surrounding neighborhoods.

Policy LIV 31.1 – Relationship of Commercial District Uses

Organize uses in Commercial Districts to support existing and planned transit and promote pedestrian activity:

- Encourage a vertical mix of uses or a combination of vertically and horizontally mixed uses based on site size, access, adjacent uses, and the overall development context. Seek to locate active uses, such as retail shops and restaurants at the ground level to provide pedestrian interest.
- Concentrate active uses and vertical mixed-use portions of a Commercial District at key intersections, near existing or planned transit stops, or near major public spaces to increase visibility and promote pedestrian activity.
- Locate uses along College Avenue and paralleling Mason Street to the west with access between each corridor, at mid-block, and between uses for both pedestrian and vehicular circulation.



This Commercial District features a mix of uses in an attractive, pedestrian-oriented setting

Policy LIV 31.2 – Site Layout and Building Orientation

Design Commercial Districts so that the arrangement of buildings and blocks contributes to a cohesive urban fabric and provides attractive pedestrian-scale features and spaces:

- Orient primary entrances towards plazas, parks, or pedestrian-oriented streets, not to interior blocks or parking lots. Anchor retail buildings may also have entries from off-street parking lots; however, on-street entries are strongly encouraged.
- Minimize building setbacks from public streets.
- Place surface parking lots behind or to the side of buildings.
- Relate the building placement, massing, and entryways to the street, nearby buildings, and surrounding context.

Policy LIV 31.3 – Large Retail Establishments

Only permit large retail establishments within General or Community Commercial Districts. Require large retail establishments to meet a basic level of architectural variety, compatible scale, pedestrian and bicycle access, and mitigation of negative impacts.



Commercial Districts are appropriate locations for large retail establishments.

Policy LIV 31.4 – Design for Pedestrian Activity

Design streets, buildings, and public spaces within Commercial Districts to be functional, and attractive, and enhance pedestrian activity:

- Establish an attractive, safe, and pedestrian-oriented street network that includes street trees incorporated into the sidewalk design, street furniture, pedestrian scale lighting, and mid-block planting areas for enhanced pedestrian crossings.
- Include generous shade tree planting and walkways that directly connect origins and destinations in parking lots.



This Commercial District provides comfortable pedestrian connections.

- Incorporate a hierarchy of signage to reinforce the unique identity and character of each district.

Policy LIV 31.5 – Incorporate Public Spaces and Community Facilities

Incorporate a mixture of types and scales of public spaces in Commercial Districts, such as civic plazas, courtyards, urban pocket parks, and other places for pedestrians to gather, as well as schools, libraries, and other community facilities to establish a prominent civic component and serve the needs of residents. Encourage creative approaches to the design of community facilities in Commercial Districts to reinforce the more compact and pedestrian-oriented nature of their surroundings and to integrate them with other uses.

Policy LIV 31.6 – Relationship to Surrounding Neighborhoods

Promote compatibility between higher intensity development desired within Commercial Districts and adjacent neighborhoods using a combination of the following techniques:

- Concentrate the tallest buildings along Enhanced Travel Corridors, Transportation Corridors, or primary street frontages.
- Provide gradual transitions in building height and mass so that new structures located within Commercial Districts have a scale that is comparable to and/or compatible with the adjacent neighborhood along the shared lot line or street frontage.
- Incorporate lower-intensity housing types (e.g., townhomes, duplexes) along street frontages shared with an adjacent neighborhood.



Policy LIV 31.7 – Housing

Incorporate a variety of housing options in Commercial Districts as infill and redevelopment occur over time:

- Residential units may be incorporated on upper floors of mixed-use buildings at the core of the Commercial District or in freestanding residential buildings along district edges.
- Residential housing types along district edges should be compatible with the scale and massing of surrounding neighborhoods.
- Incorporate residential amenities such as convenient parking, parks, plazas or other open spaces, gathering places, and recreation facilities to enhance the living experience in the district.
- Concentrate high-density residential within one-quarter (1/4) mile of existing and planned transit stops to provide ease of access and to promote increased ridership over time.

DOWNTOWN DISTRICT

Purpose: The essence of the Downtown District is diversity, with a range of choices in things to do and see, drawing people throughout the day and evening. The objective of this District is to embrace the fullest possible range of human interactions, from the simple buying and selling of goods and services to providing people with the widest spectrum of cultural, educational, and entertainment experiences. Diversity means Downtown must include office, finance, civic, government, and entertainment functions in addition to retail shops, services, restaurants, and housing, all served by a local and regional transportation system that incorporates multiple modes of travel. To promote pedestrian activity and vitality, the Downtown should be compact and walkable. Development intensity, land use, building height, and urban design should establish Downtown as the focal point of the community.

Principle LIV 32: The Downtown will serve as a focal point and primary destination and activity center for the community, with the design of buildings, streets, parking areas, and public spaces reinforcing the area’s unique and distinctive character.

Policy LIV 32.1 – Mix of Uses

Cluster basic land use activities in distinct and compact sub-districts located to promote the movement of pedestrians between areas and to efficiently use public services and facilities while preserving the historical buildings and character of the area. Encourage a mix of complementary and supportive land in each sub-district



Downtown is a bustling activity center during the day and night.

and a mix of housing types for all income levels, family types, and age groups, with a variety of prices and rent levels.

Policy LIV 32.2 – Provide Land Uses Buffers

Provide a gradual transition between the more intensive, business-oriented areas Downtown and adjacent lower intensity, residential neighborhoods. Land use intensity should decrease as distance from the center of each Downtown sub-district increases, establishing a transition between urban uses and adjacent neighborhoods. In the buffer area, the principal uses include residential, bed and breakfast inns, low-intensity professional offices, and neighborhood service businesses.

Policy LIV 32.3 – Encourage After-Hour Activities

Encourage uses that expand the range of activities, such as entertainment (cinema, music, and live theater), restaurants, hotel/convention facilities, and residential uses, for all segments of the population, including families, students, retirees, couples, and singles. By incorporating a mix of uses within the Downtown District, a more active environment will be created during working hours and at night.

Policy LIV 32.4 – Discourage Drive-Through Facilities

Drive-through facilities Downtown, except along Riverside Drive, will be discouraged. Drive-through facilities may be permitted as an accessory use to banks and financial institutions in the Canyon Avenue and Poudre River sub-districts if sufficient evidence is provided to demonstrate, on a case-by-case basis, their compatibility with the urban design, pedestrian, and environmental policies of *City Plan*.

Policy LIV 32.5– Maintain Visual Character

Maintain and reinforce the visual distinctiveness of Downtown and its component sub-districts. With new buildings and public spaces, respect and be sensitive to the design integrity by enhancing visual continuity and sense of place through the use of building materials and design features sensitive to the character of Downtown and by reflecting excellence and high quality in their design.

Policy LIV 32.6 – Encourage Human-Scale Architectural Elements

Encourage human-scale design and architectural elements Downtown. Such elements may include signage, awnings, storefronts, and proportional windows as well as other human-scale building details.

Policy LIV 32.7 – Allow Various Building Heights

Allow taller buildings (over 3 stories) Downtown to support market vitality and reinforce Downtown as the primary focal point of the community. Carefully locate and shape taller buildings to respond to the surrounding context. Utilize standards for height, mass, and design in order to maintain a human scale and reflect defining historic characteristics in the different sub-districts.

Policy LIV 32.8 – Design for Safety

Provide a sense of security and safety for users through the design of buildings, parking areas, and streets. Add to a secure 24-hour Downtown environment for employees, students, and visitors by collectively addressing adequate lighting, visibility, and location of public facilities. (Also see the Safety and Wellness chapter.)

Policy LIV 32.9– Design to Enhance Activity

Design streets and public spaces Downtown to be attractive, accessible, functional, and designed to enhance pedestrian and bicycle activity:

- a. Use public art, landscaping, wayfinding signage, and other street features to create a comfortable and pleasant environment for the pedestrian while also providing continuous and clearly-expressed pedestrian circulation linkages to interconnect the Downtown District with surrounding neighborhoods and districts.
- b. Ensure that city streets and gathering spaces will link and provide connections between Old Town, the Civic Center, surrounding neighborhoods, and the Poudre River.

Policy LIV 32.10 – Retain Historic Street Pattern

Retain the historic street grid system Downtown. Maximize pedestrian access and safety, providing physical features such as traffic-calming crosswalks at mid-block passages.



Human-scale architectural elements like sign kiosks, banners, planters, and benches create a comfortable pedestrian environment.

Principle LIV 33: The Downtown is comprised of three sub-districts: the (1) Old City Center, (2) Civic Center, and (3) Canyon Avenue areas, which collectively establish the overall commercial core area (see Figure LIV 4). These individual sub-districts will reflect unique characters, land use mixes, and design considerations.

Old City Center Sub-District**Policy LIV 33.1 – Emphasize Retail**

The “Old City Center” will be the primary specialty retail concentration Downtown and will include a diverse mix of small- and medium- size retail uses. Encourage ground-level retail uses, and attract other conventional retail businesses which meet the needs of adjacent residential neighborhoods and the community.

Policy LIV 33.2 – Encourage Other Secondary and Supporting Uses

Consumer services will be available within the Old City Center sub-district to meet the needs of employees and residents Downtown, residents of adjacent residential neighborhoods, and the community at large. Encourage fine dining, entertainment, cultural activities, and a high quality hotel(s) with space for large gatherings/conventions to provide a unique destination for employees, students and visitors. Allow offices that have a high level of walk-in clientele, such as insurance brokers, travel agencies, and uses of similar character, on the ground level, but secondary to retail (in addition to encouraging all types of offices on upper stories).



Policy LIV 33.3 – Incorporate Housing

Encourage apartments, loft units, single room occupancy units, and uses of similar character on the upper floors of buildings in the Old City Center sub-district.

Civic Center Sub-District

Policy LIV 33.4 – Emphasize Civic Facilities

Downtown will be the focus for City and County government administration and service functions. Encourage other civic facilities, such as a library, performing arts center, urban parks or plazas, and outdoor entertainment. Supporting retail uses will also be encouraged as identified in the [Civic Center Master Plan](#) (1996).

Canyon Avenue Sub-District

Policy LIV 33.5 – Feature Employment Activities

The Canyon Avenue sub-district will be the primary employment area Downtown with concentrated office activities. Maintain and encourage office and service-oriented businesses such as finance, insurance, government, real estate, medical, law firms, and uses of similar character. Remain the focus for government

administration and service functions and encourage other civic facilities, such as a library, performing arts center, urban parks or plazas, and outdoor entertainment.

Policy LIV 33.6 – Encourage Other Supporting Uses

Permit quality hotels, bed and breakfast establishments, health clubs, restaurants, cultural/entertainment facilities, and multi-family housing to add diversity and activity beyond the working day. Also permit other uses that are supportive of the principal office including day care facilities, personal service shops, and business service uses. Encourage uses that generate high pedestrian activity on the ground level.

Policy LIV 33.7 – Incorporate Housing

Permit high density, multi-family residential uses within the Canyon Avenue sub-district and encourage housing located in mixed-use buildings.

LIV 4: Downtown Sub-Districts



GENERAL COMMERCIAL DISTRICTS

Purpose: General Commercial Districts include a wide range of community and regional retail uses as well as offices, business and personal services, and, to a lesser extent, residential uses. While these districts are typically the location for traditionally auto-oriented uses, they also offer opportunities to create new areas and transform existing developed areas, over time, from more auto-oriented places to a series of mixed use, multi-modal centers which relate more closely to surrounding residential neighborhoods and the community as a whole. Examples of General Commercial Districts include College Avenue, including the South College Corridor, Midtown, Downtown, and North College Corridor areas.



A typical General Commercial District located at Mulberry Street and Lemay Avenue.

Principle LIV 34: General Commercial Districts will include a wide range of community and regional uses, in various sizes and scales, designed for convenient access by all modes of travel, efficient circulation, and a comfortable pedestrian environment.

Policy LIV 34.2 – Mix of Uses

Although many existing General Commercial Districts in the City consist of single-use commercial centers today, the incorporation of a broader mix of uses is desirable over time:

- **Principal uses:** Retail, restaurants, office, and other commercial services.
- **Supporting uses:** Entertainment, high-density residential, day care (adult and child), and other supporting uses.

Policy LIV 34.3 – Support the Revitalization of Existing Strip Commercial Corridor Developments

Encourage and support the gradual evolution of existing, auto-oriented strip commercial areas to a more compact, pedestrian and transit-oriented pattern of development over time through infill and redevelopment. Establish enhanced walking connections between destinations.

Policy LIV 34.6 – Link to Neighborhoods

Combine the needs of walkable neighborhoods with large-scale retail centers through the development of new models for retail development. Strengthen pedestrian and bicycle linkages from surrounding neighborhoods to General Commercial Districts, particularly at key transit stop locations. Provide pedestrian access from nearby residential neighborhoods to General Commercial Districts from multiple directions, if practical. Ensure walkways are aesthetically pleasing, safe, and convenient.

Policy LIV 34.8 – Transit Facilities

Locate transit stop facilities at safe and convenient destinations strategically distributed within General Commercial Districts to serve users in the area. Design benches, shelters and other drop-off sites to be compatible with the character of the District they serve and locate them away from arterial street curb lines in order to provide a safe, accessible, secure, and positive experience for transit users. Encourage shuttle systems between adjacent shopping centers.



COMMUNITY COMMERCIAL DISTRICTS

Purpose: Community Commercial Districts are higher intensity, mixed-use activity centers intended to serve as destinations for surrounding neighborhoods and the community. Community Commercial Districts offer a mix of retail, restaurants, offices, small civic uses, and higher density housing. Existing patterns and intensities of development in the City's Community Commercial Districts vary greatly; therefore, both vertically and horizontally mixed-use development forms will be encouraged. Higher density development is encouraged in Community Commercial Districts to support their role as hubs of the City's high-frequency transit system and to promote an active, pedestrian-friendly environment. The physical environment will promote walking, bicycling, transit use and ridesharing as well as provide a high quality urban life for residents. Examples of Community Commercial District areas include Campus West and the Foothills Mall.



The Foothills Mall is one of the city's Community Commercial District areas.

Principle LIV 35: Community Commercial Districts will be communitywide destinations and hubs for a high-frequency transit system. They will be quality mixed-use urban activity centers that offer retail, offices, services, small civic uses, and higher density housing, in an environment that promotes walking, bicycling, transit and ridesharing.

Policy LIV 35.1 –Location

Community Commercial Districts are located along Enhanced Travel Corridors where they may be more readily served by existing or future transit.

Policy LIV 35.2 – Mix of Uses

Community Commercial Districts may include a mix of uses, as follows:

- **Principal uses:** Retail, restaurants, offices, and other community services.
- **Supporting uses:** Higher density housing, day care (adult and child), civic and institutional uses, pocket parks and other outdoor gathering spaces, and other supporting uses.

Discourage drive-through facilities. Where such facilities are allowed, they should be secondary in emphasis to outdoor spaces for people, and relegated to secondary locations.

Policy LIV 35.3 –Scale

Encourage higher intensity infill and redevelopment in Community Commercial Districts to promote the creation of active destinations for surrounding neighborhoods and the community and to create concentrations of housing and employment sufficient to support high-frequency transit. Encourage vertical mixed-use; however, limit maximum building height to five (5) to six (6) stories.

Policy LIV 35.4 – Transform through Infill and Redevelopment

Support the transformation of existing, underutilized Community Commercial Districts through infill and redevelopment over time to more intense centers of activity that include a mixture of land uses and activities, an enhanced appearance, and access to all transportation modes. (Also see the Infill and Redevelopment section in this chapter.)

Policy LIV 35.5 – High-Frequency Transit

Many of the city's Community Commercial Districts are located along Enhanced Travel Corridors and are intended to serve as primary hubs of the city's high-frequency transit system. Locate transit stops centrally and adjacent to the commercial core of the District. Retail, restaurants, and other active uses should be visible and accessible from the transit stop. Provide for transfers to feeder buses (local bus network) in the design and location of these stops. Provide comfortable waiting areas, appropriate for year-round weather conditions, at all transit stops. Passenger loading zones should be close to the stop, but should not interfere with pedestrian access.

NEIGHBORHOOD COMMERCIAL DISTRICTS

Purpose: Neighborhood Commercial Districts are intended to serve as a focal point for one or more neighborhoods and are characterized by small-scale retail and service uses that may include mixed-use or attached housing opportunities. Neighborhood Commercial Districts are characterized by a compact scale, pedestrian and bicycle-friendly design, and clear linkages to the surrounding neighborhood(s). Neighborhood Commercial Districts are unique to Low Density Mixed-Use Neighborhoods, although they may be accessible to adjoining Medium Density Mixed-Use Neighborhoods. Examples of Neighborhood Commercial Districts include the supermarket centers at Taft Hill Road and Drake Road, and Timberline Road and Drake Road.



A Neighborhood Commercial District located at Drake and Timberline Roads.

Principle LIV 36: Neighborhood Commercial Districts will provide everyday goods and services for nearby residents, and will be pedestrian-oriented places that serve as focal points for the surrounding neighborhoods.

Policy LIV 36.1 – Mix of Uses

Neighborhood Commercial Districts may include mix of neighborhood serving uses, as follows:

- **Principal uses:** Grocery store, supermarket, or other type of anchor, such as a drugstore. Anchor uses will generally be smaller than those found in a General or Community Commercial District, in keeping with the lower-intensity character of their Low Density Mixed-Use Neighborhood location.

- **Supporting uses:** Retail, professional office, day care (adult and child), and other neighborhood services, along with live-work and residential units, civic/institutional uses, pocket parks and other outdoor gathering spaces, and other supporting uses.

Neighborhood Commercial Districts may include locations for some limited auto-related uses.

Policy LIV 36.2 – Location

Locate Neighborhood Commercial Districts near Low Density and Medium Density Mixed-Use Neighborhoods. Access for pedestrians and bicyclists should be a priority.

Policy LIV 36.3 – Scale and Design

The scale and design of a Neighborhood Commercial District should reinforce the positive identity, character, comfort, and convenience of the surrounding Low Density Mixed-Use Neighborhood. Encourage two- to three-story buildings to establish the District as a focal point of activity and increase the potential for a vertical mix of uses, such as locating dwellings or offices over shops. Also permit one-story buildings. Neighborhood Commercial Districts are limited to seven (7) acres in size; however, existing Districts in established neighborhoods may be as small as a half an acre.

Policy LIV 36.4 – Relationship to Surrounding Neighborhoods

Integrate the Neighborhood Commercial District into the surrounding neighborhood using a connected pattern of streets and blocks that contributes to the neighborhood's positive identity and image and allows residents to reach the District without the need to use an arterial street.

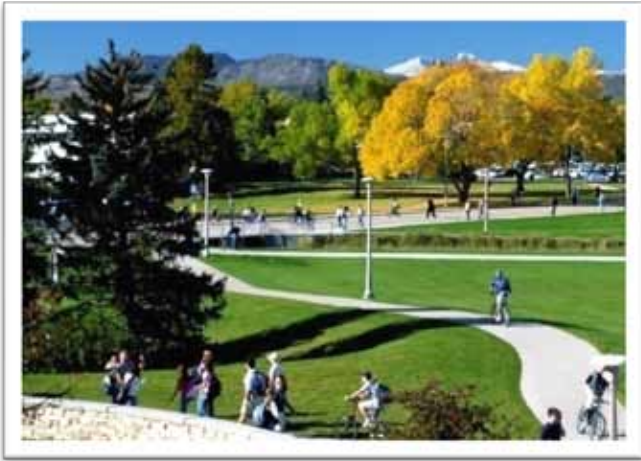
Policy LIV 36.2 – Integrate a Transit Stop

A Neighborhood Commercial District will be considered a major stop on the transit network. The stop is the critical connection between the walkable neighborhood and the rideable transit system. Integrate transit stop facilities into the design of the District and directly connect the transit stop to transportation corridors that serve other districts and the rest of the city. Design the stop to allow passengers to connect with their final mode of transportation to get to/from home.



CAMPUS DISTRICTS

Purpose: Campus Districts include the various campuses of Colorado State University and Front Range Community College, which serve as centers of higher education in the City. In addition to being education, research and employment centers, these Campus Districts also include supporting retail and residential areas either on or adjacent to the campus. The location and surrounding development context of each Campus District varies; therefore, unique urban design and environmental concerns will need to be addressed for each.



Colorado State University's main campus is located at the center of Fort Collins. In 2010 the University enrolled approximately 26,500 resident students.

Principle LIV 37: The campuses of Colorado State University and Front Range Community College will be integrated into the community structure, and treated as prominent community institutions and major destinations served by the City's multi-modal transportation system.

Policy LIV 37.1 –Colorado State University (CSU) Master Plan

Coordinate with CSU on the development and implementation of CSU's [Master Plan](#) for all of its Fort Collins campuses, as well as the development of other future master plans. The [Master Plan](#) identifies the appropriate mix of land uses, including educational and research uses, residential, recreational, and supporting commercial uses, urban design characteristics, and emphasis on multi-modal transportation. These plans detail locations for future infill opportunities and transition from an auto-focus to a multi-modal transportation focus.



Campus Districts also include a number of research and employment centers affiliated with Colorado State University.

Policy LIV 37.2 –CSU Foothills Campus

Coordinate with CSU on the planning and design of the CSU Foothills Campus in harmony with the foothills environment and consistent with the expressed values regarding the foothills as a special environment and scenic backdrop for the City. The development of the Campus should also consider its connection to transportation systems and utilities.

Policy LIV 37.3 –Supporting Uses and Housing

Include student-oriented housing, retail, services, and entertainment designed to function as part of the Campus District. Form strong pedestrian and bicycle linkages throughout the district and provide connections to city systems beyond the campus.

Policy LIV 37.4 –Campus District Edges

Development within Campus Districts should be compatible with surrounding uses and their design characteristics. Mitigate negative impacts on surrounding areas as development occurs.

Policy LIV 37.5 –Transit

As primary multi-modal destinations within the city, serve all Campus Districts with high-frequency transit service. Transit service should link campuses. Develop transit stops as integral parts of the campus environment that serve as inviting gathering places for pedestrians, using materials of character and quality consistent with the desired image of the campus.

Policy LIV 37.6 –Parking Structures

Where appropriate (as shown on campus master plans), use parking structures to reduce the areas covered by parking lots, thereby making space available for infill and redevelopment opportunities.

EMPLOYMENT DISTRICTS

Purpose: Employment Districts are locations for basic employment uses including light manufacturing, offices, corporate headquarters, and other uses of similar character. Employment Districts may also include a variety of complementary uses such as residential, business services, convenience retail, child care, and restaurants. Employment Districts will be designed to encourage walking, bicycling, car- and van-pooling, transit use and have an attractive appearance -- allowing them to locate adjacent to residential neighborhoods.



A typical building located within the Employment District that stretches along Harmony Road.

Principle LIV 38: Employment Districts will be the major employment centers in the community, and will also include a variety of complementary uses to meet the needs of employees. By design, they will be accessible to the City's multi-modal transportation system and encourage walking, bicycling, car and van pooling, and transit use.

Policy LIV 38.1 - Mix of Uses

Employment Districts will vary in size and structure to meet the requirements of a range of employers, from small businesses to those that need relatively large parcels of land to accommodate their facilities. They may include a mix of primary uses and secondary uses intended to support employees:

- **Principal uses:** research facilities, testing laboratories, offices and other facilities for research and development; light industrial uses; hospitals, clinics, nursing and personal care facilities; regional, national or international headquarters of a services or product-producing organization; vocational, business or private schools and universities;

professional offices; finance, insurance and real estate services; and other uses of similar character.

- **Supporting uses:** Hotels/motels; sit-down restaurants; convenience shopping centers, child care centers; athletic clubs; housing; and other accessory buildings and uses.

Locate secondary and supporting uses so that they are accessible and within easy walking distance of major employment concentrations.

Policy LIV 38.3 –Land Use Transitions

Provide a transition in the scale and intensity of uses at the edges of Employment Districts where they abut residential neighborhoods. Place land use boundaries at mid-block locations, rather than along streets, so that buildings facing each other are compatible and transitions between uses are gradual.

Policy LIV 38.5 – Coordinate District Design

Form a coherent, attractive business park or campus setting in each Employment District. The organizing element of an Employment District will either be a clear, unifying network of streets and sidewalks or a system of campus-like outdoor spaces with connecting walkway spines. Focus the pattern on common destinations, particularly transit stops, day care facilities, and convenience shopping centers. Design the District to be compatible with adjoining uses, with generous landscaping of parking, perimeter, and building edges to buffer the impacts of large facilities. Incorporate recreation, parks, and open space areas into the design.

Policy LIV 38.6 – Design for Accessibility

Design street access to and within Employment Districts to serve multiple modes of transportation, and provide multiple entries and exit points to disperse traffic.

Policy LIV 38.7– Address Parking

Parking and other vehicle use areas will be located in the interior of blocks, or in other secondary areas, so that they do not interfere with pedestrian connections. Trees and other landscaping will be provided within parking lots along with pedestrian paths connecting buildings. Parking areas will be screened from adjacent streets with berming and landscape planting.

Policy LIV 38.8 – Provide Walkways and Bikeways

Provide sidewalks and pedestrian paths within Employment Districts and connect streets and pathways to the bikeway and trails system. Design and locate shopping and convenience uses to encourage walking by employees.



Policy LIV 38.10 – Link to Transit

Connect Employment Districts to the citywide transit system. Design transit stops and ride-sharing facilities for each area and link them to high-frequency service. Encourage businesses to have employees car- or van-pool or work staggered hours in an attempt to reduce traffic congestion.

INDUSTRIAL DISTRICTS

Purpose: Industrial Districts are intended to provide a location for a variety of work processes such as manufacturing, machine shops, warehouses, outdoor storage yards, and other uses of similar character. Because of the types of uses and the community need for lower cost economic opportunities, the design features are not as extensive as Employment Districts.



A typical Industrial District located in northern Fort Collins.

Principle LIV 39: Industrial Districts will provide places for a wide range of industrial and commercial uses that do not need or are not suited to high public visibility.

Policy LIV 39.1 – Mix of Uses

Industrial Districts may include a mix of employment and supporting uses as follows:

- *Principal uses:* Industrial land uses such as manufacturing, assembly plants, primary metal and related industries; vehicle related commercial uses such as auto repair and maintenance, and storage; other types of commercial operations; and warehouses, outdoor storage yards, and distribution facilities. Include a variety of flexible sites for small, local, and startup business and industry, as well as large national or regional enterprises.

- *Supporting uses:* Restaurants, day care, convenience retail, services, and housing. Locate secondary uses within or immediately adjacent to and within walking distances of major employment concentrations.

Policy LIV 39.2 – Location

Industrial Districts should be located away from or adequately buffered from residential neighborhoods.

Policy LIV 39.3 – Provide Land Use Transitions

Locate lower intensity land uses at the edges of the District to help provide a transition between an Industrial District and adjacent districts and residential neighborhoods. Lower intensity supporting uses may also be used to achieve this transition.

Policy LIV 39.4 – Support Transportation Improvements

Support transportation improvements that promote the efficient movement of commercial truck traffic from Industrial Districts to the arterial street system via an internal connector (or collector) street system. Transportation improvements may include rail access in some Districts.

Policy LIV 39.5 – Incorporate Transit, Bikeways and Other Trip Reduction Strategies

Serve Industrial Districts using the City's transit system and provide accessibility via bike routes. Encourage businesses to have employees car-pool or van-pool, or work staggered hours in an attempt to reduce traffic congestion.

EDGES

Edges form the boundaries of the community, both inside and outside of the Growth Management Area. Fort Collins will have different types of Edges. In some cases, Fort Collins' Edges will be adjoining communities. The City will recognize the planning efforts within the growth management and planning areas of the adjacent communities of LaPorte, Wellington, Timnath, Windsor, and Loveland. In other cases, Edges should reflect a transition from the developed areas of the city to the rural character of Larimer County.

Three types of Edges are identified on the [City Structure Plan Map](#) (in addition to the Edges formed by the boundaries of adjacent communities):

- Community Separators
- Foothills
- Rural Lands

More detailed descriptions of the three types of Edges are provided below, along with specific policies for each.

For information and policies about regional open lands outside of the City's Growth Management Area, please refer to the Open Lands section within the Environmental Health chapter as well as the 2004 [Land Conservation and Stewardship Master Plan](#) (including the plan's Conservation Focus Areas Map).

COMMUNITY SEPARATORS

Purpose: Community separators will be used as a long-term tool to preserve a permanent physical and visual separation between Fort Collins and surrounding communities.

Principle LIV 40: Community separators will provide physical and visual separation between Fort Collins and surrounding communities to maintain and enhance the separate identities of each community.

Policy LIV 40.1 – Maintain Community Separators

Maintain and promote large separations between communities. Community separator areas may include low intensity residential development, undeveloped lands, and natural or rural landscapes including open lands, natural areas, farmland, clustered residential development, and recreational areas such as golf courses. (Also see the Environmental Health chapter's Open Lands section.)



A Community Separator between Fort Collins and Loveland.

Policy LIV 40.2 – Provide Urban/Rural Transitions

Aim to provide rural/open land transitions between urban level development and areas beyond the Growth Management Area to help maintain community separators.

Policy LIV 40.3 – Maintain Northern Colorado Community Separator Studies

Preserve and maintain the physical and visual separation between Fort Collins, LaPorte, Loveland, Wellington, Windsor, and Timnath in accordance with approved community separator plans and studies and community comprehensive plans.

Policy LIV 40.4 – Reflect Sense of Rural Character

Reflect a sense of rural character by incorporating the protection and preservation of natural areas, agricultural uses, appropriate residential development, and other types of open lands into the separations between communities. Utilize incentives, zoning, and other techniques to encourage alternative development patterns, such as clustered development, retain natural, rural and agricultural lands, preserve a sense of openness, and maintain important visual and natural resources.

Policy LIV 40.5 – Collaborate With Other Communities

Collaborate with adjacent governmental entities to ensure contiguity and clustering of development to limit sprawl and form community separators.



FOOTHILLS

Purpose: The Foothills form a natural western edge to the community. It is within the Foothills area that the mountains and high plains habitats converge, creating a special transition area that is abundant in natural resources. The principles and policies in this section are intended to preserve the unique features and environment of the Foothills as future development occurs.



The Foothills provide a natural edge to the community.

Principle LIV 41: The City will preserve the Foothills and their associated natural amenities for aesthetic purposes (to maintain the mountain backdrop vista), as wildlife habitat, as open lands, and as contributing to the unique character and urban form of Fort Collins.

Policy LIV 41.1 – Preserve the Foothills

Consider and implement measures to preserve and protect the natural features and views of the Foothills, such as conservation easements, purchase of land or development rights, and zoning. Maintain an Intergovernmental Agreement with Larimer County to address appropriate and effective regulation on future development in the foothills so that it preserves the unique environment, limits potential human and wildlife conflicts, and ensures that the area remains the western edge to the city.

Policy LIV 41.2 – Protect View Corridors and Access

Protect view corridors and public access to the Foothills, continuing to allow recreational opportunities provided that they do not threaten the area's environmental integrity.

Policy LIV 41.3 – Standards and Guidelines for Development

Utilize design and landscaping standards and guidelines for

development in the foothills area, including the use of recommended native plants that serve to protect the unique environment, ensure the protection of wildlife habitat values, reduce the chance of future conflicts between humans, wildlife species, and their ecosystems, and minimize visual impacts.

RURAL LANDS

Purpose: Rural Lands consist of agricultural and residential lands that form the community's edge. In some locations, Rural Lands will be protected as community separators. Other areas may have land uses such as clustered residential development, large lot residential, and agriculture.



Agricultural uses occur on many rural lands near the community.

Principle LIV 42: Rural Lands and agricultural uses will be a valuable component of Fort Collins' economy, culture, and heritage, and be used to create an edge to the community.

Policy LIV 42.1 – Protect Rural Lands

Work with Larimer County to protect rural lands, including agricultural and low intensity residential areas that form part of a community separator. Work with the County on the planning of new residential development adjacent to the Growth Management Area, encouraging clustered development to protect rural lands.

Policy LIV 42.2 – Encourage Agricultural Uses

Encourage sustainable agricultural uses that are compatible with watershed qualities and wildlife habitats.

Policy LIV 42.3 – Collaborate on Rural Lands

Develop and maintain effective partnerships with Larimer County, other governmental organizations and jurisdictions, and the private sector for the protection of rural landscapes and the continuance of regional agricultural activities.

CORRIDORS

Corridors provide a connection between different areas or destinations and include travel corridors and other natural and water corridors. Corridors are not just about more streets and open space in the city – they are about a network of travel routes, choices for how people move throughout the city, reducing the need for vehicle trips, linking pockets of green space, and maximizing every positive feature that these corridors can contribute to Fort Collins. Major transportation corridors link destinations and activities and make it easier to move around the City using various modes of travel. Among these are Enhanced Travel Corridors, multi-modal corridors supported by complementing land uses that link key areas of the city. Other corridors such as the Poudre River, streams, drainageways, and trails collectively create a network that links open lands to areas of the city where residents live and work, and provide for wildlife habitat and movement.

Three types of Corridors are identified on the [City Structure Plan Map](#):

- Enhanced Travel Corridors
- Open Lands, Parks, and Water Corridors
- Poudre River Corridor (Overlay)

A more detailed explanation for each type of Corridor is provided below, along with detailed principles and policies for each.

ENHANCED TRAVEL CORRIDORS

Purpose: Enhanced Travel Corridors provide multi-modal connections between two or more Districts or activity centers. Enhanced Travel Corridors promote safe, convenient, and comfortable access to high-frequency transit service and bicycle and pedestrian facilities. Enhanced Travel Corridors are multi-modal in nature and emphasize wide sidewalks, bike lanes on designated routes, transit stops, and parking facilities. Enhanced Travel Corridors correspond with Targeted Infill and Redevelopment Areas, and as such, they are anticipated to support the expansion of economic opportunity and accommodate a higher-intensity, transit-supportive pattern of development over time. (Also see the Transportation chapter for more information on Enhanced Travel Corridors.)



The images above illustrate the transformation of a typical intersection (top) to a higher-intensity, mixed-use Enhanced Travel Corridor (bottom).

Principle LIV 43: Enhanced Travel Corridors will be strategic and specialized Transportation Corridors that contain amenities and designs that specifically promote walking, the use of mass transit, and bicycling. Enhanced Travel Corridors will provide high-frequency/high efficiency travel opportunities for all modes linking major activity centers and districts in the city.

Policy LIV 43.1 – Integrate Land Use and Transportation Decisions

Reflect the important relationship between land use and transportation in policy decisions, management strategies, and investments to ensure they are coordinated, complementary, and support the [City Structure Plan Map](#). The City may provide transit service in advance of demonstrated demand to support development of key Districts on high-frequency lines. (Also see the Transportation chapter.)

Policy LIV 43.3 – Support Transit-Supportive Development Patterns

Support the incorporation of higher intensity, transit-supportive development along Enhanced Travel Corridors through infill and redevelopment. Encourage the densities and broader mix of uses necessary to support walking, bicycling, and transit use while accommodating efficient automobile use.



OPEN LANDS, PARKS, AND WATER CORRIDORS

Purpose: Open Lands, Parks, and Water Corridors are intended to preserve natural and man-made drainageways, wildlife habitat, and wildlife corridors, and to provide trails, paths, parks, and open lands for recreation use where appropriate. These Corridors collectively comprise a network linking larger open lands, Neighborhoods, Districts, and other land uses. Open Lands, Parks, and Water Corridors are not intended to be parcel-specific designations, but rather general designations that follow major drainageways and other wildlife and water corridors. Development buffers and other regulations should be used to determine the limits of development. For areas designated Open Lands, Parks, and Water Corridors along the Cache la Poudre River the Poudre River Corridor Overlay policies also apply. (Also see the Environmental Health chapter for additional principles and policies on environmental stewardship and resource conservation on private lands, open lands, and water resources, and the Culture, Parks, and Recreation chapter for additional information on park lands.)



Irrigation ditches often serve multiple functions as waterways, wildlife corridors, open lands, and trail connections.

Principle LIV 44: Open Lands, Parks, and Water Corridors form an interconnected system that provides habitat essential to the conservation of plants, animals, and their associated ecosystems; serves the needs for drainage and water conveyance; and provides opportunities for recreational, educational, environmental, transportation, and other activities.

Policy LIV 44.1 – Maintain System of Open Lands

Maintain a system of publicly-owned open lands to protect the integrity of wildlife habitat and conservation sites, protect corridors between natural areas, conserve outstanding examples of Fort Collins' diverse natural heritage, and provide a broad range of opportunities for educational, interpretive, and recreational programs to meet community needs. (Also see the Open Lands section in the Environmental Health chapter.)

Policy LIV 44.2 – Provide Parks Facilities

Maintain and facilitate the development of a well-balanced system of parks, trails, and recreation facilities to provide a variety of recreational opportunities, as identified in the [Parks and Recreation Policy Plan](#) (2008). (Also see the Culture, Parks and Recreation chapter's Parks and Recreation section.)

Policy LIV 44.3 – Retain Water Corridors

Retain water corridors to provide adequate drainage in order to maintain the safety of lives and property and provide land for recreation, habitat conservation, and wildlife movement. Water corridors help define the edges of the community and form parts of community separators and other open lands, in addition to serving their primary function as drainage corridors. (Also see the Stormwater and Water Resources sections of the Environmental Health chapter.)

Policy LIV 44.4 – Utilize Buffers

Utilize buffers and other requirements for development along water corridors and near other natural features to preserve, protect, enhance, and restore important wildlife habitat, riparian areas, wildlife corridors, and other natural features, and to maintain channel stability, water conveyance, and flood protection.

Policy LIV 44.5 – Interconnect Trails/Paths

Integrate a trail/path system that connects open lands, parks, and water corridor areas, excluding motorized vehicles (except emergency and maintenance vehicle access). Pay special attention to environmentally sensitive trail design, location, and construction.

POUDRE RIVER CORRIDOR OVERLAY

Purpose: The Poudre River Corridor is highlighted in *City Plan* because of its special significance to the entire Fort Collins community. The Poudre River Corridor bisects the northern third of the city, from LaPorte in the northwest approximately eight (8) miles to Timnath in the southeast. The width of the corridor varies from less than one-quarter (1/4) mile to nearly one and one-half (1½) miles, depending on natural features and existing land uses.

The [City Structure Plan Map](#) contains a special overlay designating the Poudre River Corridor. The intent is to highlight the Corridor as an area needing special consideration due to its great importance to the community. Changes within the Corridor should be crafted with care and with meaningful opportunities for community participation.

The principles and policies for the Poudre River Corridor are intended to maintain a multiple-use corridor in which the river and surrounding lands are carefully managed to protect and enhance a diverse set of public values and allow appropriate private uses within the corridor. Public values that are important within the Poudre River Corridor include the following:

- Natural areas, wildlife habitat, environmental and water quality
- Recreation, parks, trails, and designated public access areas
- Rural character and agricultural use
- Floodplain and flood hazard management
- Scenic and aesthetic resources
- Education, research, and interpretation
- Historic landmarks and cultural landscapes

Private values within the Poudre River Corridor include:

- Agriculture
- Gravel extraction and reclamation
- Residential, cultural, commercial, and business development

The following principles and policies address the balance between public and private values along the Poudre River Corridor. Principles and policies related to the Poudre River Corridor's natural systems are provided in the Environmental Health chapter and are intended to be applied in conjunction with those that follow.



The Poudre River Corridor features several unique segments as it crosses the community.

Principle LIV 45: Adjacent land uses will be carefully managed to ensure that the diverse community values of the Poudre River Corridor are protected and enhanced.

Policy LIV 45.1 – Land Uses

Permit land uses within the Poudre River Corridor that are consistent with the protection of ecological, floodplain, historic, scenic, safety, recreational, and other public values. Appropriate land uses in the Poudre River Corridor may include public conservation and recreational sites, mixed-use commercial areas, rural/agricultural estate, urban estate, residential, employment, industrial, educational, and utilities.

Policy LIV 45.2 – Development Standards and Design Guidelines

Apply development standards and design guidelines to land uses in the Poudre River Corridor in order to ensure compatibility with the river landscape.

Policy LIV 45.3 – River Segments

The Poudre River Corridor has distinct segments containing unique characteristics, opportunities, and constraints as defined below and shown in Figure LIV 5.

1. *Rural Open Lands Segment (from the community of LaPorte to Shields Street)*

This segment offers the opportunity for open lands conservation to maintain the semi-rural character of the area, to preserve and protect the natural and beneficial habitat and floodplain values of the river, and to create or restore ecological, scenic and recreational opportunities after gravel mining.



2. ***Community River Segment (Shields Street to College Avenue)***

In this segment, existing neighborhoods are located in close proximity to existing public parks and natural areas and the recreational trail along the river. This segment should emphasize convenient access and wayfinding for residents to the river corridor for both active and passive recreational and leisure opportunities. The cottonwood forests, adjacent wetlands and ponds, and associated wildlife habitat in close proximity to downtown make this an ideal section for people of all ages to experience the natural setting of the Poudre River. Natural habitat and floodplain values will be preserved and protected.

3. ***Historic and Cultural Core Segment (College Avenue to Lemay Avenue)***

This segment of the river includes many of the community's oldest and most significant historic and cultural features, the Old Town Historic District, and Downtown. It also contains innovative, and integrated, stormwater and natural area features. Land uses in the area should be more flexible than in other river segments and emphasize connecting the river to Downtown, providing multi-purpose spaces that celebrate the historic relevance of the river to the community, continuing the important and unique relationship between the waterway and surrounding urban environment, and maintaining those natural elements of the river as it passes through Downtown. The natural and beneficial floodplain functions will be protected. Natural habitat, wildlife movement, and flood hazards will be managed to protect public safety while maintaining recreational values. Redevelopment opportunities are permitted and shall be harmonious with the river corridor and its values.

4. ***Science, Education, and Wildlife Segment (Lemay Avenue to Drake Road)***

Due to increasing public use, development pressure, gravel mining, and complex flood management issues, there is substantial focus on innovative ways of managing water and land resources along this section of the river. Land uses in this area should focus on opportunities for cooperative floodplain and natural area management by the City and CSU, emphasize scientific research, and provide environmental education and interpretation opportunities. This segment includes large contiguous sections of conserved open space with good habitat diversity including upland grasslands, wetlands, riparian forests, shrublands, and open water which make it, in the urban and semi-arid context, a valuable area for

wildlife. Management of this segment should support the values for wildlife.

5. ***Conservation Open Lands (Drake Road to Harmony Road)***

This river segment possesses significant natural and historic resources. Land uses in this area should emphasize natural areas protection, natural and beneficial floodplains functions, open lands conservation, ecological restoration, and historic structures preservation.

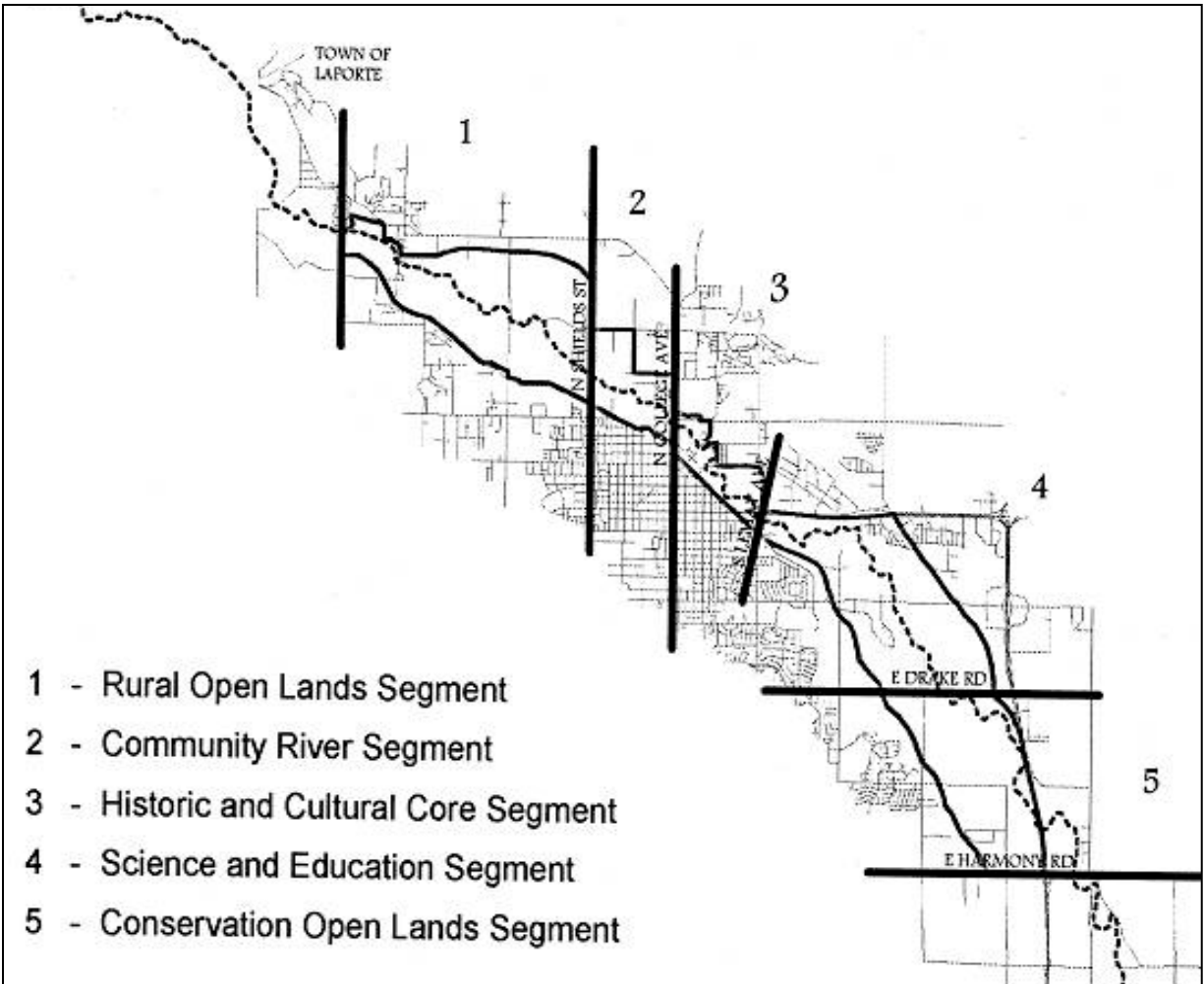
Policy LIV 45.4 – Emphasize Intergovernmental and Private Cooperation

Cooperate with county, state, federal, and private agencies or organizations to protect and enhance the Poudre River Corridor. Significant portions of the Poudre River Corridor are under the jurisdiction of Larimer County or are owned by Colorado State University.

Policy LIV 45.5 – Collaborate Regionally

Because the reach of the Poudre River Corridor within the City is only a portion of a larger river system and watershed, collaborate with other public and private entities throughout Northern Colorado to enhance river protection, functional resiliency, and stewardship efforts.

LIV 5: Segments of the Poudre River Corridor





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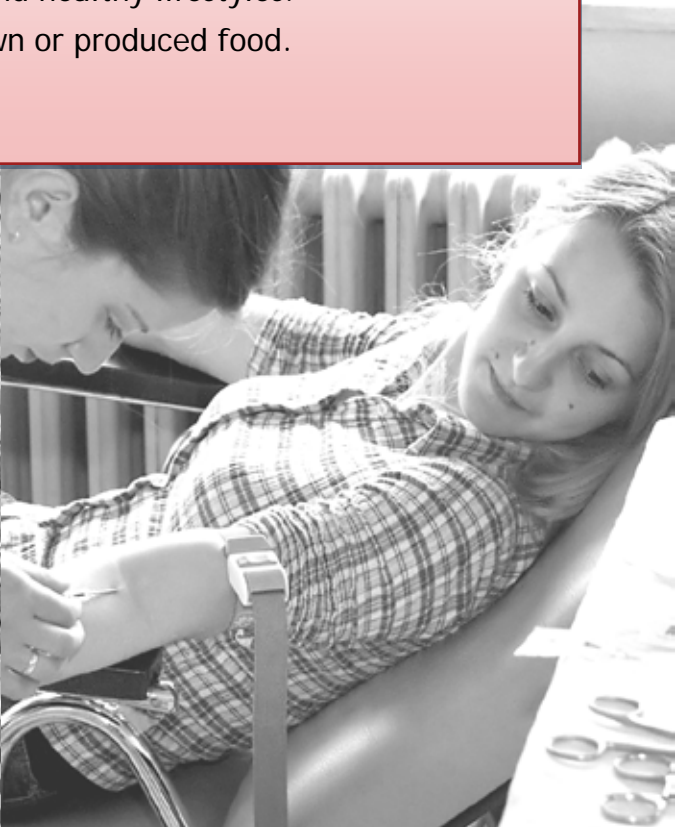
SAFETY AND WELLNESS



VISION

A safe and healthy community:

- A safe, non-threatening city in which to live, work, learn, and play.
- Opportunities to lead active and healthy lifestyles.
- Access to healthy, locally grown or produced food.





BACKGROUND

OVERVIEW

This chapter focuses on Fort Collins being a safe and healthy place to live, work, learn, and play, drawing on values and community goals from earlier versions of *City Plan*, as well as other ongoing City safety and wellness programs, partnerships, and policies.

Earlier versions of *City Plan* envisioned Fort Collins as a safe, healthy, and nonthreatening community, but these topics were woven in as pieces of the plan elements (such as Transportation, Housing, and Land Use), and not directly addressed. Safety and wellness are increasingly recognized as important aspects of a sustainable community, as they are not simply factors attributed to individuals within the community, but also topics that help shape the overall community's appeal, viability, productivity, and economic stability.

The principles and policies in this chapter take into account the City's existing efforts, programs, and policies to make Fort Collins safe and healthy, including high-quality police, fire protection, and emergency management services; vast offerings for recreation and physical activity; and ongoing coordination with other safety and wellness partners in the community and region. The safety and wellness principles and policies also highlight opportunities for improved coordination, particularly between safety and wellness with transportation, parks, and recreation. They also address challenges related to leading active lifestyles and accessibility of health and human service facilities. Finally, the safety and wellness principles and policies encourage and support local food production to improve the availability and accessibility of healthy foods.

RELATED PLANS AND POLICIES

The following resources provided background that helped shape the principles and policies in this chapter:

- [Bicycle Plan](#) (2008)
- City of Fort Collins [Neighborhood Services](#) programs and resources
- [Citizen Survey Report](#) (2010)
- [Coalition for Activity & Nutrition to Defeat Obesity](#) (CanDo) Fact Sheet (2010)
- [Community Health Survey Report](#) (Health District of Northern Larimer County, 2004)
- [Community Scorecard](#) (2009)
- [Larimer County Compass Reports](#) (Larimer County Health and Human Services, 2009)
- [Poudre Fire Authority Strategic Plan](#) (2004)

- [Police Executive Research Forum](#) (PERF)
- [Unified Crime Reports](#) (Colorado Bureau of Investigation, 2009)

SAFETY AND WELLNESS AND SUSTAINABILITY

Safety and wellness relates to the economic, environmental, and human aspects of the City's sustainability as follows:

Economy

Perception of safety is an important consideration for new businesses looking to locate or expand in the community. Additionally, by maintaining a safe and non-threatening environment in areas such as Downtown, residents and visitors are more likely to spend time, shop, and contribute to the local economy. Emphasizing active living, wellness, and local food production can also result in economic advantages, such as reduced health care costs for employees and businesses and new business opportunities that focus on active lifestyles. Access to community services, including education and early care, can have a positive impact on the economic vitality of the community through increased workforce productivity and well-being, as well as providing benefits to the community as a whole.

Environment

Community safety includes planning, preparedness, and emergency management for environmental events such as floods, blizzards, and fires. The way that such events are addressed can, in turn, have lasting impacts on environmental health (e.g., hazardous materials can enter waterways during flood events). Wellness is related to environmental health in that active lifestyles and food production foster interaction with the natural environment.

Human

Perception of safety is essential in maintaining a high quality of life and satisfaction in the community. Likewise, feeling healthy and well, whether physically, mentally, or spiritually, can improve overall quality of life and help foster a safe community. Providing access and opportunity for all residents, regardless of income or eligibility, to enjoy the amenities of an active community maintains a diverse social environment.








CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS

In order to gauge progress related to a safe and healthy community, the City must continually monitor its achievements. The following indicators are examples that could be used to monitor community safety and wellness.

- Public Safety
- Air Quality
- Walkability Score
- Mobility/Travel Modes
- Neighborhood Involvement
- Community Physical Activity
- Public Health
- Local Food Production

SYSTEMS APPROACH: CONNECTED TOPICS

Because *City Plan* emphasizes a systems-based approach, many of the topics within the Safety and Wellness chapter are related and closely-connected to the principles and policies in other chapters, as summarized in the table below. The connections and relationships between topics are important to highlight so that the City may identify and pursue opportunities for new partnerships and relationships, maximize funding and resources, and implement actions that benefit multiple areas. A “closely connected” relationship means that while the topic may not be specifically called out in the principle language, it is clearly mentioned in supporting policies. While some principles and policies may not be identified as closely connected in the table below, linkages and relationships between topics may exist beyond the principle or policy language.

	Economic Health	Environmental Health	Community and Neighborhood Livability	Culture, Parks, and Recreation	High Performing Community	Transportation
						
Community Safety		<ul style="list-style-type: none"> • Secure electric grid (ENV 7) • Adapt to changing climate (ENV 12) • Manage hazardous materials (EN 17) • Minimize flood risk (ENV 18, 26) 	<ul style="list-style-type: none"> • Coordinate services as growth occurs (LIV 3, 4) • Design for crime prevention and security (LIV 12) • Enforce noise regulations (LIV 18) • Community engagement and gathering places (LIV 24, 31, 36) 		<ul style="list-style-type: none"> • Community engagement and service (HI 1, 3) • Responsive and effective government (HI 5) • Clear service funding options (EH 7) 	<ul style="list-style-type: none"> • Safe transportation system (T 4, 10, 11, 12, 13, 18, 23, 29.)
Wellness	<ul style="list-style-type: none"> • Leverage quality of life to grow economy (EH 2) 	<ul style="list-style-type: none"> • Recreation, agriculture, and other wellness opportunities on open lands (ENV 2, 4) • Air quality and health (ENV 8, 10) • Public health and waste (ENV 17) • Water quality and treatment (ENV 21, 22) • Recreation and education in the Poudre River corridor (ENV 25, 28) 	<ul style="list-style-type: none"> • Housing for special needs populations (LIV 7) • Walkable and bicycle-friendly neighborhoods and districts (LIV 21, 30, 31, 32, 35, 36, 37, 39, 43, 44, 45) 	<ul style="list-style-type: none"> • Arts and cultural opportunities and social well-being (CPR 1, 3) • Parks and recreation opportunities to meet community needs (CPR 4, 5) 	<ul style="list-style-type: none"> • Community engagement and service (HI 1, 3) • Partnerships, acceptance, and inclusion (HI 4, 5) 	<ul style="list-style-type: none"> • Active transportation options (T 8, 9, 11, 12, 28)



SAFETY AND WELLNESS PRINCIPLES AND POLICIES

COMMUNITY SAFETY

The principles and policies in this section build on the vision for a “safe, non-threatening community” in the 1997 and 2004 *City Plan* and also reflect other adopted plans and policies of the City’s Police Services, Emergency Management, and Neighborhood Services departments and Poudre Fire Authority. They aim to maintain high levels of police, fire, and emergency management services to ensure a safe community, and seek to involve residents in their neighborhoods to increase safety and security. They also reflect the fact that the design of the built environment is also an important consideration in fostering feelings of safety in the community.

Principle SW 1: The City will foster a safe community.

Policy SW 1.1 – Maintain and Enhance Community Safety

Maintain a safe community environment by providing quality, cost-effective police service in the areas of law enforcement, crime prevention, education, public safety, and overall community well-being with an increased focus on neighborhood policing and particular attention to criminal activity, quality of life issues, and visible signs of disorder.

Policy SW 1.2 – Maintain and Enhance Fire Protection

Coordinate with Poudre Fire Authority (PFA) to foster fire and life safety as a priority within the city. Support the [PFA Strategic Plan](#) and its mission to protect citizens and their property by being prompt, skillful, and caring.

Policy SW 1.3 - Promote Emergency Preparedness

Promote and prioritize the value of moving towards a disaster resistant community through preparedness, mitigation, and response and recovery activities including planning, education, training, and exercises to address potential hazards and emergencies such as flooding, winter storms, thunderstorms, tornadoes, utility failures, release of hazardous materials, civil disturbances, and terrorism.



Neighborhood involvement helps build a safer community.

Policy SW 1.4 - Involve Neighborhoods

Provide and expand opportunities for neighborhood safety and involvement by fostering good neighborhood relations, building a sense of community pride and involvement, promoting safe and attractive neighborhoods, and encouraging compliance with City Codes. (Also see the High Performing Community chapter’s Effective Governance section.)

Policy SW 1.5 - Maintain Public Safety through Design

Provide a sense of security and safety within buildings, parking areas, walkways, alleys, bike lanes, public spaces, and streets through environmental design considerations, such as adequate lighting, visibility, maintained landscaping, and location of facilities. (Also see the Community and Neighborhood Livability chapter’s Community Appearance and Design section).

COMMUNITY WELLNESS

The principles and policies in this section build on many of the City’s existing efforts related to parks, recreation, transportation, horticulture, and coordination with the community’s health and human service providers. While the City has been involved in many activities and coordinated efforts related to wellness for years, this section highlights these activities in the new context of improving the overall health and wellness of the community. For clarity, the term “wellness” used within this chapter refers to physical, mental, and spiritual health and well-being.



Facilities such as parks and playgrounds provide opportunities for physical activity and interaction.

Principle SW 2: The City will provide opportunities for residents to lead healthy and active lifestyles.

Policy SW 2.1 - Plan and Maintain Facilities

Provide opportunities for engagement, activity, and recreation through the ongoing maintenance of existing facilities and planning for new recreational and cultural facilities, bicycle lanes, sidewalks, parks, trails, and natural areas in accordance with the [Parks and Recreation Policy Plan](#), [Land Conservation and Stewardship Master Plan](#), and [Cultural Plan](#). (Also see the Culture, Parks, and Recreation and Environmental Resources chapters.)

Policy SW 2.2 – Enforce Ordinances

Foster healthy and safe environments by continuing enforcement of current health and safety ordinances related to tobacco and alcohol use, noise, snow removal, dismount zones, and other health, environmental, and nuisance topics.

Policy SW 2.3 - Support Active Transportation

Support means of 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, as outlined in the [Pedestrian Plan](#) and [Bicycle Plan](#). (Also see the Transportation chapter's Mode Choices and Awareness sections.)

Policy SW 2.4 – 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



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

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. (Also see the Community and Neighborhood Livability and Transportation chapters.)

Policy SW 2.5 – Coordinate with Health and Human Service Providers

Rely upon health and human service organizations to provide community health and human services, and focus on improved communication, education, accessibility, and collaboration in order to enhance overall physical and mental health, safety, and wellness of the community. Allocate funds to the Human Services Program to assist local human service providers. Partner and collaborate with public and private organizations for the provision of mental health and substance abuse services.

Policy SW 2.6 – Consider Location of and Transportation to Health and Human Services

Encourage health and human services providers to carefully consider locations of new facilities and transportation implications, provide private transportation to services, and coordinate with the public transportation system.



Policy SW 2.7 – Pursue Well City Designation

Coordinate with local health organizations and employers to achieve and maintain the “Well City” designation from the Wellness Council of America. The overall goal of the Well City initiative is to have at least 20% of the Fort Collins workforce employed by a Well Workplace Award-winning company.

Principle SW 3: The City will encourage and support local food production to improve the availability and accessibility of healthy foods, and to provide other educational, economic, and social benefits.

Policy SW 3.1 – Encourage Community Gardens and Markets

Support cooperative efforts to establish community gardens and markets throughout the community and region. Such efforts include maintaining ongoing partnerships with the Gardens on Spring Creek, Poudre School District, Coalition for Activity and Nutrition to Defeat Obesity (CanDo), farmers markets, Community Supported Agriculture programs (CSAs), and others, as well as supporting the development of a potential year-round community marketplace.

Policy SW 3.2 – Participate in Efforts to Enhance the Regional Food System

Participate in and follow the Northern Colorado Regional Food System Assessment project and other Larimer County agricultural efforts, and implement their recommendations at a local level, if appropriate.



In addition to providing healthy food options, community gardens can help build relationships and a strong sense of community.

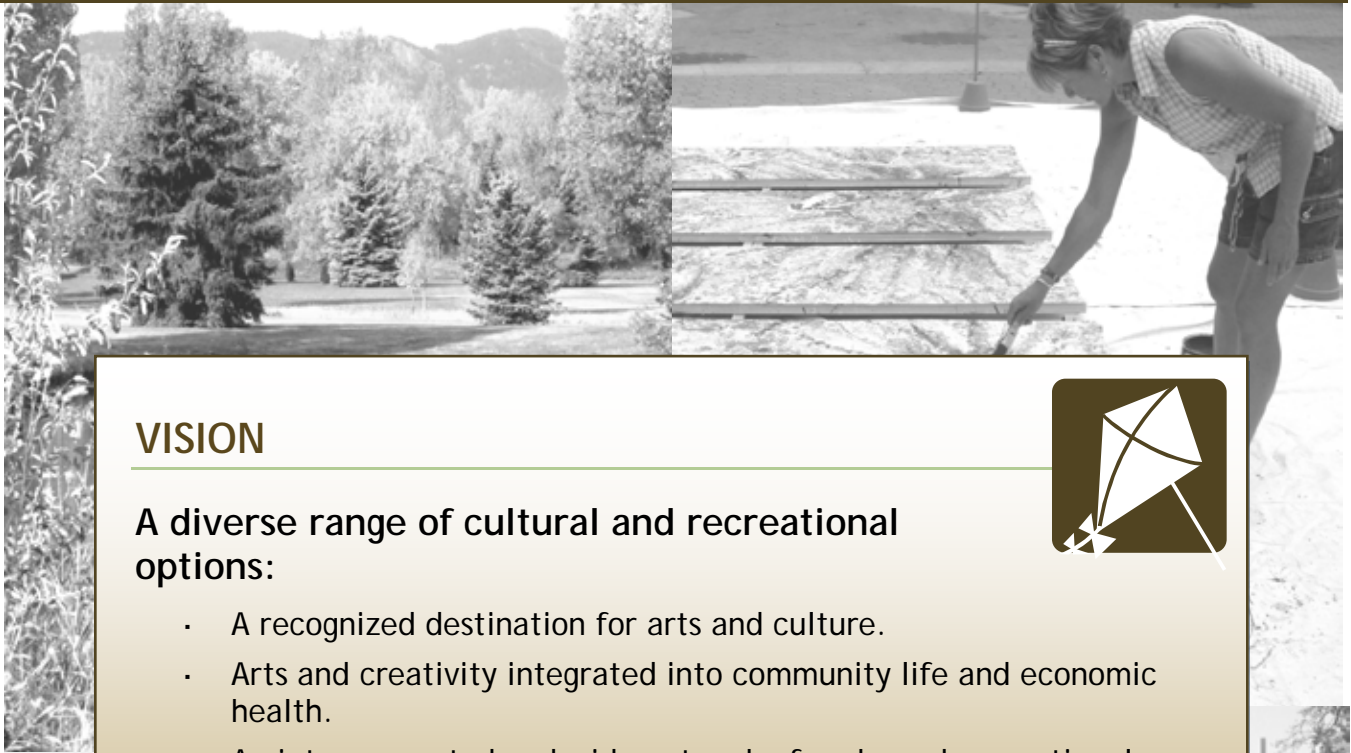
Policy SW 3.3 – Encourage Private Community Gardens in Neighborhood Design

Encourage community and private gardens to be integrated in the design of new neighborhoods (single and multi-family), and encourage rooftop gardens where appropriate (e.g., roofs of commercial or office buildings, apartment buildings in higher-density areas, etc.).

Policy SW 3.4 – Include Garden Plots in Neighborhood Park Development

Suggest garden plots as an option (in addition to other park facilities such as playgrounds, trails, picnic facilities, etc.) in the development of neighborhood parks, with maintenance responsibilities to be coordinated with Homeowner's Associations.

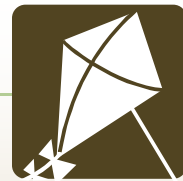
CULTURE, PARKS, AND RECREATION



VISION

A diverse range of cultural and recreational options:

- A recognized destination for arts and culture.
- Arts and creativity integrated into community life and economic health.
- An interconnected and wide network of parks and recreational facilities.
- Multi-purpose and new types of facilities to meet the needs of a changing community.





BACKGROUND

OVERVIEW

This chapter of *City Plan* and vision for a diverse range of cultural and recreational options reflect the values from the 2008 [Cultural Plan](#) and 2008 [Parks and Recreation Policy Plan](#), as well as related principles and policies carried forward from previous versions of *City Plan*.

While previous iterations of *City Plan* did not address the topic of arts and culture within a separate section or chapter, it called for continued support of cultural amenities for their contributions to economic health and their reflection of community heritage. Likewise, the 2008 [Cultural Plan](#) underscored the importance of arts and culture as key components of Fort Collins' continued success and desirability, with its vision to "identify Fort Collins as a uniquely creative community and a destination for arts, culture, and science that enriches the lives of citizens and visitors and serves as an economic engine."

Goals from *City Plan* included ensuring the legacy of Fort Collins' parks, trails, and outdoor recreation facilities for future generations, providing a wide variety of high-quality recreation services and opportunities, creating an interconnected regional and local trail system, promoting community, and focusing on enhanced ecologically sound and green practices. Similarly, the 2008 [Parks and Recreation Policy Plan](#) envisioned parks, trails, and recreation facilities as essential assets to connect people to place, self, and others, and to provide quality of life and beauty to the city.

RELATED PLANS AND POLICIES

In addition to public feedback and ideas, the following City of Fort Collins and other plans and policies helped shape and inform the content of this chapter:

- [Art in Public Places Program](#) (1995)
- [Arts and Economic Prosperity Study](#) (Americans for the Arts, 2009)
- [Beet Street Strategic Plan](#) (Beet Street, 2010)
- [Cultural Plan](#) (2008)
- *City Plan* (1997 and 2004)
- [Parks and Recreation Policy Plan](#) (2008)
- [Transportation Master Plan](#) (1997 and 2004)
- [The State of Colorado's Creative Economy](#) (Colorado Council on the Arts, 2008)

CULTURE, PARKS, AND RECREATION AND SUSTAINABILITY

The Culture, Parks, and Recreation principles and policies relate to the economic, environmental, and human aspects of the City's sustainability as summarized below.

Economy

Arts, culture, and recreation activities can help draw visitors and revenue into the City. Additionally, arts, culture, parks, and recreation provide employment opportunities and enhance the overall quality of life in the community, an important factor in economic development efforts.

Environment

Arts, culture, parks, and recreation offerings can help highlight and foster human interaction with the natural environment (e.g., interpretive information and trails showcase the Poudre River). Culture, parks, and recreation offerings and facilities can also integrate and showcase resource conservation and environmental stewardship (e.g., public art utilizing renewable energy, water-efficient landscaping in public parks, and wildlife movement along trail corridors).

Human

Culture, parks, and recreation opportunities enhance the quality of life in the community. They provide opportunities for physical activity, interaction, entertainment, reflection, and leisure, and build a sense of pride among residents.

CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS







In order to be effective, the City must continually monitor its progress towards achieving its vision of a diverse range of cultural and recreational options. In order to monitor and track progress related to culture, parks, and recreation, the following indicators could be used:

- Arts and Culture Activity
- Community Physical Activity (number of citizens using parks and recreation facilities)

SYSTEMS APPROACH: CONNECTED TOPICS

Because *Plan Fort Collins* and *City Plan* emphasize a systems-based approach, many of the topics within this Environmental Health chapter are inter-connected and closely related to other topics, principles, and policies. Recognizing these relationships and connections may allow the City to pursue new partnerships and relationships, maximize resources and funding, and pursue actions that benefit multiple areas. Principles in other

chapters that directly address culture, parks, or recreation and principles that are closely connected to these topics are outlined in the table below. For clarity, a “closely connected” relationship means that while the topic may not be specifically called out in the principle language, it is clearly mentioned in supporting policies. While some principles and policies may not be identified as closely connected in the table below, linkages and relationships between topics may exist beyond the principle or policy language.

	Economic Health	Environmental Health	Community and Neighborhood Livability	Safety and Wellness	High Performing Community	Transportation
						
Arts and Culture	<ul style="list-style-type: none"> Vibrant and innovative economy (EH 1, 2) Local and creative businesses (EH3) 	<ul style="list-style-type: none"> Opportunities on open lands (ENV 2) Energy efficiency in public facilities (ENV 5, 6) Poudre River corridor cultural aspects (ENV 25, 27, 28) 	<ul style="list-style-type: none"> Infill and re-development and public investment (LIV 5) Appearance and design of streetscapes, public areas, and gateways (LIV 10-13) Preservation of historic resources (LIV 17-18) Entertainment and noise (LIV 19) Character of Downtown (LIV 33) Diverse segments of Poudre River (LIV 46) 	<ul style="list-style-type: none"> Culture and art to support active living (SW 2) 	<ul style="list-style-type: none"> Volunteerism and philanthropy (HI 1) Learning community (HI 2) Cultural acceptance and inclusion (HI 3) Public-private collaboration and partnerships (HI 4) Clear and transparent budgeting (HI 7) 	<ul style="list-style-type: none"> Street and Enhanced Travel Corridor design and amenities (T 4, 24)
Parks and Recreation	<ul style="list-style-type: none"> Resilient economy and job recruitment (EH 1, 2) 	<ul style="list-style-type: none"> Open lands and parks and recreation (ENV 2, 4) Energy efficiency in public facilities (ENV 5, 6) Air quality and recreational trails (ENV 8, 9) Stormwater and parkland (ENV 20) Parks and recreation in open lands, water and the Poudre River corridors (ENV 25) 	<ul style="list-style-type: none"> Development pays its share (LIV 4) Integrating public spaces (LIV 11) Quality landscape design (LIV 14) Neighborhood parks and recreation (LIV 23) Public spaces and recreation in commercial and employment districts (LIV 31, 38) Recreation and trails in various areas (LIV 40, 41, 45, 46) 	<ul style="list-style-type: none"> Parks, recreation, and trails to support active living (SW 2) Food production on open lands (SW 3) 	<ul style="list-style-type: none"> Public-private collaboration and partnerships (HI 5) Clear and transparent budgeting (HI 7) 	<ul style="list-style-type: none"> Bikeways and recreational trails (T 3, 8, 11)



CULTURE, PARKS, AND RECREATION PRINCIPLES AND POLICIES

ARTS AND CULTURE

The arts and culture-related principles and policies in this chapter build on the vision and goals expressed in the 2008 [Cultural Plan](#) and the City's many existing arts and culture initiatives and programs, such as the City's Art in Public Places Program, Beet Street, and others. They also aim to add to the community's quality of life, economic vibrancy, and appearance by creating and encouraging diverse arts and cultural experiences to serve people of all backgrounds and interests, and by continuing to incorporate public art and aesthetically pleasing design into buildings, parks, plazas, streetscapes, public spaces, and transportation.

Principle CPR-1: The City will promote, encourage and stimulate the growth of cultural development and participation, recognizing that artistic and cultural opportunities are essential to a vital and creative community.

Policy CPR 1.1 - Provide a Mix of Cultural Facilities and Programs

Provide, maintain, sustain, and operate a diverse, accessible, and affordable mix of historic and cultural facilities to meet the needs of a world-class cultural destination, producing and presenting a full range of performing, historical, and visual arts programs.



A major renovation and expansion to the Lincoln Center will enhance opportunities for world-class cultural events and programming.



The painted transformer cabinets in many Downtown alleyways display works of art and also help deter graffiti.

Policy CPR 1.2 - Enhance the Community through Public Art

Acquire, integrate, exhibit and preserve public art Downtown and throughout Fort Collins to create and enhance the unique identities of our community landmarks, destinations, and gateways. (Also see the Community and Neighborhood Livability chapter's Community Appearance and Design section.)

Policy CPR 1.3 – Maintain Collection of Art and Artifacts

Acquire, exhibit, preserve, and store historic artifacts and works of art of local, regional, national, and international significance.

Principle CPR-2: The City will employ arts and culture as an economic driver and promote Downtown as a world-class cultural center and destination.

Policy CPR 2.1 - Promote Visibility of the Arts and Culture

Promote and increase visibility of the arts, culture, and science activities Downtown and throughout Fort Collins to reach a national and international audience.

Policy CPR 2.2 – Build Identity

Build the identity of Fort Collins as a world-class cultural center and destination. (Also see the Economic Health chapter.)



Arts and cultural events such as Downtown concerts can help enhance the identity of Fort Collins and attract visitors.

Policy CPR 2.3 - Explore Funding Options

Identify and encourage sustainable public and private funding opportunities and mechanisms to nourish a strong arts and culture industry and creative community. Strengthen existing and build new public-private partnerships to support growth of arts and cultural organizations. Recognize and encourage the many generous and philanthropic relationships and contributions to the arts and cultural community.

Policy CPR 2.4 – Serve as a Local Resource

Serve as a resource to local arts and culture community organizations.

Principle CPR-3: The City will recognize that cultural education and participation are vital to stimulating a creative community, encouraging personal development, and promoting social well being.

Policy CPR 3.1 – Develop Arts Education Partnerships

Encourage partnerships between educational, cultural, and business institutions to improve opportunities for learning and expanding the creative industries employment base in the City. (Also see the High Performing Community chapter’s Effective Governance section.)

Policy CPR 3.2 - Support Educational Programming and Participation

Support, produce, and present opportunities for arts education programming and participation for youth and adults.

PARKS AND RECREATION

The parks and recreation principles and policies reflect the goals and objectives from the 2008 [Parks and Recreation Policy Plan](#), taking into account the fact that parks, trails, and recreation facilities provide spaces for important community social and wellness activities as well as opportunities to connect with nature. Overall quality of life is greatly improved by having a variety of facilities that invite physical activities. The principles and policies in this section also address the needs of our changing population and community and the growing challenges of parks and recreation funding with new ideas and approaches.

Principle CPR 4: The City will maintain and provide a variety of high quality recreational opportunities to the community through an interconnected and diverse network of parks, trails, recreation facilities, public spaces, and natural areas.

Policy CPR 4.1 - Provide World-Class Facilities

Maintain and facilitate the development of a well-balanced system of parks, trails, and recreation facilities to provide a variety of recreational opportunities, as identified in the [Parks and Recreation Policy Plan](#) (2008).

Policy CPR 4.2 – Interconnect the System

Support an interconnected regional and local system of parks, trails and open lands, and promote community interaction. Where environmentally appropriate, line irrigation ditches and storm drainageways with trails to connect to destinations such as schools, open lands, and Neighborhood Centers. Special attention must be paid to environmentally sensitive trail design, location and construction. (Also see the Environmental Health chapter’s Open Lands section.)



The system of parks, trails, and natural areas along the Poudre River corridor provides valuable wildlife habitat and recreation opportunities.



Policy CPR 4.3 – Adhere to Best Management Practices

Follow Environmental Best Management Practices for the maintenance of parks and recreation facilities, such as water conservation and the use of untreated water for irrigation purposes in appropriate areas, managing turf and adhering to policies for weed and pest control, utilizing low emission equipment and providing renewal energy opportunities, reducing solid waste through composting and recycling, and certifying sanctuary areas through Audubon International.

Policy CPR 4.4 – Forge and Maintain Partnerships

Develop and maintain effective public and private partnerships to provide a comprehensive system of parks, common open lands, and outdoor spaces. (Also see the High Performing Community chapter.)



Inspiration Playground, shown above, brings children and families of all abilities together to share play experiences, recreation, and relaxation. The playground was developed in a partnership between the citizen-led group All Children Together (ACT) and the City of Fort Collins.

Principle CPR 5: The City will adapt parks and recreation facilities to meet the range of needs of a changing community.

Policy CPR 5.1 - Address Changing Needs

Seek input from the public, and review recreation trends to adapt existing facilities and programs and provide new types of parks and recreation facilities and programs that meet the needs of a changing population and community (e.g., increasing recreational options for the growing senior population, providing coordinated recreational/cultural activities for youth, providing more frequent resting places along sidewalks, etc.).



As the population changes, so will demands on recreational facilities and desired recreational programming. The Fort Collins Senior Center is one example of an existing world-class recreation facility that will undergo expansion beginning in 2014 so that it can continue to meet the needs and demands of the community's growing senior population.

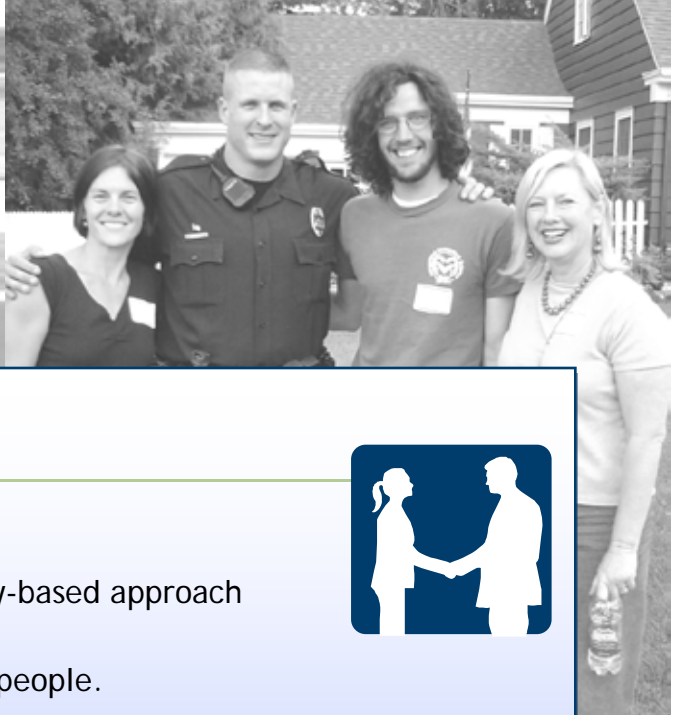
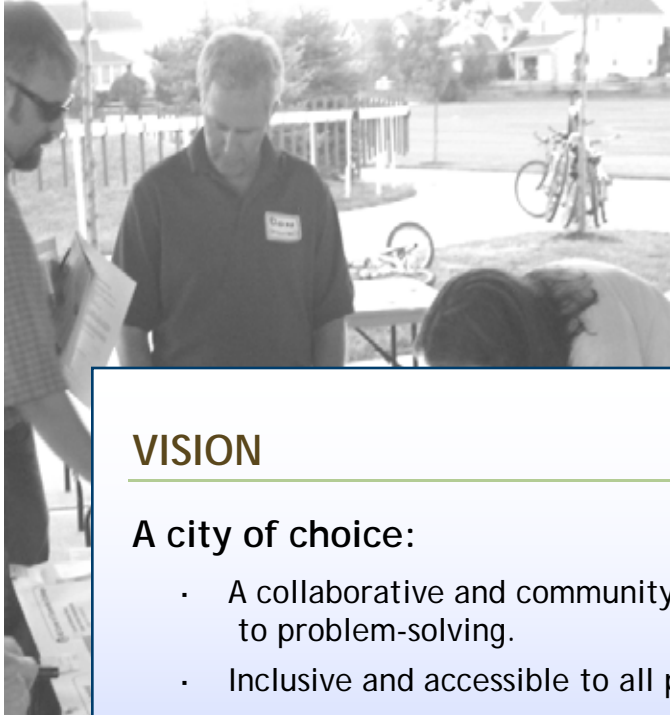
Policy CPR 5.2 – Provide Multi-Purpose Lands

Maintain and develop partnerships among City departments (e.g., Parks and Recreation, Open Lands, Transportation, Stormwater, etc.) and other organizations to provide multi-purpose parks and open lands to maximize and leverage available resources. (Also see the Environmental Health and Transportation chapters.)

Policy CPR 5.3 – Pursue Joint and Versatile Facilities

Pursue partnerships among City departments (e.g., Parks and Recreation, Cultural Services, etc.) and with other organizations (e.g., Poudre Library District, youth and senior organizations, Colorado State University, etc.) to develop versatile and joint recreational facilities in the future to maximize recreational offerings and available resources.

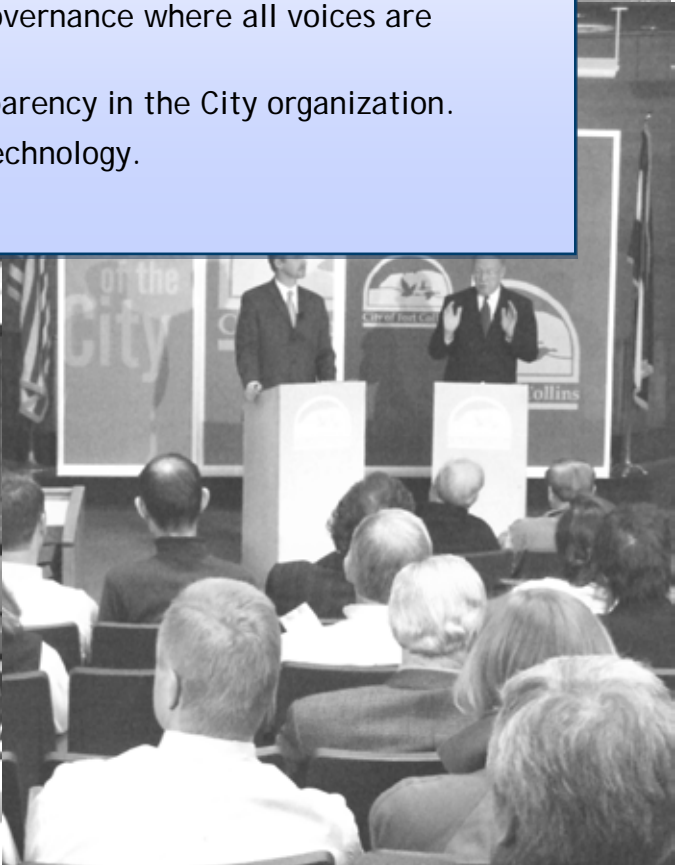
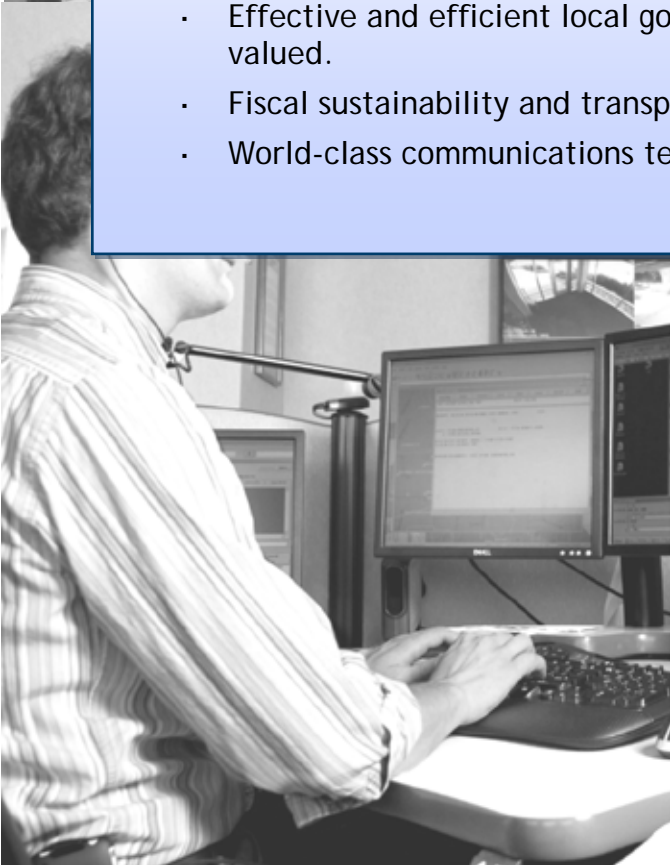
HIGH PERFORMING COMMUNITY



VISION

A city of choice:

- A collaborative and community-based approach to problem-solving.
- Inclusive and accessible to all people.
- Effective and efficient local governance where all voices are valued.
- Fiscal sustainability and transparency in the City organization.
- World-class communications technology.





BACKGROUND

OVERVIEW

The high performing community chapter provides the underpinnings to support and reinforce the other topic areas of the updated *City Plan*. While earlier versions of *City Plan* did not address the topic of a high performing community in a separate section or chapter, it is entrenched in its vision for public participation and collaboration.

City Plan envisions effective local governance and community-based collaboration, ideas that build on *City Plan* goals that addressed involving citizens in the planning and decision-making process and coordination and problem-solving with adjacent municipalities, CSU, Poudre and Thompson School Districts, Larimer County, and other organizations.

This chapter also contains some new directions to achieve a World-Class Community – a place where people choose to live, where they feel their voices are valued, and where communications technology exists to support them. It integrates existing City of Fort Collins organizational plans and policies for budgeting, diversity, open records, technology, and communications with the *City Plan* vision for world-class communications and technology. The principles and policies in this section also address challenges and opportunities related to balancing City revenues and expenditures over the long-term, as well as looking at other ways to diversify the revenue stream in order to maintain desired City services.

RELATED PLANS AND POLICIES

The content of this chapter draws feedback from the public, as well as on the following City of Fort Collins plans and policies:

- Boards and Commissions manual and recruitment practices
- [Citizen Survey Report](#) (2010)
- City Charter
- [Diversity Plan](#) (1999)
- [Human Rights Resolution](#) (2004)
- Finance Department [Open Book](#) and Policy (2010)
- Infrastructure, telecommunications, and social media policies (various dates)

HIGH PERFORMING COMMUNITY AND SUSTAINABILITY

The economic, environmental, and human aspects of the City's sustainability relate to a high performing community in the following ways:

Economy

A high performing community provides opportunities for the public to be involved in problem solving and seeks collaboration, partnerships, and innovation to bolster the economic health of the city. It provides choices and transparency related to economic issues.

Environment

A high performing community provides leadership on environmental matters, and develops partnerships and creative solutions to effectively address environmental resource challenges and opportunities.

Human

A high performing community is built on citizen involvement and representative government that actively seeks ways to involve and communicate with the public. A high performing community also promotes acceptance and inclusion of different backgrounds and discourages all forms of discrimination.

CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS







The City must continually monitor its progress in the areas of effective governance, communications, and technology in order for *Plan Fort Collins* and *City Plan* to be effective. The following are examples of indicators that could be used to monitor a high performing community:

- Citizen Correspondence and Service Area Requests
- Voting in Local Elections
- Neighborhood Involvement
- Government Revenues and Expenditures

SYSTEMS APPROACH: CONNECTED TOPICS

Because *City Plan* emphasizes a systems-based approach, many of the topics within the High Performing Community chapter are inter-related with and closely connected to the topics and ideas in other chapters. These relationships are important because they may allow the City to find opportunities to pursue mutually beneficial actions,

foster new relationships and partnerships, and leverage funding and resources. While some principles and policies may not be identified as closely connected in the following table, linkages and relationships between topics may exist beyond the principle or policy language. Connected principles and related topics found within other chapters include the following:

	Economic Health	Environmental Health	Community and Neighborhood Livability	Safety and Wellness	Culture, Parks, and Recreation	Transportation
						
An Active and Engaged Community	<ul style="list-style-type: none"> Innovative economy and education partnerships (EH 2) 	<ul style="list-style-type: none"> Involve and inform the public (ENV 2, 5, 6, 7, 8, 13, 18, 28) 	<ul style="list-style-type: none"> Community educational institutions (LIV 24, 37) 	<ul style="list-style-type: none"> Neighborhood and citizen involvement in safety (SW1) Active living and wellness education (SW 2, 3) 	<ul style="list-style-type: none"> Arts and cultural engagement, philanthropy, and education (CPR 1, 3) Recreation and education programming (HI 2) 	<ul style="list-style-type: none"> Transportation awareness and education (T 27, 28, 29, 30, 31)
Effective Local Governance	<ul style="list-style-type: none"> Business support and collaboration (EH 1, 2, 3, 4, 5) 	<ul style="list-style-type: none"> Leadership and innovation in environmental stewardship (ENV 1, 2, 5, 6, 7, 11, 12, 13, 14, 15, 17, 18, 19, 21, 22, 24, 26) Partnerships and collaboration on environmental matters (ENV 2, 3, 4, 7, 8, 10, 16, 20, 25, 29) 	<ul style="list-style-type: none"> Coordination and cooperation on the built environment (LIV 1, 2, 3, 4, 5, 16, 40, 41, 42, 46) Housing options and inclusivity (LIV 7, 8) 	<ul style="list-style-type: none"> Partnerships and collaboration on health and wellness (SW 2, 3) 	<ul style="list-style-type: none"> Culture, parks, and recreation partnerships and collaboration (CPR 1, 3, 4, 5) Acceptance for various cultures (CPR 1, 3) 	<ul style="list-style-type: none"> Inclusive and accessible transportation network (T 10, 11, 12, 13) Regional transportation collaboration (T 5, 10, 11, 12, 13, 20)
Communication and Technology	<ul style="list-style-type: none"> Innovative economy (EH 2) 	<ul style="list-style-type: none"> New technologies and information management (ENV 7) 	<ul style="list-style-type: none"> Employment districts and telecommunications (LIV 38) 			<ul style="list-style-type: none"> Transportation and technology (T 7, 25, 27)



HIGH PERFORMING COMMUNITY PRINCIPLES AND POLICIES

AN ACTIVE AND ENGAGED COMMUNITY

Fort Collins is characterized by people who actively participate in their community. In 2010, 41% of people volunteered (United Way of Larimer County), giving generously of their time and resources. This sense of community and engagement sets Fort Collins apart from many other places and is one of the many reasons people choose to live here. The principles and policies in this section reflect this strong spirit of volunteerism and citizens' work to influence the community in a positive manner. They also take into account the area's strong educational system and the positive influence it has on overall quality of life in the community.

Principle HI 1: Encourage and celebrate volunteerism and philanthropy throughout the community.

Policy HI 1.1 – Promote Community Service and Philanthropy

Coordinate with organizations and groups that engage volunteers and promote community service, philanthropy, and positive change (e.g., United Way, CSUnity, and many other foundations and non-profit and grassroots organizations).

Policy HI 1.2 – Seek Volunteers to Serve on City Boards and Commissions

Encourage and appoint volunteer members to serve on the City's boards and commissions. Boards and commissions are established for the purpose of acquiring and studying information in specific areas and to make recommendations to City Council on issues within the board's area of expertise. Some boards are quasi-judicial and have decision-making powers within their areas of expertise.

Policy HI 1.3 – Welcome and Support Volunteerism in the City Organization

Provide a range of opportunities for citizens to volunteer for and learn about the City of Fort Collins organization (e.g., Citizens Police Academy, City Works 101, Natural Areas, Parks and Recreation, and other opportunities).



Volunteers dedicate their time and energy to positively change and impact the community.

Principle HI 2: Understand and promote the qualities that make Fort Collins a community where people choose to live. These include strong schools, a learning community, and the many grassroots organizations that work for positive change.

Policy HI 2.1 – Support a Learning Community

Coordinate with the community's world-class educational institutions including the Poudre and Thompson School Districts, Colorado State University, Front Range Community College, and others, to uphold the excellent educational system that contributes to the city's high quality of life. Also recognize the many informal learning opportunities throughout the community that are sponsored by a wide range of organizations.

EFFECTIVE LOCAL GOVERNANCE

The principles and policies in this section reflect the City's commitment to providing exceptional service for an exceptional community. They aim to ensure that community members are effectively represented by their local government and have opportunities to participate in planning efforts and decision-making. They also build on the notion that a range of voices is necessary to identify issues and opportunities, and that the best solutions often result from collaboration and open communication.

Additionally, this section reflects the [Budgeting for Outcomes](#) (BFO) approach to developing the City budget in a manner that explores long-term solutions rather than short-term fixes to address economic downturns. The BFO approach is based on providing clarity about the overall budget process for the community, allocating revenues to the highest priorities and outcomes citizens want and need, developing a clear understanding of choices for funding programs and services, and emphasizing staff accountability, efficiency, innovation, and partnerships. Finally, the principles and policies in this section are rooted in the notion of fiscal sustainability – efforts to keep City revenues and expenditures in sync.

Principle HI 3: The City will provide outstanding customer service and work collaboratively with citizens to address issues and resolve problems.

Policy HI 3.1 – Provide a Range of Public Engagement Methods

Employ a variety of proactive methods and technologies to engage and involve all citizens.

Policy HI 3.2 – Civility in Interactions

Serve as a model for and encourage respectful and open dialogue. Help mediate disagreements when appropriate.

Policy HI 3.3 – Solve Problems Collaboratively

Solicit feedback from the public to identify opportunities to solve problems collectively and creatively.

Policy HI 3.4 – Promote Inclusion and Respect Diversity

Identify opportunities to promote acceptance, inclusion and respect for diversity. Discourage all forms of discrimination, especially characteristics that are protected by law.



Fort Collins aims to be an inclusive and welcoming community.

Principle HI 4: The City will collaborate with public, private, and non-profit organizations and other partners to maximize efficiency, innovation, and mutual benefits.

Policy HI 4.1 – Forge Partnerships

Develop and grow partnerships between the City and other local and regional groups and organizations to share information, use resources efficiently, and avoid duplication of efforts. Explore opportunities for innovation and collaboration nationally and globally.

Policy HI 4.2 – Participate in Area Decision-Making

Actively participate in county-, regional-, and state-wide decision-making and policy-setting for major land use, utilities, transportation, housing, environmental management, and tele-communications issues that cross jurisdictional boundaries.



Collaboration and coordination can help identify creative solutions to address challenges and maximize resources.



Policy HI 4.3 – Support and Learn from Innovative Community Practices

Collaborate with and model best practices from within the Fort Collins community to address issues. Examples include UniverCity Connections, Pathways Past Poverty, and vibrant neighborhood organizations.

Policy HI 4.4 – Collaborate Regionally

Continue to work with other jurisdictions in Northern Colorado, Colorado State University, Front Range Community College, Poudre and Thompson School Districts, special districts, Larimer County, and North Front Range Metropolitan Planning Organization to develop cooperative regional solutions for land use, transportation, open space and habitat protection, environmental, economic, fiscal sharing, and other planning challenges.

Policy HI 4.5 – Coordinate with Service Providers

Coordinate closely with and promote coordination among service providers in needs assessment, facility siting, and other matters to ensure continuing delivery of effective and efficient urban services.

Policy HI 4.6 – Work with Private Partners

Work with private organizations and entities to identify issues, collaborate, and identify possible solutions that maximize mutual benefits.

Principle HI 5: The City will be a model for effective local governance.

Policy HI 5.1 -Ensure Responsiveness

Respond to inquiries and concerns in a timely and coordinated manner.

Policy HI 5.2 -Provide Transparency

Support and expand upon practices and systems that are open and accountable to the public.

Policy HI 5.3 -Provide Representative Government

Provide effective, representative, and efficient government via a coordinated system of elected and appointed officials and citizen groups.

Policy HI 5.4 –Ensure Continuous Improvement

Implement and improve upon systems that achieve performance excellence throughout the entire City of Fort Collins organization. This includes, but is not limited to, strategic planning, process management, and customer-focused outcomes.



City leaders aim to provide responsive, efficient, transparent, and representative local government.

Principle HI 6: The City will strive to balance desired service levels against changing costs and revenues.

Policy HI 6.1 – Maintain a Cost Recovery Model

Utilize a cost recovery model, designed to estimate revenues and expenditures associated with actual or hypothetical development patterns providing estimated fiscal impact information, for major planning projects (e.g., annexations, subarea plans, and major updates to the structure plan).

Policy HI 6.2 – Diversify the Revenue Stream

Investigate ways to diversify the City's revenue stream from the traditional "sales/use tax" model.

Principle HI 7: The City will provide clear and transparent information concerning the budget process.

Policy HI 7.1 – Allocate Revenues Based on Citizen Priorities

Utilize the [Budgeting for Outcomes](#) approach for developing a biennial budget that allocates revenues based on citizen priorities.

Policy HI 7.2 – Provide Clear Program and Service Funding Options

Utilize the [Budgeting for Outcomes](#) approach to develop a biennial budget that provides clear understanding of program and service funding choices.

Policy HI 7.3 – Emphasize Accountability, Efficiency, Innovation, and Partnerships

Emphasize City staff accountability, efficiency, innovation, and partnerships throughout the budget process.

COMMUNICATIONS AND TECHNOLOGY

The communications and technology principles and policies build on adopted City policies, plans, and practices that address accessibility of information and communications with the public. They take into account the fact that technology has changed the way many people communicate, and that a variety of communication options are necessary to engage diverse voices. Additionally, as communications technologies continue to emerge and grow the provision of high-quality and accessible technological services will play an increasing role in community interactions and economic vibrancy.

Principle HI 7: The City will encourage vibrant public discourse through technology, and will pursue technological solutions to ensure services are accessible, transparent, and efficient.

Policy HI 7.1 – Actively Employ Various Options

Communicate and solicit feedback using a wide range of communications and technology methods.

Principle HI 8: The City will facilitate the exploration of collaborative solutions to expand citizens’ access to communication technologies.

Policy HI 8.1 – Explore Feasibility and Benefits

Explore the feasibility and benefits of future communication technologies throughout the Fort Collins community in coordination with other governmental, non-profit, and private organizations.



The City of Fort Collins Facebook page is gaining popularity as a new way for citizens to interact with local government.



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TRANSPORTATION



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 from that help Fort Collins achieve its overall vision of being a world class community.



BACKGROUND

OVERVIEW

This chapter of *City Plan* replicates the vision, principles, and policies contained within the [Transportation Master Plan](#) (TMP). See the TMP for full content and details about the background and development of the plan.

ORGANIZATION OF THIS CHAPTER

This chapter is organized to align with the overall structure of the [Transportation Master Plan](#). Like the [Transportation Master Plan](#), this chapter includes vision statements, principles, and policies to address outcomes in five key areas:

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

RELATED PLANS AND POLICIES

The content in this chapter is related to the following adopted plans and policies:

- [Transportation Master Plan](#)
- [Air Quality Plan](#) (2004)
- [Bicycle Plan](#) (2008)
- [Capital Improvement Plan](#) (2004)
- *City Plan*
- [Climate Action Plan](#) (2008)
- [Master Street Plan](#) (2009)
- [Pedestrian Plan](#) (1996)
- [Transport Strategic Plan](#) (2009)

TRANSPORTATION AND SUSTAINABILITY

Transportation relates to the economic, environmental, and human aspects of the City's sustainability in the following ways:

Economy

Transportation and the economy are closely related in that a significant portion of both household and governmental expenses are committed to transportation. For households, different modes of transportation can present various economic advantages and challenges, such as the costs to maintain and operate personal automobiles. For governmental entities, funding for the construction and ongoing operations and maintenance of the transportation

system is reliant upon revenue generated, and the needs and desires for transportation improvements often outpace available funding. In addition, the transportation network affects the ability of businesses to move goods efficiently and to be economically competitive.

Environment

Transportation and environmental health are connected in several ways. First, some transportation infrastructure and modes can lead to impacts on the natural environment such as air quality and stormwater runoff. Yet, there are opportunities to reduce environmental impacts in the transportation system and infrastructure, such as reshaping streets to improve the quality of stormwater runoff, incorporating new technologies to conserve resources, and accommodating low-impact options such as bicyclists and pedestrians.

Human

Quality of life for the citizens is closely related to their mobility and ability to travel to, from, and within their community. An interconnected transportation network that offers a variety of travel modes for people to choose from allows citizens to move around the community efficiently, regardless of income or physical ability. Additionally, research demonstrates that personal health is strongly linked to transportation decisions.

CONTINUOUS IMPROVEMENT: MONITORING AND INDICATORS







For *Plan Fort Collins* and *City Plan* to be effective the City must continually monitor its progress related to transportation. The following example indicators could be used to monitor transportation progress:

- Businesses and Jobs
- Effect on Government Revenues
- Carbon Emissions
- Energy Consumption
- Air Quality/Mobile Emissions
- Vehicle Miles Traveled
- Walkability Score
- Mobility/Travel Modes

SYSTEMS APPROACH: CONNECTED TOPICS

Many of the topics within the Transportation chapter are closely related to the topics, principles, and policies in other chapters. By emphasizing the relationships between topics, the City may be able to find new opportunities to implement actions that benefit several principles and policies, maximize

resources, leverage funding, and build relationships and partnerships. The principles in other chapters that directly address or are closely connected to economic transportation are outlined in the table below. Note that a “closely connected” relationship means that while the topic may not be specifically called out in the principle language, it is clearly mentioned in supporting policies.

	Economic Health	Environmental Health	Community and Neighborhood Livability	Safety and Wellness	Culture, Parks, and Recreation	High Performing Community
						
Integrated Land Use and Transportation	<ul style="list-style-type: none"> Infill and redevelopment in key corridors (EH 4) 	<ul style="list-style-type: none"> Regional coordination on air quality and transportation (ENV 8) Public lands for transportation and stormwater purposes (ENV 20) 	<ul style="list-style-type: none"> Infill and redevelopment in key corridors (LIV 5, 34, 35, 37, 44) Street design, streetscapes, and gateways (LIV 10, 13, 21, 22, 32, 43, 44) Transit-oriented activity centers (Structure Map theme, LIV 21, 32, 34, 35, 36, 37, 38, 43, 44) 	<ul style="list-style-type: none"> Transportation coordination with health and human service providers (SW 2) 	<ul style="list-style-type: none"> Enhance gateways and destinations with art (CPR 1) Trails to connect destinations (CPR 4) 	<ul style="list-style-type: none"> Collaboration and partnerships (HI 3, 4)
Mobility Options	<ul style="list-style-type: none"> Program and service funding choices (EH 7) 	<ul style="list-style-type: none"> Alternative and efficient transportation fuels, vehicles, and technologies (ENV 7, 9) Poudre River Corridor trails (ENV 5) 	<ul style="list-style-type: none"> Interconnected transit and trail system (Structure Map theme, LIV 45) Accommodate multiple means of travel (Structure Map theme, LIV 30) 	<ul style="list-style-type: none"> Designing to support active transportation (SW 2) 	<ul style="list-style-type: none"> Interconnected trail system (CPR 4) 	<ul style="list-style-type: none"> Inclusive and accessible city (HI 3)
Traffic Flow	<ul style="list-style-type: none"> Balancing costs and revenues with levels of service (EH 6, 7) 	<ul style="list-style-type: none"> Travel demand and air quality (ENV 8, 9) 	<ul style="list-style-type: none"> Adequate public facilities and acceptable levels of service (LIV 3, 4) 			<ul style="list-style-type: none"> Responsive and effective government (HI 5)
Quality Travel Infrastructure	<ul style="list-style-type: none"> Priority infrastructure to support economic development (EH 4, 5) Funding capital improvements and maintenance (EH 7) 	<ul style="list-style-type: none"> Connected corridors and accessibility to open lands (ENV 2, 4) 	<ul style="list-style-type: none"> Capital facilities as growth occurs (LIV 3, 4) 	<ul style="list-style-type: none"> Safely designed and maintained transportation infrastructure (SW 1, 2) 	<ul style="list-style-type: none"> Public art integrated with infrastructure (CPR 1) Interconnected trail system (CPR 4) 	<ul style="list-style-type: none"> Inclusive and accessible city (HI 3)
Increase Awareness		<ul style="list-style-type: none"> Transportation behavior, awareness, air quality, and health (ENV 8, 9, 10) 	<ul style="list-style-type: none"> Trip reduction and options (LIV 21, 36, 38) 	<ul style="list-style-type: none"> Opportunities for active transportation (SW 2) Safety and education programs (SW2) 		<ul style="list-style-type: none"> Education and transportation (HI 2) Communications technology and transportation (HI 6, 7)

TRANSPORTATION PRINCIPLES AND POLICIES

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 towards 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 (TOD) 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 generally, as well as 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.



Streetscape improvements along West Elizabeth Street support the high levels of pedestrian activity in the Campus West activity center.

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 also 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 having 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 interagency cooperation, encourage regional coordination, and develop public-private partnerships to facilitate cooperative land use, air quality protection, and transportation decision-making.



A wide tree-lined parkway separates the sidewalk from the street in this residential neighborhood.

Policy T 5.2 – Future Regional Transit Service and Bicycle Connections

Work cooperatively with the North Front Range Metropolitan Planning Organization, Colorado Department of Transportation (CDOT), Larimer County, and other northern Colorado communities to identify opportunities to provide regional transit and bicycle 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 mobility.



Principle T 6: The City will be a responsible steward of transportation resources by integrating land use and transportation to create and 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

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 re-evaluated.

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.



The "Hero's Welcome" public art display along the Mason Trail enlivens the trail and encourages physical activity.

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 making 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 the 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.



Transfort buses features racks on the front to accommodate passengers who travel with bicycles.



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, and 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 through a phased transition to a productivity-based system, where appropriate, consistent with the adopted transit plans.

Policy T 10.9 – Transit Center

Support the City's transit centers as indicated in the TSP and North I-25 EIS.

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, citywide 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 educational 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 rights-of-way for interregional transit service including passenger rail service, and for other means of transportation such as bicycling, walking, and transit.



An extensive network of trails and bicycle lanes weaves throughout the city, providing opportunities for recreation and transportation.



Downtown Fort Collins is always bustling with pedestrian activity.

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/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 rights-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).



The street network is designed to make driving a convenient option to travel throughout the city.



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 achieve maximum automobile throughput.

Policy T 17.2 – Critical Corridor Travel Times

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

Policy T 17.3 – Non-Critical Corridor Travel Times

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

Policy T 17.4 – Network Connectivity

Maintain or enhance the current level of network connectivity.



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

Policy T 17.5 – Access Management

Protect the capacity and safety of critical 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.

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 acceptable 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.



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.

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.

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*, the Transportation Master Plan, Master Street Plan, and the 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 two 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 it 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 (LOQ)

Develop and implement an infrastructure level of quality (LOQ) 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 and reshaping existing streets.



Maintenance of transportation infrastructure includes snow removal operations.

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 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 its 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.

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 from 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., carpools, regional vanpools, 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 that 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 educational and enforcement programs that promote safety and encourage respect by and for bicyclists and by bicyclists for traffic laws.

Policy T 29.2 – Pedestrian Safety

The City and community will partner to develop educational 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



Programs and activities for school students promote transportation safety and awareness of mobility options.

sustainable method to educate children, teachers, parents, and schools about safe walking and bicycling.

Policy T 29.4 – Driver Safety

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

Principle T 31: The City will be a responsible steward of transportation resources in order 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

ACTION PLAN

INTRODUCTION

The adoption of *City Plan* and the *Transportation Master Plan* is the first step in the implementation process. Continuing action to implement these plans will be necessary in order for them to have a lasting impact. The following section describes how the principles, policies, and actions in *City Plan* should be carried out.

City Plan is called upon to address a range of diverse, sometimes divergent, public interests. It addresses a host of concerns within a consistent, well-integrated policy framework. In implementing the plan, it is the task of staff, the Planning and Zoning Board, and City Council to make policy determinations in a manner that promotes the overall goals of the plan and the public welfare, in accordance with existing resources, staffing, and priorities. Policy and program implementation will require reasonable and thoughtful consideration of other plan policies. Such implementation decisions will come up on a case-by-case basis as City Council, the Planning and Zoning Board, City staff, and others work to effectively implement the entire plan.

The following principles guide plan implementation:

- Implementation can take time, especially when needed resources are limited and required for more than one program. As such, City Council and staff will need to prioritize programs. The plan contemplates this ongoing process as part of the City's policy-making function.
- While the plan identifies specific programs, implementation measures may be adjusted over time based on new information, changing circumstances, and evaluation of their effectiveness, so long as they remain consistent with the intent of the plan.

The Action Plan sets forth key actions and strategies to implement and achieve the vision of *Plan Fort Collins*. The Action Plan is comprised of two main components:

- **Priority Actions and Strategies** – A summary of key projects, programs, regulations, partnerships, organizational changes, and other actions and strategies to work towards during and after adoption of *Plan Fort Collins*.
- **Catalyst Projects** – A discussion about how to implement new catalytic projects that emerge from *Plan Fort Collins* and cross traditional functional areas, including an illustrative set of viable implementation tools and policy choices for each catalyst project.

PRIORITY ACTIONS AND STRATEGIES

This section sets forth ideas for high priority actions and strategies to begin implementation of *Plan Fort Collins* immediately with adoption of the plan, as well as near- and longer-term ideas to accomplish the plan.

Included in this section are new ideas from staff teams and public feedback, in addition to other ideas from previous planning efforts that directly relate to *Plan Fort Collins*.

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

- **Immediate Actions** – Concurrent and ongoing 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).

The following table identifies the recommended actions and strategies within these time frames.



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IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION

The actions identified on the following pages are to occur along with adoption of *Plan Fort Collins*. These action items are already “in the works” and City Council should expect to see these items coming forward over the coming months. For this reason, they are all labeled as high priority action items. They are divided into three categories:

- **Plan Fort Collins Adoption Items** – Adoption of the plan will also constitute adoption of these components.
- **Separate City Council Action Items** – Action strategies related to *Plan Fort Collins* but not included in the adoption process; these items will require separate action by City Council to implement.
- **Administrative Items** – Action strategies that will occur or begin with the adoption of *Plan Fort Collins*, but where no City Council action is required.

IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION

Immediate Action Item	Description	Related Chapters	Responsibility
<i>Plan Fort Collins</i> Adoption Items			
1. City Structure Plan Map Update (PRIORITY)	Update the City Structure Plan Map to reflect <i>Plan Fort Collins</i> policy directions and Growth Management Area adjustments. (A separate memo outlines map revisions.)	<ul style="list-style-type: none"> • LIV • T 	Advance Planning and GIS staff.
2. Targeted Infill and Redevelopment Map Update (PRIORITY)	Update the Targeted Infill and Redevelopment map to improve overall clarity and add activity centers as key infill and redevelopment opportunity areas.	<ul style="list-style-type: none"> • LIV • EH • HI 	Advance Planning and GIS staff.
3. Pedestrian Plan Map (PRIORITY)	Update the Pedestrian Plan 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.
4. 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), Engineering, and Traffic Operations staff.

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IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION

Immediate Action Item	Description	Related Chapters	Responsibility
5. 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 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 	<ul style="list-style-type: none"> • T • LIV • HI 	Advance Planning (Transportation), Engineering, and Traffic Operations staff.
6. Transportation Capital Improvements Plan (CIP) (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 multi-modal transportation CIP. 	<ul style="list-style-type: none"> • T • SW • LIV • ENV • EH • CPR 	Advance Planning (Transportation) and Planning staff, with interdepartmental staff team (PDT, Utilities, Natural Resources).
Separate City Council Action Items (not part of <i>Plan Fort Collins</i> adoption)			
7. Land Use Code Amendments (PRIORITY)	<p><u>Infill Compatibility</u></p> <ul style="list-style-type: none"> • Add and revise size and design standards of houses in the Eastside and Westside neighborhoods to address compatibility issues. <p><u>Neighborhoods and Housing</u></p> <ul style="list-style-type: none"> • Amend Low Density Mixed-Use Neighborhoods requirements regarding (1) mix of housing, (2) density requirements, and (3) neighborhood convenience centers (building footprints for retail and offices). • Eliminate Infill Area and retain flexible density for smaller projects. <p><u>Community Appearance and Design and Others</u></p> <ul style="list-style-type: none"> • Establish gateway standards for the I-25/392 Interchange (as part of the interchange project). • Change all references in the Land Use Code from Commercial to “General Commercial” to improve clarity and match zoning map text. 	<ul style="list-style-type: none"> • LIV • T • EH • HI 	Advance Planning, City Attorney’s Office, and Community Development and Neighborhood Services (CDNS) staff.

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IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION

Immediate Action Item	Description	Related Chapters	Responsibility
8. Building Code Green Amendments <i>(PRIORITY)</i>	Adopt amendments to “green” the 2009 International Building Codes (adopted September 2010).	<ul style="list-style-type: none"> • ENV • LIV • HI • EH • SW 	CDNS and Utilities staff.
Administrative Items (no City Council action required)			
9. Zoning Map Amendments <i>(PRIORITY)</i>	Amend the Zoning Map to show existing overlay zones identified in Land Use Code.	<ul style="list-style-type: none"> • LIV • T 	Advance Planning, City Attorney's Office, and CDNS staff.
10. Air Quality Plan Update <i>(PRIORITY)</i>	Update and align the principles, policies, and actions strategies in the <i>Air Quality Plan</i> and <i>Plan Fort Collins</i> .	<ul style="list-style-type: none"> • ENV • T 	Natural Resources staff.
11. Reshaping Street Case Study <i>(PRIORITY)</i>	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.
12. Light and Power Grid System Security Improvements <i>(PRIORITY)</i>	<ul style="list-style-type: none"> • Implement Red Flag Rules requirements to protect customer identity, develop measures to maintain customer privacy, develop aesthetics policies and procedures for the electric grid, and develop code regulations and guidelines for new energy technologies and electrical storage. • Improve security and implement National Institute for Standards and Technology (NIST) standards (due to security issues, specific security measures cannot be specified). 	<ul style="list-style-type: none"> • ENV • SW 	Utilities staff.
13. Natural Areas Program – Agricultural Land Use Policy <i>(PRIORITY)</i>	Develop and administratively adopt a policy that defines the parameters for appropriate agricultural activities on lands managed by the Natural Areas Program that could be leased, or continue leasing, for a variety of agricultural activities including grazing, crop production, and community gardens. The primary mission of the Program would continue to focus on conservation of native biological diversity and habitat.	<ul style="list-style-type: none"> • ENV • SW • HI 	Natural Areas and City Attorney's Office staff.
14. Sustainability Decision Support Tool <i>(PRIORITY)</i>	Work with interdepartmental Sustainability Working Group to determine appropriate use of 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.

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IMMEDIATE ACTIONS: CONCURRENT WITH PLAN ADOPTION

Immediate Action Item	Description	Related Chapters	Responsibility
15. Community Garden Partnerships <i>(PRIORITY)</i>	Continue to build partnerships between the Parks staff, The Gardens on Spring Creek, Coalition for Activity and Nutrition to Defeat Obesity (CanDo), Poudre School District, and other organizations to encourage and support the development and maintenance of community garden plots.	<ul style="list-style-type: none"> • SW • CPR • LIV • HI 	Forestry, Horticulture, Parks, and Gardens on Spring Creek staff.
16. New Inter-Departmental Teams <i>(PRIORITY)</i>	<p><u>Multi-Purpose Open Lands</u> Explore new opportunities to partner on acquiring and managing various open lands for multiple uses (e.g., natural areas, recreation, stormwater, trails, agriculture/food production, etc.).</p>	<ul style="list-style-type: none"> • ENV • HI • SW • CPR 	Natural Areas, Utilities, Natural Resources, Advance Planning (Transportation), and Parks Planning staff.
	<p><u>Watershed Protection and Stream Restoration</u> Share information and experiences related to watershed protection efforts and explore and pursue new opportunities to partner on stream restoration, enhancement, and water quality projects.</p>	<ul style="list-style-type: none"> • ENV • T • CPR • HI 	Natural Areas, Utilities, Advance Planning (Transportation), and Parks Planning, staff.
	<p><u>Redevelopment and Infill</u> Leverage the Urban Renewal team (existing) and add other members as needed to address cross cutting redevelopment and infill challenges, and to explore new means of addressing the challenges inherent in this type of development.</p>	<ul style="list-style-type: none"> • EH • HI • LIV 	Economic Development, Urban Renewal, Advance Planning, CDNS, City Attorney's Office, and Utilities staff.
	<p><u>New Vehicle Types and Fuel Sources</u> 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.</p>	<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. Arts and Culture Directory <i>(PRIORITY)</i>	Make the Arts and Culture Directory of arts venues and arts organizations available on the City's website. Solicit information on and add educational opportunities, support services, and artists directory to provide information and inspiration as to how artists might be of service in the community.	<ul style="list-style-type: none"> • CPR • HI • EH • LIV 	Cultural Services staff.

NEAR-TERM ACTIONS

The near-term actions are efforts that will quickly follow adoption of *Plan Fort Collins*, before the next City Budgeting for Outcomes cycle (mid 2011 through 2012). They

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are divided into two categories: items that require City Council action and administrative items. The list of near-term actions generally only includes projects, programs, or actions that are funded or are part of ongoing departmental efforts. Exceptions include actions that could be funded by non-general fund sources (such as a transportation program that could be funded by a federal grant). Top priorities have been identified by the planning team based on citizen feedback and general estimates about staff resources and City Council time availability.

NEAR-TERM ACTIONS: 2011 AND 2012			
Near-Term Action Item	Description	Related Chapters	Responsibility
City Council Action Items			
1. Economic Action Plan Update (PRIORITY)	Update the Economic Action Plan, including a competitive analysis of the City, development of a retail retention program, continued support for business incubation, and targeted industry cluster development, including enhanced support for the Uniquely Fort Collins cluster.	<ul style="list-style-type: none"> • EH • HI 	Economic Development staff.
2. 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, and Recreation, Cultural Resources, City Manager's Office, and CDNS staff.
3. Harmony Corridor Plan Updates (PRIORITY)	Develop the 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.	<ul style="list-style-type: none"> • EH • LIV • T • ENV 	Advance Planning (Transportation), Transport, Traffic Operations, Engineering, CDNS, City Attorney's Office, and Economic Development staff; staffing funded in 2011.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
4. Downtown Parking Plan Update <i>(PRIORITY)</i>	Update the Downtown Parking Plan to address changing parking needs, technologies, and strategies in order 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, Parking Services, and Economic Development staff; funded in 2011/2012 (in-house resources only).
5. Master Street Plan Street Classification Amendments <i>(PRIORITY)</i>	Update the Master Street Plan 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.
6. Multiple-Family Building Design <i>(PRIORITY)</i>	Evaluate providing additional multiple-family architectural design and variation standards to supplement existing standards, such as providing different footprints, façade treatment, roof forms, entrance features, and building orientation.	<ul style="list-style-type: none"> • LIV 	Advance Planning, City Attorney’s Office, and CDNS staff; funded in 2011/2012.
7. Growth Management Area Adjustments <i>(PRIORITY)</i>	Complete Growth Management Area adjustments east of Interstate 25 in accordance with the Fort Collins-Timnath Intergovernmental Agreement and work with area owners to amend the Interstate 25 Corridor Plan and define appropriate zoning districts for areas east of Interstate 25	<ul style="list-style-type: none"> • LIV • HI 	Advance Planning and City Attorney’s Office staff.
8. Student Housing Plan <i>(PRIORITY)</i>	Coordinate with Colorado State University, Front Range Community College, and others to develop a plan that identifies future locations and other desirable characteristics of future student housing development.	<ul style="list-style-type: none"> • LIV • EH • ENV • HI • T 	Advance Planning staff.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
9. Land Use Code Amendments (PRIORITY)	<p><u>Infill Compatibility</u></p> <ul style="list-style-type: none"> Review and, if needed, revise neighborhood transition and compatibility standards. <p><u>Infill and Redevelopment</u></p> <ul style="list-style-type: none"> Review and, if needed, revise the Code regarding barriers to infill/redevelopment and identify a means to capture additional green building opportunities. Review and revise adequate public facilities requirements and transportation Levels of Service for infill and redevelopment. Revise Transit Oriented Development (TOD) Overlay zone standards per Midtown Study recommendations. Review and, if needed, revise utility, transportation and other requirements to reduce barriers to redevelopment. Explore strategies to provide "nature in the city" type amenities in mixed-use areas, including Land Use Code landscaping revisions, guidelines, and incentives (see policy LIV 14.1). Review and, if needed, revise design standards for the River Downtown Redevelopment zoning district, particularly for defining appropriate architectural and materials. 	<ul style="list-style-type: none"> LIV EH T ENV HI 	Advance Planning, Transportation, City Attorney's Office, CDNS, Traffic Operations, Engineering, and Economic Development staff; funded in 2011 and 2012.
10. Detention Requirements for Redevelopment (PRIORITY)	Adopt the Urban Drainage and Flood Control (UDFCD) Rules with an exceptions manual denoting issues specific to Fort Collins in order to provide flexibility for infill and redevelopment and standardize the majority of stormwater and flood control requirements for development with other cities nationwide, especially along the Front Range of Colorado.	<ul style="list-style-type: none"> LIV ENV 	Utilities and City Attorney's Office staff.
11. Water Supply and Demand Management Policy Update (PRIORITY)	Update the 2003 Water Supply and Demand Management Policy by gathering public input, evaluating the current policy elements, and revising as needed.	<ul style="list-style-type: none"> ENV 	Utilities staff.
12. Strategic Planning	Develop an ongoing, long-term strategic planning process for the City organization.	<ul style="list-style-type: none"> All 	City Manager's Office staff.
13. North College/ Mountain Vista Enhanced Travel Corridor	Develop North College/Mountain Vista Enhanced Travel Corridor Master Plan.	<ul style="list-style-type: none"> LIV EH T 	Advance Planning (Transportation) staff (with in-house resources only).

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
14. Enhanced/Refined Transportation Capital Improvements Plan	<p>Update the Capital Improvements Plan (CIP) to reflect projects that are identified in corridor master plans and the results of the Intersection Prioritization Study. Evaluate the highest need, highest 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, highest 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:</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. Adjust category weighting to reflect outcomes measured over time.</p>	<ul style="list-style-type: none"> • T 	Advance Planning (Transportation), Transport, Traffic Operations, and Engineering staff (with an interdepartmental team).
15. Pedestrian Needs Assessment	Conduct a citywide 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.
16. 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.
17. 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.
18. Trail Design Standards Amendments	<ul style="list-style-type: none"> • 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.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
19. 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.	• T	City Manager's Office, Finance, and Planning, Development and Transportation (PDT) staff.
20. Federal 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.	• T	Planning, Development and Transportation (PDT) staff.
21. Streetscape Design Standards/ Streetscape Manual Update	Update manual to be consistent with updated Land Use Code landscaping standards.	• LIV • T • HI	Advance Planning staff; funded in 2011 and 2012.
22. Evaluate Fees for Redevelopment/ Infill Projects	Evaluate the feasibility of implementing different review and impact fee schedules for infill/redevelopment projects and new greenfield development projects and update fee schedules if necessary.	• EH • LIV	CDNS and Economic Development staff; staffing funded in 2011.
23. Geothermal Energy Development Fees	Examine the appropriate level of development fees for geothermal heating.	• ENV • EH • LIV	Light and Power Utility, City Attorney's Office, CDNS, and Economic Development staff.
24. Relocation Plan	Develop a proactive plan to address the issue of resident displacement due to redevelopment activities.	• LIV • HI	Advance Planning staff; funded in 2011 and 2012.
25. Cardboard Waste Ban	Consider an ordinance that would prohibit discarded cardboard from being placed in Fort Collins' residential or commercial trash collection system.	• ENV • HI	Natural Resources and City Attorney's Office staff; funded in 2011 or 2012.
26. Natural Gas Franchise Fee	Revisit whether the timing is right to seek a Natural Gas Franchise Fee to raise additional funding that could be used to provide incentives for natural gas/GHG efficiencies. (This strategy is in the 2008 climate Action Plan.)	• ENV • HI	Finance and City Attorney's Office staff.
Administrative Items (no City Council action required)			

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
27. Plan Monitoring Program (PRIORITY)	Develop a Plan Monitoring Program, including determination of indicators and benchmarks for each of the Plan's seven theme areas.	<ul style="list-style-type: none"> • EH • T • SW • CPR • LIV • ENV • HI 	Sustainability Coordinator, and Utilities, Natural Resources, Advance Planning, Economic Development, and City Manager's office staff.
28. Midtown Existing Conditions and Mall Redevelopment (PRIORITY)	Prepare an analysis of existing conditions within the Midtown Study area, with emphasis on the statutory requirements to establish Urban Renewal Areas, and continued partnership with General Growth Properties to redevelop Foothills Mall.	<ul style="list-style-type: none"> • EH • T • LIV • HI 	Economic Development, Urban Renewal, Advance Planning, and CDNS staff; funded in 2011.
29. Community Marketplace Feasibility Analysis (PRIORITY)	Support the Downtown Development Authority's evaluation of a community marketplace.	<ul style="list-style-type: none"> • EH • CPR • HI 	Economic Development staff; on-going effort.
30. Cross Cutting Budget Prioritization Process (PRIORITY)	Evaluate a method for prioritizing programs and services across multiple results areas in the budget process	<ul style="list-style-type: none"> • EH • HI 	City Manager and Economic Development and Finance staff; included in 2012 Budgeting for Outcomes process.
31. Poudre River Corridor Access and Wayfinding Improvements (PRIORITY)	Form an interdepartmental Poudre River Corridor Access Team (Parks Planning, Stormwater, Advance Planning, Transportation, and Natural Areas departments) to explore and pursue ways to improve access to the Poudre River and to improve wayfinding signage.	<ul style="list-style-type: none"> • ENV • LIV • T • CPR • HI 	Advance Planning, Transportation, Natural Areas, Utilities, and Parks Planning staff.
32. Waste Reduction and Diversion Campaign (PRIORITY)	Expand education campaigns about the City's goals and objectives for reducing waste at the source and diverting material from landfill disposal.	<ul style="list-style-type: none"> • ENV • HI 	Natural Resources staff.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
33. Waste Diversion Assistance Program <i>(PRIORITY)</i>	Implement an assistance program to enable the building industry to achieve higher rates of waste diversion for new construction and gain LEED certification credits.	<ul style="list-style-type: none"> • ENV • HI 	Natural Resources staff.
34. Green Street Demonstration Project Identification and Planning <i>(PRIORITY)</i>	Identify and begin the planning and design process for 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.
35. Energy Efficiency Improvement Financing and Incentives <i>(PRIORITY)</i>	Develop an on-bill financing option for energy efficiency improvements and income-qualified incentives for energy efficiency upgrades.	<ul style="list-style-type: none"> • ENV • EH • HI 	Light and Power Utilities and Economic Development staff.
36. Boards and Commissions Review <i>(PRIORITY)</i>	Convene a representative group of Boards and Commissions members to assess and suggest improvements to the Boards and Commissions processes.	<ul style="list-style-type: none"> • HI 	City Clerk and City Manager’s Office staff.
37. Improvements to Process for Infill and Redevelopment	Review and make improvements to the development review process to add flexibility for infill and redevelopment projects.	<ul style="list-style-type: none"> • LIV • EH • ENV • T • CPR 	CDNS and Economic Development staff.
38. Historic Preservation Actions	Implement priority actions from the Historic Preservation Program Assessment Report (2010). (Draft report underway, priority actions to be recommended per the Landmark Preservation Commission.)	<ul style="list-style-type: none"> • LIV • HI 	CDNS staff; ongoing effort.
39. Trail Network Assessment	Review the current and proposed future trail network and identify trails and/or trail segments that are more suited for transportation purposes versus those that should be designated as recreational trails and/or go through sensitive natural areas. Review changes that need to be made to 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), Natural Resources, and Parks and Recreation staff.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
40. 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/alternate 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), Traffic Operations, Parks and Recreation, Utilities, Engineering, Police, Parking, and City Attorney's Office staff.
41. 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.
42. C&D Drop-Off at Larimer County Landfill	Work with Larimer County to establish a designated area at the landfill for accepting certain types of construction and demolition (C&D) debris, thereby increasing opportunities for materials recovery.	<ul style="list-style-type: none"> • ENV • HI 	Natural Resources staff.
43. Private Partnerships for Recycling Drop-offs	Encourage private partnerships for constructing community drop-offs to collect more recyclables (paper, glass, textiles, etc.)	<ul style="list-style-type: none"> • ENV • HI 	Natural Resources staff; funded in 2011 and 2012.
44. Carnegie Building Creative Center Development	Develop a creative center at the City owned Carnegie building to include an arts and culture incubator program in partnership with Beet Street and CSU; include a gallery, black box theater, studio classrooms, and office space, all available for community rental and to support the incubator program.	<ul style="list-style-type: none"> • CPR • EH • LIV 	Cultural Services staff.
45. Arts and Culture Incubator and Education	Develop an arts and culture incubator program for students, professional artists, and non-profit administrators in collaboration with Cultural Services, Beet Street, and CSU to drive professional and economic development. Seek collaborations between arts and culture organizations and schools, both K-12 and higher education, to bring arts-based learning to teachers and into the classroom as well as content specific training.	<ul style="list-style-type: none"> • CPR • HI 	Cultural Services staff.
46. Evaluate and Update Affordable Housing Development Incentives	Research national best management practices and partner with the local building and development community, housing agencies, and the Affordable Housing Board to evaluate Fort Collins' incentives and revise them if necessary.	<ul style="list-style-type: none"> • LIV • HI 	Advance Planning and City Attorney's Office staff; funded in 2011 and 2012.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
47. Voluntary Employer Commute Trip Reduction	Seek additional grant 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.
48. Master Home Environmentalist	Seek funding to implement a "Master Home Environmentalist" program to enlist and train volunteers to perform voluntary home assessments of indoor air quality and other environmental factors.	<ul style="list-style-type: none"> • ENV • SW • HI 	Natural Resources staff; limited funding in 2011 and 2012, possible grant funding opportunity.
49. Waste Reduction Education	Seek funding to implement an education "push" to publicize new recycling and waste reduction opportunities.	<ul style="list-style-type: none"> • ENV • HI 	Natural Resources staff; seek possible funding source.
50. Multi-Family and Business Recycling Outreach	Develop outreach programs to encourage multi-family property managers to provide single-stream recycling systems to tenants and to encourage businesses that dispose of high levels of trash per week to sign up for recycling from their service provider.	<ul style="list-style-type: none"> • ENV • LIV • HI 	Natural Resources staff.
51. Multi-Family Energy Efficiency Program	Develop a targeted energy efficiency program for multi-family buildings.	<ul style="list-style-type: none"> • ENV • HI 	Utilities staff.
52. Land Bank Program Evaluation	Assess the value of the Land Bank properties and evaluate whether any should be sold for affordable housing development.	<ul style="list-style-type: none"> • LIV 	Advance Planning staff; funded in 2011 and 2012.
53. Well City Designation	Achieve Well City designation by the Wellness Council of America and promote the Well City initiative by participating in the Well City Task Force, maintaining the Well Workplace Award, and encouraging local employers to join in this communitywide worksite wellness effort.	<ul style="list-style-type: none"> • SW • HI 	Wellness Program staff.
54. Arts and Culture Consortium	Establish a consortium of performing, visual arts, and cultural organizations to establish cooperative marketing efforts in various expanded markets and sources.	<ul style="list-style-type: none"> • CPR • EH • HI 	Cultural Services staff.

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NEAR-TERM ACTIONS: 2011 AND 2012

Near-Term Action Item	Description	Related Chapters	Responsibility
55. Address Language and Cultural Barriers	Identify City resources and support community efforts to minimize language and cultural barriers, and promote inclusiveness.	<ul style="list-style-type: none">• HI• LIV	City Clerk's Office, Communications and Public Involvement, and Human Resources staff.
56. Improve Communication and Interaction	Continually explore and assess efficient methods and systems for citizen-Council communication and interaction and support and expand on practices and systems that are open and accountable to the public.	<ul style="list-style-type: none">• HI	Communication and Public Involvement, City Clerk's Office, and MIS staff.

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LONGER-TERM ACTIONS

The longer-term actions are efforts that will occur several years following plan adoption with the next Budgeting for Outcomes cycle, until the next *Plan Fort Collins* update (2013 and beyond). They are divided into two categories: items that require City Council action, and administrative items. Funding for these actions will be based on the next Budgeting for Outcomes cycle. Top priorities have been identified by the planning team based on citizen feedback and general estimates about staff resources and City Council time availability.

LONGER-TERM ACTIONS: 2013 AND BEYOND			
Longer-Term Action Item	Description	Related Chapters	Responsibility
City Council Action Items			
1. Cost Recovery Model Update (PRIORITY)	Periodically update the cost recovery model and utilize for subarea planning and large annexations.	<ul style="list-style-type: none"> • EH • LIV • SW 	Economic Development and Finance staff.
2. 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.
3. 2009 Energy Policy Update (PRIORITY)	Update the 2009 Energy Policy in 2014/2015.	<ul style="list-style-type: none"> • ENV 	Utilities staff.
4. 2004 Land Conservation and Stewardship Master Plan Update (PRIORITY)	Update the 2004 Land Conservation and Stewardship Master Plan to explore and define the community's vision for future land conservation and stewardship.	<ul style="list-style-type: none"> • ENV • LIV 	Natural Areas Program staff.
5. 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.
6. Transfort Strategic Plan Update (PRIORITY)	Update the 2009 Transfort Strategic Plan in 2014.	<ul style="list-style-type: none"> • T 	Transfort and Advance Planning (Transportation) staff

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LONGER-TERM ACTIONS: 2013 AND BEYOND

Longer-Term Action Item	Description	Related Chapters	Responsibility
7. PAYT for Commercial Customers (PRIORITY)	Consider an ordinance that would amend the City's Pay-As-You-Throw (PAYT) system to include all commercial customers, i.e., require the recycling fee to be embedded in rates and charge volume-based pricing.	<ul style="list-style-type: none"> • ENV • HI 	Natural Resources staff.
8. Gateway Design Standards (PRIORITY)	Develop design standards for three Interstate 25 interchange gateways (Prospect, Mulberry and Mountain Vista).	<ul style="list-style-type: none"> • LIV 	Advance Planning staff.
9. Southwest Enclave Annexation Phase 4 (PRIORITY)	Complete Phase 4 of the Southwest Enclave Annexation project (2013-2014).	<ul style="list-style-type: none"> • LIV • EH 	Advance Planning, City Attorney's Office, and CDNS staff.
10. Plan Fort Collins Update (PRIORITY)	Update <i>Plan Fort Collins</i> (including City Plan and the Transportation Master Plan) every 5 years.	<ul style="list-style-type: none"> • All 	Advance Planning staff.
11. Fort Collins/Loveland Airport Business Master Plan Update	Periodically update the Fort Collins/Loveland Airport Business Master Plan and implement the associated action plan.	<ul style="list-style-type: none"> • EH 	Economic Development staff.
12. State Highway 392 Access Management Plan	Develop an access management plan for State Highway 392 from Interstate 25 to South College Avenue /US 287 to the support reduced Master Street Plan classification from a 6 lane arterial to a 4 lane arterial.	<ul style="list-style-type: none"> • T 	Engineering and Advance Planning (Transportation) staff.
13. South College/US 287 Corridor Transportation Plan Update	Update the South College/US 287 Corridor Plan to be consistent with the vision from the Midtown study.	<ul style="list-style-type: none"> • T • EH • LIV 	Advance Planning (Transportation), Economic Development, Engineering, and Traffic Operations staff.
14. Timberline Enhanced Travel Corridor and Access Management Plans	Develop an Enhanced Travel Corridor Master Plan and access management plan for Timberline Road from Harmony Road to Mountain Vista to support the reduced Master Street Plan 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 • EH • LIV 	Engineering and Advance Planning (Transportation) staff.
15. Prospect Enhanced Travel Corridor Plan	Develop Prospect Enhanced Travel Corridor Master Plan.	<ul style="list-style-type: none"> • LIV • EH • T 	Advance Planning staff.
16. 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.

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LONGER-TERM ACTIONS: 2013 AND BEYOND			
Longer-Term Action Item	Description	Related Chapters	Responsibility
17. Bicycle Plan Update	Update the 2008 Bicycle Plan in 2013.	<ul style="list-style-type: none"> • T • SW 	Advance Planning (Transportation) and FC Bikes staff.
18. 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.
19. 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 the 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.
20. Complete Strategic Annexations	Complete the annexation of key areas by developing and implementing strategies and incentives for property owners within the Growth Management Area.	<ul style="list-style-type: none"> • LIV • EH • HI 	Advance Planning, City Attorney's Office, and CDNS staff.
21. Land Use Code Amendments	<p><u>Urban Estate District</u></p> <ul style="list-style-type: none"> • Evaluate and amend, if necessary, the Urban Estate District to address housing needs and compatibility with existing large lot subdivisions. <p><u>Community Appearance and Design</u></p> <ul style="list-style-type: none"> • Review and revise standards for new landscaping standards and options citywide (including soil preparation/amendment practices). • Evaluate providing additional commercial architectural design standards to supplement existing standards such as building materials, character, and image elements. 	<ul style="list-style-type: none"> • LIV • ENV 	CDNS and Advance Planning staff.
22. Building Code Updates	Regularly update City codes (building, energy, green aspects) in alignment with national model code cycles.	<ul style="list-style-type: none"> • ENV • HI 	Utilities and CDNS staff.
23. Energy Performance for Public Financing	Require enhanced energy performance for publicly financed projects.	<ul style="list-style-type: none"> • ENV • EH • HI 	Utilities, Natural Resources, Facilities, and City Attorney's Office staff.
Administrative Items (no City Council action required)			

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LONGER-TERM ACTIONS: 2013 AND BEYOND

Longer-Term Action Item	Description	Related Chapters	Responsibility
24. Green Street Demonstration Project Construction <i>(PRIORITY)</i>	Pursue funding opportunities (local, state, federal, and public/private partnerships) to construct and implement the “Green Street” demonstration project.	<ul style="list-style-type: none"> • T • LIV • EH • ENV • SW • HI 	Utilities, Advance Planning (Transportation), Engineering, and Streets staff.
25. Support Alternative, Efficient Fuels/ Vehicles <i>(PRIORITY)</i>	As sustainable alternative fuels (cellulosic ethanol, CNG, other biofuels, electric) and/or highly efficient vehicles emerge, the City should 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 and Utilities staff.
26. Arts Council <i>(PRIORITY)</i>	Continue to invest in the Cultural Services Department and support development of an Arts Council to serve as a “chamber of commerce” for the arts and culture industry. Arts Councils frequently support their community and its arts and culture industry in advocacy, promotion, marketing, clearing house for information, business and administrative support, educational opportunities for creative professionals and citizens, support of fundraising efforts, and seeking re-granting opportunities through state-wide and national grants.	<ul style="list-style-type: none"> • CPR • EH 	Cultural Services staff.
27. Public Building Energy Updates <i>(PRIORITY)</i>	Develop real-time energy use displays in public buildings and provide for Light and Power vehicle charging capability in new City buildings.	<ul style="list-style-type: none"> • ENV • HI 	Utilities staff.
28. Streetlight Efficiency <i>(PRIORITY)</i>	Improve streetlighting efficiency.	<ul style="list-style-type: none"> • ENV 	Utilities staff.
29. Community Safety Funding <i>(PRIORITY)</i>	Continue to explore long-term funding options to maintain the levels of service expected for police, fire, and emergency management services and to implement the recommendations of the Police Executive Research Forum (PERF) regarding staffing levels needed to maintain current levels of service.	<ul style="list-style-type: none"> • SW • EH 	Police Services, Poudre Fire Authority, and Finance staff.
30. Parks and Recreation Funding <i>(PRIORITY)</i>	Explore long-term funding options for Parks and Recreation operations and maintenance and the construction of new facilities.	<ul style="list-style-type: none"> • CPR • EH • SW • HI 	Parks and Recreation and Economic Development staff.
31. Affordable Housing Program Funding <i>(PRIORITY)</i>	Investigate long-term funding sources to maintain affordable housing programs.	<ul style="list-style-type: none"> • LIV • EH • HI 	Affordable Housing and Finance staff.
32. Long-Term Sustainable Funding Research	Research options and ideas from other communities regarding potential long-term, sustainable funding mechanisms (beyond sales tax revenue).	<ul style="list-style-type: none"> • All 	Economic Development staff.

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LONGER-TERM ACTIONS: 2013 AND BEYOND			
Longer-Term Action Item	Description	Related Chapters	Responsibility
33. Transportation Asset Management Program	Maintain a transportation asset management program and update it every two years.	• T	Advance Planning (Transportation) Traffic Operations, and Engineering staff.
34. Amend TMP and Capital Improvements Plan Based on Measuring Progress	Amend the Capital Improvements Plan based on measuring progress results and amendments made to the Transportation Master Plan.	• T	Advance Planning (Transportation) and Engineering Staff.
35. Safety Enhancement Action Plan	Develop a safety enhancement action plan.	• T	Advance Planning (Transportation) and Engineering staff
36. Light and Power Vehicle Charging Stations	Develop public electric vehicle charging stations as needed.	• ENV • HI	Utilities staff.
37. Solar Garden	Develop a community solar garden that provides an opportunity for electric utility customers to individually benefit from collectively sharing a larger-scale remote solar energy resource.	• ENV • HI • EH • LIV	Utilities staff; not funded.
38. Cultural and Performance Facilities	Continue to develop cultural and performance facilities as detailed in the Cultural Facilities Plan, and as funding permits. Ensure availability of arts and culture education and participation opportunities to our youth and life-long learners through future combined arts and recreation centers.	• CPR	Cultural Services staff.
39. Drake Treatment Plant Upgrades	Seek outside funding for upgrades to the Drake Treatment Plant that would enable the City to add source-separated food waste as a feedstock that increases alternative energy generation.	• ENV	Water Utilities staff.
40. Renewable Energy Purchase Options	Explore long-term local renewable energy purchase options.	• ENV • EH • HI	Utilities and Finance staff; not funded.
41. Technology Board	Explore creation of a Technology Board so that the City and its citizens will be aware of, pursue, and implement technological solutions that will ensure that technology in the City of Fort Collins is accessible, transparent, and efficient.	• HI	City Manager's Office, City Clerk's Office, and MIS staff.

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LONGER-TERM ACTIONS: 2013 AND BEYOND

Longer-Term Action Item	Description	Related Chapters	Responsibility
42. Communications Technology Research	Evaluate the existing free downtown wireless network to assess use, security, and other factors, explore how other jurisdictions have successfully deployed large scale wireless networks, and seek partnerships with other governmental, non-profit, and private organizations to explore the feasibility and benefits of future communication technologies throughout the city.	<ul style="list-style-type: none">HI	MIS staff, Utilities staff; not funded.

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CATALYST PROJECT AREAS

INTRODUCTION

During the *Plan Fort Collins* process project team members, City Council, and the public identified areas throughout the city that have the potential to “showcase” opportunities to embrace the *Plan Fort Collins* vision themes of Innovate, Sustain, and Connect. Through a combination of public and private actions that complement and build upon one another, these areas have the potential for lasting, desirable change. Catalyst areas are viewed as places for ongoing and new public and private sector initiatives that use a multi-disciplinary and triple bottom line approach, addressing economic, environmental, and social factors in a balanced manner. While each area requires City and private sector engagement, *City Plan* focuses on City actions that can inspire private sector response and create catalytic change.

The intent of this section of *City Plan* is to identify these areas as those that are positioned for catalytic change, and to use several case studies as examples to illustrate how change might occur in a synergistic manner. The timing and pace of activity in these areas will ultimately be determined by market forces, community interest, and City and private sector investment.

There are multiple areas and projects that can be viewed as Catalyst Project Areas throughout the City. The planning team initially identified 12 areas, and others may surface as the plan is implemented over time:

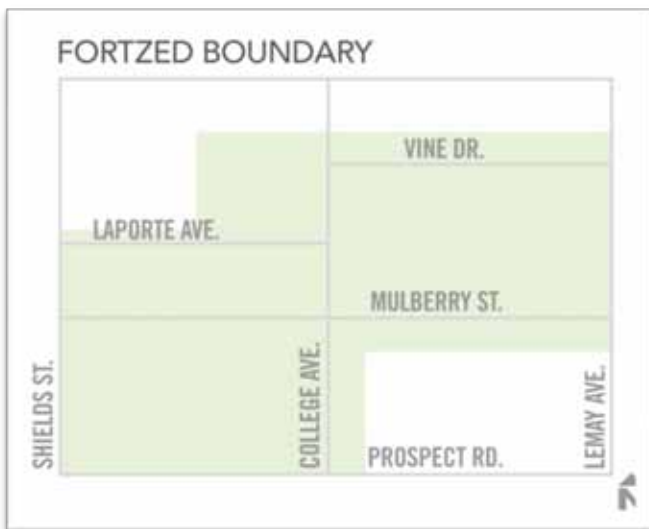
- Campus West Area
- Downtown Hotel/Convention Center Area
- Foothills Mall Area
- FortZED
- Harmony/College Area
- Highway 392/I-25 Gateway
- Lincoln Avenue Area
- Mason Corridor
- Mountain Vista
- Mulberry/I-25 Gateway
- North College Area
- Poudre River Corridor
- Prospect/I-25 Gateway
- South College Corridor

For purposes of illustrating the concept of how a triple bottom line approach could be applied to suggest how beneficial change might occur in these areas, the project team selected three project areas to serve as case studies:

- FortZED
- The Lincoln Triangle
- Mason/Midtown Corridor

FORTZED

Led by Fort Collins Utilities, UniverCity Connections, and the Colorado Clean Energy Cluster, FortZED's mission is to transform the downtown area and the main campus of Colorado State University into a model net Zero Energy District through conservation, efficiency, renewable sources and smart technologies. The FortZED district encompasses approximately two square miles that includes downtown Fort Collins extending from the Poudre River on the north and extending south and west to the campus of Colorado State University (see area map). A large portion of the homes and businesses within the FortZED district are historic and many have been or will be renovated and/or restored, making the area an attractive location for catalytic change.



FortZED Attributes

FortZED has a number of attributes that make it a strong catalyst project case study. Representing approximately 10 to 15 percent of Fort Collins Utility's electric distribution system, the FortZED district currently serves approximately 7,200 residential and commercial electric utility customers.

Some of the other attributes of FortZED that make it an attractive catalyst project case study include the following:

- It is an innovative energy project that supports a progressive municipal utility
- It fosters local innovation and entrepreneurship
- It provides economic support for local private sector clean energy technology companies
- It legitimizes our region as a leader in clean energy technology innovation
- It has philanthropic-minded, grassroots support in the community

- It complements the City's Climate Action Plan, Energy Policy, and other related Utilities programs and projects
- It is drawing national and international attention and funding for its vision and progress to date.

FortZED will advance the state and national "New Energy Economy" in many ways. It will catalyze the deployment of more responsive and more flexible energy infrastructure to enable expanded use of renewable energy sources. It will also empower the consumer with new choices to more effectively manage electric use while addressing utility policies and regulations. Finally, it will develop a workforce skilled in the application of clean energy technologies, creating high-paying primary jobs as well as hundreds of spinoff jobs in the renewable energy, service, and retail sectors.

Collaboration and Partnerships

The FortZED initiative is a three-way collaboration of the Colorado Clean Energy Cluster (CCEC), Fort Collins Utilities, and UniverCity Connections. The CCEC is an economic development organization that works to attract, incubate and grow Colorado's clean energy companies through collaborative initiatives, one of which is FortZED.

The success of FortZED will rely on continuing its existing partnerships and extending partnership opportunities to other organizations as additional projects are developed and implemented. Current partners include local government, nonprofit organizations, leading edge companies, technology providers, and institutions.



FortZED Vision and Mission

Fort Collins will be the model community for a leading and replicable net Zero Energy District. The mission of FortZED is to transform the downtown area and the main campus of Colorado State University into a net Zero Energy District through conservation, efficiency, renewable sources, and smart technologies.

FortZED will be realized through a systems approach with a broad portfolio of smart grid technologies, renewable energy sources, and supporting public policies. Energy generation will come from renewable sources within a 50-mile radius of FortZED, renewable and conventional distributed sources within the district, and demand reduction and response within the district.

Finally, FortZED will provide a strong competitive advantage to expand existing capabilities and attract clean energy technology companies to Northern Colorado that can replicate the technical solutions embodied in FortZED in other urban environments, on campuses, and in existing and new communities nationwide and around the world.



FortZED Progress to Date

The FortZED Steering Committee oversees a range of existing projects in various stages of completion and is also charged with creating the long-term strategic plan and associated new projects for realizing the FortZED vision. Existing projects include:

- Jump Start Project: Renewable and Distributed Systems Integration Project – a project funded in partnership with the U.S. Department of Energy
- Community Energy Challenge: A grassroots campaign to increase energy efficiency and conservation practices among residents and occupants in the district



- Smart Grid Investment Grant Project: A citywide project that provides a key enabling technology to FortZED – smart metering on all homes and businesses and targeted distribution system upgrades
- Green Restaurant Initiative: Improve restaurant efficiency through sustainability programs and investing in energy efficient equipment
- Public Buildings Project: Energy retrofits and solar installations on public buildings in FortZED through a Department of Local Affairs NEC grant

FortZED and Plan Fort Collins

By highlighting FortZED as a catalyst project, *Plan Fort Collins* showcases an intensified, multi-disciplinary effort that builds on a substantial volume of prior work as previously described. The FortZED Steering Committee recognizes four main pillars to achieve FortZED:

- Technology
- Public Policy
- Commercial Pathways
- Community Engagement

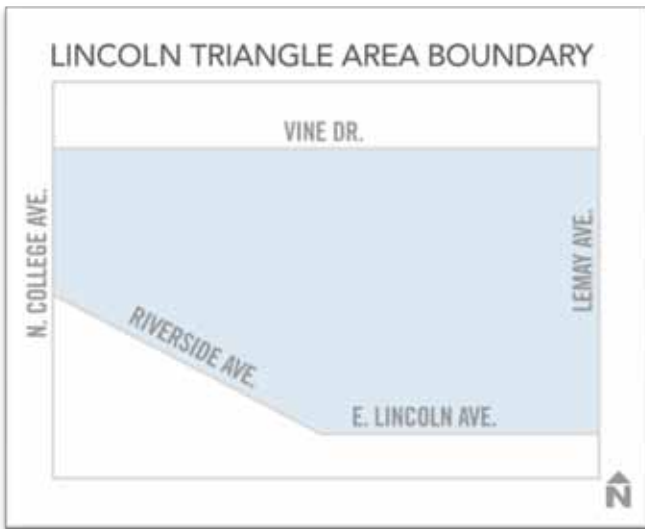
Plan Fort Collins provides a much-needed link to public policies that will help to accelerate the implementation of FortZED.



LINCOLN TRIANGLE AREA

The Lincoln Triangle area contains a rich mix of historic and new development as well as substantial vacant and underdeveloped parcels. Current uses include the Buckingham residential neighborhood, three local craft-beer breweries (New Belgium Brewing, the Odell Brewing Co. and the Fort Collins Brewery), the CSU Engines and Energy Conservation Lab, Ranch-Way Feeds, established restaurants and historic structures rehabbed for office and professional services, and the Northside Aztlan Community Center. The Cache la Poudre River flows through the area.

It is a triangular area on the north side of Fort Collins, generally bounded by Riverside Avenue/Jefferson Street on the west, Lincoln Avenue on the South, South Lemay



Avenue on the east, and East Vine Drive on the north.

Lincoln Triangle Attributes:

The Lincoln Triangle contains a number of favorable attributes that make it a good catalyst project case study. These include the following:

- A strong and unusually diverse mix of retail, heavy and light industry, offices, recreation, and residential neighborhoods with a rich history and culture.
- Significant historic structures and areas such as the Buckingham neighborhood, Lindell Mill (Ranch-Way Feeds), Harmony Mill, the Northern Colorado Feeders Supply building, the UP Freight Depot, Coy-Hoffman barn, and the Giddings Building.
- Large, currently vacant and underdeveloped infill properties that are owned by individuals and organizations with an interest in redevelopment.
- An existing historic neighborhood providing a diversity of households in a close-in Downtown location.
- The Cache la Poudre River corridor.

- Three thriving craft brewery businesses that attract regional and national visitors.
- Designation within the proposed FortZED service grid.
- Sites to cultivate incubator businesses including the CSU Engine and Energy Conversion Lab (EECL) and the Rocky Mountain Innovation Initiative.
- Proximity to Downtown and related opportunities to enhance Downtown business activities, including breweries and brew pubs, in a way that is "Uniquely Fort Collins."

The Lincoln Triangle area also has challenges, such as the multiple roles that Lincoln Avenue provides as a regional access corridor to the River District and Old Town, internal neighborhood circulation, and access for business and visitor traffic, including multiple commercial and industrial businesses.

Collaboration and Partnerships

There are an extraordinary group of public and private organizations that are key stakeholders in the Lincoln Triangle:

Public Sector Organizations

- City of Fort Collins
- Colorado State University
- Downtown Development Authority

Non-Profit and Public/Private Organizations

- UniverCity Connections
- Buckingham Neighborhood Association
- Alta Vista Neighborhood Association
- Andersonville/San Cristo Neighborhood Association
- FortZED
- Education and Life Training Center
- United Way
- Bas Bleu Theater Company

Major Employers

- Fort Collins Brewery
- Odell Brewing Company
- New Belgium Brewery
- Ranch-Way Feeds
- In-Situ

Area Vision

The Lincoln Triangle Area, while already dynamic and changing, has the potential to showcase the Plan Fort Collins vision themes – Innovate, Sustain, and Connect – in a vibrant, eclectic area of the City that can integrate the best of Fort Collins' history and culture with its future as a great place to live, work, and play.

Area Objectives

Showcase Heritage- Create opportunities to integrate and showcase the area's rich history and culture through transportation and other public improvements.

Leverage Activities- Leverage and build on activities already occurring in the area – for residents, visitors, and employees.

River Links - Enhance and expand the Poudre River corridor, by improving recreation access and opportunities, restoring degraded river banks and floodplain lands, and enhancing wildlife habitat.

Strengthen Neighborhoods - Strengthen and enhance the residential integrity and historic roots of the Tres Colonias neighborhoods: Buckingham, Alta Vista, Andersonville, Via Lopez, and San Cristo.

Expand Housing – Seek new housing opportunities in appropriate locations to enhance existing neighborhoods and continue to maintain a balance between residential and non-residential uses in the area as infill and redevelopment occurs.

Connect - Improve circulation for visitors, employees, and residents internally as well as to and from the area and connections between the area and Downtown Fort Collins for visitors and residents.

Priority Projects in the Catalyst Area

The Lincoln Triangle area catalyst project case study exemplifies an intensified, multi-disciplinary effort that showcases the area as an innovative, sustainable, and connected part of the community. There are a large number of area improvements that could occur over time to help spur and sustain ongoing investment that will lead towards the vision for the area. A set of possible project actions are listed below. The following initiatives have been identified as initial steps towards the vision, setting the stage for more activity:

Lincoln Avenue "Great Green Street"(Jefferson Street to Lemay Avenue)

Consider new road classification to address context-sensitive solutions for connection with Downtown and surrounding areas. Reshape the street, incorporating bikeways, sidewalks, landscaping, medians, and storm water management. The sketches at right illustrate an improvement concept that show enhanced design treatments for the Lincoln Avenue right-of-way.



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.)



Fort Collins Community Marketplace

This effort is under consideration by the Downtown Development Authority and the exact location and details are still to be determined, but particular emphasis could be placed on linkages between this planned facility and Lincoln Triangle Area.

New Mixed-Use Neighborhood Opportunities

Identify one to two sites for priority new mixed-use neighborhood development to enhance the area's residential base, expand neighborhood related services, increase linkages to Downtown, and reconcile local circulation issues.

Path to Success

To achieve the Lincoln Triangle objectives, several types of advocacy, management and funding initiatives are needed:

- Identify Lincoln Triangle stakeholders and champions and establish an environment where the community can advocate for the Lincoln Triangle.
- Provide sustained technical support and a point of contact within the City/DDA.
- Mitigate regulatory constraints to redevelopment and infill development.
- Establish the Lincoln Triangle as a Targeted Redevelopment Area and facilitate private sector redevelopment and infill development.
- Facilitate construction of proposed public improvements along the Lincoln Avenue right-of-way.

Other Possible Action Projects

Streets and Intersections

- Buckingham Street – Linden Street to South Lemay Avenue: Reshape the street, incorporating bikeways, sidewalks, landscaping and consistent storm water treatment to improve multi-modal connections for existing residents and businesses.
- 1st and 3rd Streets – Lincoln Avenue to Buckingham: Reshape these local streets to accommodate the residential neighborhood as well as visitor travel via vehicle, bike and foot.
- Willow Street – Railroad tracks to Lincoln Avenue: Streetscape improvements in accordance with the Downtown River District streetscape plans.
- Linden Street – Jefferson Street to River: Streetscape improvements in accordance with the Downtown River District streetscape plans.
- Jefferson Street: Street and intersection improvements in accordance with the forthcoming recommendations of the alternatives analysis study

which focuses on improving linkages between Downtown, Old Town, and the River District.

Bridges

- Lincoln Avenue/Cache la Poudre River Bridge: Improve visuals for bicyclists and pedestrians.
- Linden Street / Cache la Poudre River Bridge: Upgrade improvements to become a gateway feature.
- Near the railroad trestle: A new bike/ pedestrian bridge. Upgrade the bridge for visual appeal, as well as for bicycle and pedestrian accessibility.

Bike and Pedestrian Improvements

- Riverside Avenue: Connection from Lincoln Avenue to East Mountain Avenue.
- Linden Street: Jefferson Street to the River.
- South Lemay Avenue: Sidewalk improvements from East Vine Drive to Lincoln Avenue.
- Bike Library: Expansion to serve visitors to breweries.
- Construct paved trail from Mulberry/Riverside Intersection across Pickle Plant Site and Udall Natural Area to Lincoln, to provide better bike/pedestrian access along Riverside to Downtown.

River Corridor Projects

- Restoration and construction of trail improvements on the Coy Ponds area of Gustav Swanson Natural Area.
- River restoration from Linden to Lincoln.
- Enhance the Pickle Plant site (proposed artistic display of solar panels to provide power and serve as a community gateway).
- Restore flood plain area from Lincoln to Mulberry on the northeast side of the river to enhance habitat and develop a natural area/river park.

Transit

- Establish a circulator bus that provides service between downtown and Lincoln Triangle destinations.

Storm Water Management

- Lincoln Avenue – Potential for district level storm water detention and management.

Signage

- Wayfinding signage within and to catalyst area.

MASON CORRIDOR/MIDTOWN

The Mason Corridor is a five mile north-south byway within the city of Fort Collins which extends from Cherry Street on the north to south of Harmony Road. The corridor is centered along the Burlington Northern Santa Fe Railway corridor, located a few hundred feet west of College Avenue (US 287).

The Mason Corridor will link major destinations and activity centers along the corridor including the Downtown commercial, cultural, and business centers, Colorado State University, Foothills Mall, and South College retail areas. Additionally, regional transit connections such as the FLEX regional transit route will link to the Mason Corridor.

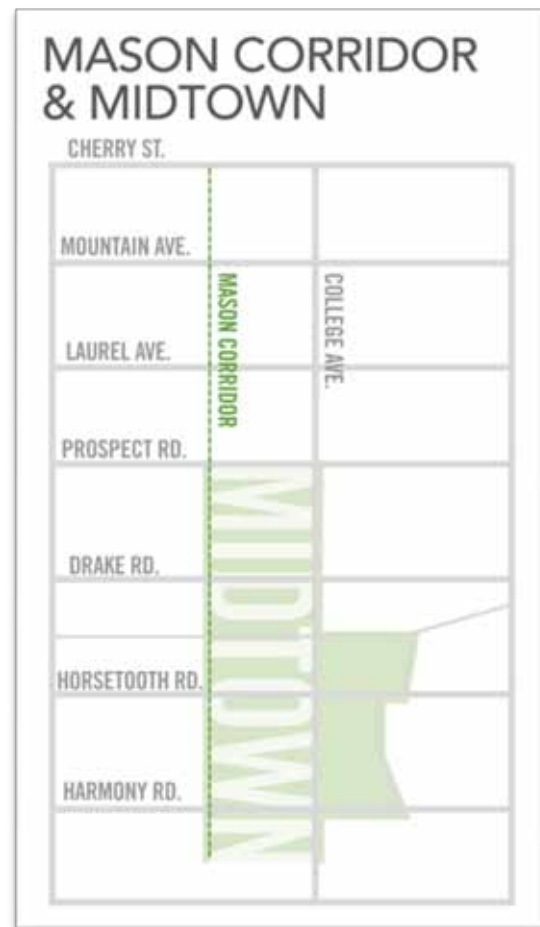
The Mason Corridor is much more than the sum of the many transportation improvements; its primary goal is to support economic development, encourage active lifestyles, and connect our community's primary activity centers such as Downtown, CSU, Midtown, and many neighborhoods.

To further the vision of the Mason Corridor, the City completed the first redevelopment study of the College Avenue retail corridor, as a natural extension of Mason Corridor. The study represents the beginning of a forward-looking conversation about the future of Midtown: one that is grounded in real estate economics, and addresses community aspirations.

Mason/Midtown Corridor Attributes

The Mason Corridor and Midtown Area contain a number of attributes that make it a good catalyst project case study. These include the following:

- A diverse mix of high quality activity centers are present along the corridor including Downtown and Colorado State University (CSU) as well as the Midtown businesses, including Foothills Mall and surrounding commercial/ employment uses.
- The College Avenue Area, from Prospect Road to Harmony Road, is ripe for redevelopment and rejuvenation and has retail staying power.
- The Foothills Mall location continues to be the perfect location for department stores with its plentiful parking, expansive space, and "address" within the community. Major renovations at the Foothills Mall are necessary and will require significant financial investment
- The Mason Corridor bicycle/pedestrian trail is complete from Fossil Creek trail to Prospect Road. A future trail extension is planned in concert with Bus Rapid Transit system
- through CSU to the University station. Sidewalks and on-street bicycle lanes will continue north from the University station through Downtown to connect to the Poudre River trail near the site of the new Discovery Science Museum.
- The future Mason Corridor Bus Rapid Transit (BRT) system will connect the new South Transit Center, south of Harmony Road, to Downtown. The BRT service will operate high frequency service every 10 minutes, with linkages to other local east/west transit lines as well as existing and future regional transit service.
- The Transit Oriented Development (TOD) Overlay Zone District, which is intended to incentivize higher-density pedestrian-friendly, mixed-use development along the BRT corridor, with particular emphasis at station areas. The TOD zone encourages affordable housing, structured parking, and mixed use economic development opportunities and supports active lifestyles, neighborhood connectivity, and easy access to employment, commercial, and cultural centers.





Collaboration and Partnerships

Existing partnerships and collaborative efforts in the Mason Corridor/Midtown Area include:

- Support from UniverCity Connections initiative among the City, Downtown Development Authority, CSU, and Community Foundation.
- The new South Fort Collins Business Association in Midtown. The association is aligning property and business owners in a common purpose, to improve College Avenue in the most cost effective manner and using opportunities in market demand to set the pace.
- Funding partnerships among the City, CSU, DDA, Colorado Department of Transportation (CDOT), and Federal Transit Administration (FTA) for Mason Corridor BRT and trail improvements.
- Roadway and intersection improvements can be funded over time with partnerships among the City, CDOT, and North Front Range Metropolitan Planning Organization.

A formalized public/private partnership between the City of Fort Collins, General Growth Properties, Macy's and Sears. Project Vision

Imagine a modern, world-class community, continuing to transform from a small city to a progressive metropolitan center, and successfully channeling development into positive community change. Centered along the Mason Corridor, multiple modes of travel conveniently link vibrant activity centers within Fort Collins and the North Front Range region. Midtown's revival will create character and sense of place by encouraging the redevelopment of large blocks in a manner that increases east-west and north-south accessibility and emphasizes human-scale amenities and transportation methods.

Area Objectives

Mixed-use redevelopment: Many opportunities exist for new residential, commercial, and retail businesses and access to parks, trails, and recreation facilities. Living, working, and playing is the theme. The redevelopment process will be incremental and occur over an extended period of time. City staff will first work to update City codes, public infrastructure, and pedestrian and bicycle access to generate developer interest in properties along the corridor.



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

Pedestrian and vehicle friendly corridor: Public improvements such as pedestrian crossings, road realignments, street lighting, and landscaped medians, streetscape and public spaces will improve the corridor and attract residents and businesses.

Green up the corridor: Create public spaces connecting retail, commercial, residential, transportation, and recreational activities. Parks, green belts, and bike and pedestrian trails can be extended through most districts within the commercial corridor.

Progress to Date

Completion and implementation of the Mason Corridor and Midtown Area vision and objectives are in varying stages. Progress-to date includes the following:

- Mason Corridor bicycle/pedestrian trail complete from Fossil Creek Trail to Prospect road, includes connection to Spring Creek Trail.
- Mason Corridor Economic Analysis Report complete.
- Midtown Corridor Study complete.
- Mason Corridor Visioning Project in progress.
- Mason Corridor Bus Rapid Transit (BRT) in final design stage. Construction of BRT, South Transit Center, NRRC overpass, Troutman underpass, and conversion of Mason Street to two-way operation to occur in 2011/2012. Bus Rapid Transit service anticipated to begin in 2013.

Priority Projects and Actions

Bus Rapid Transit System

Complete the Mason Corridor Bus Rapid Transit system, including transit stations and new South Transit Center, as well as bicycle/pedestrian crossings of the railroad tracks at Troutman Parkway and Natural Resources Research Center and CSU south campus.

Mall Redevelopment

Work collaboratively to determine the best scenario for the community's retail needs and available public and private financing. Formalize an agreement between the mall owners, General Growth Properties, and City. Evaluate existing zoning and building codes. Remove obstacles for phased improvements, including the reuse or remodel of existing buildings.

Midtown Existing Conditions Study

Beginning in January 2011, the City is taking the lead on an existing conditions study of the Midtown area to determine if portions of the area are blighted, which would be the basis criteria in forming an Urban Renewal Authority Area – thereby opening doors to increased public-private partnerships and infrastructure financing through tax increment financing.



Public/private partnerships will be important in the renovation and revival of Foothills Mall.



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AMENDMENTS AND UPDATES

PLAN UPDATES AND REVISIONS

City Plan and adopted subarea plans are the policy documents that shall be used to guide decision-making in Fort Collins and its Growth Management Area. In order for the plans to function and serve the community well over time, they must be reviewed, revised, and updated periodically.

Revisions to *City Plan* and elements thereof shall be conducted according to two distinct procedures: Comprehensive Updates and Minor Amendments. Comprehensive updates to City Plan will take place every five (5) years, ideally in a concurrent process with the Transportation Master Plan like the *Plan Fort Collins* effort. However, the time schedule for the next comprehensive update to the 2011 City Plan should be adjusted to be aligned with the 2015/2016 budget cycle to allow for closer coordination between the Plan's recommendations and Action Plan and the City's budgeting process. Comprehensive Updates to existing related City Plan elements including subarea and corridor plans generally occur approximately every 10 years, as directed by department budget and work programs, and as directed by City Council. The Advance Planning Department annually reviews and updates the status of existing plan implementation and summarized this information on fcgov.com/advanceplanning/implementation.php

The purpose of the Comprehensive Update is to thoroughly re-evaluate and update the vision, principles, and policies contained within the plans, develop new principles and policies if necessary, and make sure that the plans align, are headed in the right direction, and are being effective. Comprehensive Updates also ensure that decision-makers are current and aware of the directives contained within the plans.

A separate process shall be used to make Minor Amendments to *City Plan* and other adopted elements. Minor Amendments may include revisions to one or a few sections of the plan as a result of adoption of subarea plans or a specific issue, policy, or directive from City Council. Minor amendments may include changes to the City Structure Plan Map as well as corrections to text or map errors.

The following sections outline the process and procedures for revising *City Plan* and elements thereof.

COMPREHENSIVE UPDATE PROCEDURES

A Comprehensive Update of *City Plan* will take place every five (5) years unless otherwise directed by City Council. In making a determination of when a Comprehensive Update should be initiated, a prime consideration should include what changes have occurred since the plan was last updated. These changes may be in the economy or the environment, housing affordability, traffic congestion, local priorities or issues, projected growth, other unforeseen opportunities, etc. The results of *City Plan* monitoring will provide a good indication of these changes.

A Comprehensive Update will include a thorough re-evaluation of the vision, goals, principles, policies, and information contained within the Plan, noting those that should be changed and those that should be removed, and develop new policies if necessary, to make sure that the plan is heading in the right direction, and is being effective. A Comprehensive Update of *City Plan* will be led by the Advance Planning Department and will include extensive opportunities for involvement by the public, boards and commissions, City Council, City staff and other affected interests.

The City Council will then approve, approve with conditions, or deny the update based on its consideration of the recommendations from the Planning and Zoning Board, City staff, boards and commissions, and evidence from public hearings.



MINOR AMENDMENTS

Minor Amendments will be considered by the City Council after recommendation by the Planning and Zoning Board, City staff, and any boards and commissions that may have a legitimate interest in the proposed amendment, provided that such board or commission is duly authorized pursuant to Chapter 2 of the City Code to function in such advisory capacity. Notice of such Council action will be given as required for resolutions pursuant to the City Charter. The City Council will then approve, approve with conditions, or deny the amendment based on its consideration of the recommendations from the Planning and Zoning Board, City staff, and boards and commissions and evidence from the public hearings. Approval of the amendments will be by resolution.

Citizen requests for a Minor Amendment will be considered by the City Council no more frequently than twice per calendar year unless directed by City Council upon receipt of a recommendation from the Planning and Zoning Board. Amendment requests based on proposed development projects that involve re-zonings may also be processed concurrently with re-zoning applications.

Amendments initiated by City Council, City staff, boards and commissions, and annexations and initial zoning, may be processed at any time.

Requests shall be submitted to the City's Advance Planning Department at least 60 days prior to the hearing date for the Planning and Zoning Board. The 60-day submittal requirement is necessary in order to permit adequate public notice to be given and to allow adequate time to complete the background work for considering a plan amendment. A plan amendment will be approved if the City Council makes specific findings that:

- The existing *City Plan* and/or any related element thereof is in need of the proposed amendment, and
- The proposed amendment will promote the public welfare and will be consistent with the vision, goals, principles and policies of *City Plan* and the elements thereof.

If adopted by the City Council, *City Plan* will be revised to include the changes resulting from the amendment. A letter of notification will be forwarded to the appropriate boards and commissions when the revision(s) have been finalized.

MONITORING PLAN

INTRODUCTION

The concept of monitoring progress towards the desired future is integral to the *Plan Fort Collins* process. *City Plan* must be monitored regularly to determine whether implementation of the plan is occurring and whether it is achieving desired results. This monitoring approach will provide feedback to residents and policymakers on whether the policies in the plan are helping to achieve our vision for a world-class community.

In order to be effective, planning must not be static but rather always dynamic, incorporating a process of planning, taking action, checking progress, and acting to change course where needed. While the City generally has a continuous improvement quality model already in place, this update of *City Plan* establishes a more effective mechanism for decision-making and continuous improvement by creating stronger links between monitoring tools and indicators, ongoing plan refinements and policy adjustments, and implementation whereby the City monitors and adjusts its actions over time to move toward its desired vision.

A well-designed performance measurement program can help staff, City Council, and the public understand both progress and setbacks in achieving the Plan's principles. More importantly, the program can direct staff and decision makers towards revisions for more effective strategies. Eventually, it will become the tool that will assess the progress being made by the City towards the goals of *City Plan*, the *Transportation Master Plan*, and other plans. A performance measurement program measures progress, but also engages community members in a dialogue about the future, identifies areas that need attention, and provides an avenue to alter community outcomes.

Evaluation will be accomplished by developing an integrated performance measurement program that will function to evaluate the progress of the City in its implementation efforts and produce a regular report. This will build on reports that are already produced by City staff, such as the Community Scorecard, City Plan Monitoring Report, and others. By monitoring its progress, the City can make adjustments to the Plan if necessary. Monitoring changes in chosen indicators will provide a clear understanding of where progress is being made as well as highlight areas where changes need to

occur to policies and/or actions in order to achieve desired results.

It is important to note that by adopting a monitoring program, which is not required by Colorado statutes to be included in a comprehensive plan, the intent is not to establish an additional policy or regulatory layer. Rather, it is to establish a feedback loop that will help to monitor progress in meeting the various goals and policies of the Plan and will need to be periodically reviewed and updated.

Development of a Plan Monitoring Program has been identified in the *City Plan Action Plan* as a priority action, to be developed in 2011/2012.

The monitoring approach has two major components: implementation monitoring, and performance monitoring.

IMPLEMENTATION MONITORING

Tracking implementation activities is a critical aspect of the monitoring program. Implementation monitoring will provide information on the specific steps that the City and its partners are taking to implement the plan. The City, other public agencies, developers, and private sector groups all play an important role in implementing *City Plan*.

The cause (for example, the adoption of new or revised regulations, or the investment in specified types of transportation programs) must occur before the effect can be measured (such as changes in land use, transportation system performance, the economy, or quality of life). This also includes actions needed to implement the City's many other plans and policies, such as its subarea plans, economic health strategy, and other plan and policy documents. This section therefore is devoted to ensuring that the steps are being taken to adopt and carry out policies rather than tracking actual outcomes.

Implementation monitoring will be accomplished through a periodic Plan review process, review of significant public and private development projects, and review of infrastructure projects for inclusion in the City's Capital Improvement Plan or in the region's Transportation Improvement Program. Implementation monitoring is a qualitative exercise, tracking public policy and investment actions.



PERFORMANCE MONITORING

Performance monitoring is intended to show whether the actions taken by the public and private sectors in Fort Collins are achieving the 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. The program should include appropriate indicators that address each of the seven Plan topics as appropriate.

Generally speaking, monitoring programs with a few key indicators of high quality are more effective than those

that include dozens of indicators of variable quality. Therefore the proposed indicators should be designed to be manageable but of excellent quality. The monitoring program for City Plan should initially focus on a few key indicators and expand over time as others are identified. Each indicator should have the following characteristics:

- Be linked to data that is easy to obtain from a reliable and consistent source and not be based on abstractions or model assumptions but instead include real, quantifiable data.
- Be measurable over time.
- Provide meaningful information relating to the Plan's principles and policies.
- Be sensitive to change.
- Be easily understood and interpreted.

APPENDIX A: GLOSSARY OF TERMS

Accessory Dwelling Unit

A second dwelling unit either in or added to an existing single-family detached dwelling or business or in a separate accessory structure on the same lot as the main building. They are commonly known as “granny flats,” “mother-in-law apartments,” “alley houses,” or “secondary dwellings.”

Activity Center

Activity Centers as defined in City Plan, are commercial centers that contain a mix of housing, retail, culture, arts, and dining. They are intended to be vibrant, walkable, bicycle-friendly, livable places.

Adequate Public Facilities (APF)

The public facilities and services necessary to maintain the adopted level of service standards.

Agricultural Land

Land in use for agricultural purposes such as pasturage, farming, dairying, horticulture, animal husbandry, and related activities.

Big Box

See: “Large Retail Establishment.”

Carbon Emission / Footprint

The total amount of greenhouse gasses caused by an organization, event, or product, usually expressed in equivalent tons of carbon dioxide (CO₂).

City

When the term City (capital “C”) is used, it refers to the City of Fort Collins as a municipality. When the term city (lower case “c”) is used, it refers to the larger Fort Collins community.

Cluster Development

Grouping residential development on the most buildable portions of a site while, at the same time, preserving a large portion of the parcel (including environmentally sensitive areas) as undeveloped open space.

Commercial Uses

A commercial use is a non-residential activity carried out for pecuniary gain. Such uses are engaged in the

exchange or buying and selling of goods and services. Commercial uses include an occupation, employment, or enterprise that is carried on for profit by the owner, lessee, or licensee.

Community

This term refers to the built environment as well as the people who live, work, and have a stake in the future of Fort Collins.

Community Separators

Community separators define the area between more intensely developed urban areas of one municipality and the same of another. They provide visual and physical separation between communities by providing transitions from urban level development using rural/open lands (including agricultural uses and clustered residential development) and lower densities.

Compact Land Use Pattern

A focused layout of developed and undeveloped land emphasizing redevelopment and infill and compatible new development, thus significantly reducing the demand for growth in outlying areas of the city, facilitating efficient pedestrian, bicycle, transit, and car mobility, and conserving open lands and rural areas.

Compatibility

Compatibility refers to the characteristics of different uses, activities, or designs which allow them to be located near or adjacent to each other in harmony. Some elements affecting compatibility include height, scale, mass, and bulk of structures. Other characteristics include pedestrian or vehicular traffic, and parking impacts. Other important characteristics that affect compatibility are landscaping and architecture. “Compatibility” does not mean “the same as.” Rather, compatibility refers to development proposals being sensitive to, and maintaining the character of, existing development.

Compost

The purposeful biodegradation of organic matter (such as yard clippings and food waste) that decays into fertilizer.

Density

Density refers to the number of dwelling units per acre of residential land development. Some typical densities for various types of housing are single-family (3 to 5 units per



acre), townhomes (7 to 10 units per acre), and apartments (10 to 25 units per acre and higher).

District

A district is an area which is large in size and has a distinct purpose, such as the Downtown and CSU Campus areas. Districts, as referenced in this compilation of documents, are more general in nature, and are not intended to precisely correspond to existing or future zoning districts.

Duplex

See: "Dwelling, Two-Family."

Dwelling

Dwelling shall mean a building containing at least eight hundred (800) square feet of floor area and used exclusively for residential occupancy, including single-family dwellings, two-family dwellings, and multi-family dwellings, but not including hotels, motels, fraternity and sorority houses, and similar group accommodations, and; tents or other structures designed or used primarily for temporary occupancy.

Dwelling, Multi-Family

Multi-family dwelling shall mean a building occupied by three (3) or more families living independently of each other, not including hotels, motels, fraternity and sorority houses, and similar group accommodations.

Dwelling, Single-Family

Single-family dwelling shall mean a building occupied by not more than one (1) family and which has not more than one (1) kitchen and not less than one (1) bathroom.

Dwelling, Two-Family

Two-family dwelling shall mean a building occupied by two (2) families living independently of each other. Synonyms: duplex, paired housing.

Dwelling Unit

Dwelling unit shall mean one (1) or more rooms and a single kitchen designed or occupied as a unit by one (1) family, for living and cooking purposes, located in a single-family or multi-family dwelling.

FortZED

Fort Collins Zero Energy District is a set of active projects and initiatives, created by public-private partnerships, which uses Smart Grid and renewable energy technologies to achieve local power generation and energy demand management.

Green Streets

Streets built for stormwater treatment and conveyance and multiple types of transportation (car, bike, transit, and pedestrian).

Greenfield

A greenfield is agricultural land or undeveloped site planned for future urban uses, such as commercial or residential.

Growth Management

Utilization by government of a variety of traditional and evolving techniques, tools, plans, and activities to purposely guide local patterns of land use, including the manner, location, and nature of development.

Growth Management Area (GMA)

An area identified through official public policy within which urban development will be allowed.

Housing, Equitable Opportunity to

A diverse housing stock that generates home ownership and rental opportunities which are affordable for all levels of income.

Housing, Special Needs

Housing that is intended to meet the special needs of various populations, including older adults, physically and developmentally disabled individuals, transitional housing, etc.

Housing Types

Refers to the variety of buildings or structures that serve as living quarters for people. See also: listings under "Dwelling" definitions.

Human Scale

See: "Pedestrian Scale."

Infill Development

The development of new housing or other buildings on scattered vacant sites in a built-up area.

Instream Flow

Water flowing in a stream or river to adequately provide for downstream uses occurring in the stream channel.

Integrate

To combine or coordinate separate elements such as housing, recreation, jobs, and shopping, so as to provide a

harmonious, interrelated whole, organized or structured so that the constituent parts function cooperatively.

Intergovernmental Agreement (IGA)

A contractual agreement between the city and another governmental entity. IGAs with municipalities are the city's primacy means of achieving coordinated planning for areas adjacent to town limits.

Level of Service (LOS)

A standard used to measure the quality or effectiveness of a municipal service, such as police, fire, or library, or the performance of a facility, such as a street or highway.

Livable Wages

The income that is necessary to cover basic needs such as housing, food, transportation, and medical needs.

Low Impact Development

An innovative and comprehensive approach to stormwater management that is modeled after nature.

Mixed-Use

A development of a tract of land or building with two or more different land uses, such as but not limited to residential, office, commercial, or public uses, in a compact urban form. Horizontal mixed-use is when a development contains a mix of uses in separate buildings. Vertical mixed-use is when a building or group of buildings contain a mix of uses, with commercial uses typically found on the ground level and residential and/or office uses occupying the upper floors of buildings.

Multi-Family Housing

See: "Dwelling, Multi-Family."

Municipal Solid Waste (MSW)

A general term for the trash or garbage from residential, commercial, industrial, and community activities. It excludes auto hulks, sludge, hazardous wastes, agricultural debris, and recyclable materials.

Natural Areas

Areas of land or water that contain or support the continued existence of geological, paleontological, ecological, or other natural features that are classified as endangered or threatened, sensitive to the impact from human activity, or otherwise in need of protection, important to the conservation of natural resources that

provide environmental protection, recreational, educational, scientific, aesthetic, or economic benefits, or unique or rare examples of our natural heritage.

Neighborhood

A neighborhood is the focus of residential uses, but also includes a mixture of activities that people need to live life. A neighborhood may include a diversity of housing types, schools, parks, and supporting commercial and employment uses.

Open Lands

Natural areas, greenways, developed and undeveloped parks, trails, streetscapes, cemeteries, drainageways, and golf courses.

Paratransit

Alternative mode of flexible passenger transportation that does not follow fixed routes or schedules, usually in the form of mini-buses.

Parkways

The area between a detached sidewalk and curb where street trees are planted.

Pedestrian Scale

The pedestrian scale is an informal and relative standard. It suggests that the relationship between the person and his or her environment, whether natural or man-made, is comfortable, intimate, and contributes to the individual's sense of accessibility. Synonym: human scale.

Policy

A definite course or method of action selected to guide and determine present and future decisions.

Primary Employment (also known as Base Industry)

Firms that produce goods or services which are produced for export to areas outside of the city, and thereby import income into the city. Such goods and services do not include retail sales activities, but may include manufactured goods, consulting services, research activities and the support services associated with a regional or national headquarters of a services-producing organization.

Principle

A general or fundamental rule, doctrine or assumption.

Private Lands

Land owned by private individuals or corporations rather than the government.



Public Lands

Land owned or operated by a municipality, school district, county, state, or other governmental unit.

Public Facility

Any land or physical structure maintained or constructed for the benefit of the general public such as transportation facilities, utility facilities, schools, libraries, fire and police stations, municipal and county buildings, recreational centers, parks, and public cemeteries.

Public Service

A variety of services such as fire protection and suppression, law enforcement, public health, transportation, environmental protection, etc. available to the public and provided by government, substantially funded by government, contracted for or by government, or provided by private entities subject to governmental regulations.

Quality of Life

The personal perception of the physical, economic, and emotional well-being that exists in a community.

Redevelopment

The intensification of use of existing underutilized buildings and/or development sites, building rehabilitation, or removal or demolition of existing buildings, followed promptly by construction of replacement buildings.

Resourcing our Future

The current City dialogue about how to address pressing, immediate needs and government services.

Single-Family Housing

See: "Dwelling, Single-Family."

Smart Grid Technology

An electrical power distribution network that, in addition to transmitting electricity, includes information-age advancements that allow for two-way communications and controls between producers and consumers as well as an intelligent monitoring system that keeps track of electricity flowing in the system. These advancements result in a modernization of today's electric grid that allows for the following new performance features:

- Self-healing from power disturbance events
- Enabling active participation by consumers in demand response
- Operating resiliently against physical and cyber attack

- Providing power quality for 21st century needs
- Accommodating all generation and storage options
- Enabling new products, services, and markets
- Optimizing assets and operating efficiently

Sprawl

Dispersed, low density development over large areas of landscape.

Stormwater

Water that originates during precipitation (e.g., rain and snow) some of which becomes surface run off that flows into storm sewers or surface waterways. Stormwater is of concern because of flood control and water pollution due to contaminants that the water carries.

Streetscape

The distinguishing character of a particular street within the public right-of-way, including paving materials, and the adjacent space extending along both sides of a street, including landscaping, sidewalks, medians, lighting, street furniture, and signage.

Sustainability (*City Plan* definition)

Plan Fort Collins is an expression of the community's resolve to act sustainably: to systemically, creatively, and thoughtfully utilize natural, human, and economic resources to meet our present needs without compromising the ecosystems upon which we depend, as well as the ability of future generations to endure and thrive.

Transfer of Development Rights (TDR)

A TDR program typically permits owners of land in development-restricted areas called sending districts to sever the development rights from their property and sell those rights to property owners in specified receiving districts. Landowners who purchase development rights are then able to increase the amount of development that can be built on the receiver site. TDRs can be used to save historic structures from demolition, prevent urbanization of farmland, and preserve unique environmental areas and scenic vistas. (*Growth Management Principles & Practices*, Arthur C. Nelson & James B. Duncan, 1995.)

Transit

Public transportation, referring to bus, trolley, heavy rail, and light rail.

Transit Oriented Development (TOD)

A form of development in which high density uses and/or activity/employment centers are located in very close proximity to existing or planned transit facilities.

Urban

An area with physical characteristics, levels of service, and land uses typically associated with more densely populated metropolitan areas, such as paved streets, neighborhood parks, curb, gutter, and sidewalk, public water, sewer and storm drainage systems, and police and fire services.

Urban Growth Area Boundary

An area identified through official public policy within which urban development will be allowed.



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APPENDIX B: FINANCE PHILOSOPHY AND FUNDING CAPITAL IMPROVEMENTS

This appendix is presented in two sections:

- The first section summarizes the City's finance philosophy that is incorporated in its policy and planning documents, procedural manuals, and budget practices. The philosophy is further supported by the Principles and Policies articulated in *City Plan*, particularly in the sections on Economic Health, Community and Neighborhood Livability, and Environmental Resources.
- The second section summarizes how the City currently funds and intends to fund capital improvements in the future and long-range implications that relate to Plan Fort Collins recommendations. This section is organized by Plan Fort Collins topics.

CITY FINANCE PHILOSOPHY

GUIDING PRINCIPLES

- **Sustainability and Triple Bottom Line.** *Plan Fort Collins* is an expression of the community's resolve to act sustainably: to systemically, creatively, and thoughtfully utilize natural, human, and economic resources to meet our present needs without compromising the ecosystems upon which we depend, as well as the ability of future generations to endure and thrive. This concept approaches human, financial, and environmental resources as an integrated system where the three "pillars" are mutually reinforcing. This "triple bottom line" approach considers not only the financial bottom line, but also places equal emphasis on positive social and environmental outcomes. The City applies the principles of sustainability in its budget, finance, and implementation decisions by testing pending actions against the triple bottom line.
- **Long-term Vision.** Fort Collins has a sustained and successful practice of envisioning bold and complex projects and incrementally implementing those projects, sometimes for decades, until achieved. For example, the Mason Corridor was initiated in 1996 by citizens who initially asked the Transportation Board to identify important transportation improvements; some improvements were funded using voter-approved, 1997 – 2005 Building Community Choices funds; in 2009, the City won a Small Starts Grant from the Federal Transit Administration to provide federal financing for 80% of the remaining costs of the Bus Rapid Transit during the next few years.
- **Budgeting.** Fort Collins citizens entrust the City with the authority and responsibility to invest hundreds of millions of dollars in taxes, fees and charges to deliver services and provide facilities in a wise, thoughtful, and responsive manner. City Council and its staff have responded by implementing the directives of citizens and being exceptional stewards of the public's resources.

How can citizens get the most value for the taxes and fees they pay?

The City applies a budget process called "Budgeting for Outcomes" which focuses on results and priorities at a price that citizens will pay. It is based on the premise that the percent of personal income that the public is willing to pay for government services through taxes, fees and charges is applied to key services and facilities that matter most to the citizens in the community. This process includes four steps:

- Using citizen input, City Council establishes key outcomes and funding available for each outcome.
- City departments and divisions prepare "offers" that they believe support the outcomes.
- Interdepartmental teams review and recommend priority offers.



- The City Manager proposes and City Council determines which offers are accepted and included in the budget, based on the offer's ability to achieve the outcome; not all offers are funded.

CAPITAL IMPROVEMENTS AND DEBT

The City has a significant investment in its streets, public facilities, parks, natural areas and other capital improvements. The importance of community involvement in evaluating capital projects dates back to the 1970s. Citizen committees, such as Designing Tomorrow Today (DT2), Re-Evaluation of Capital Projects (RECAP), Choices 95, Building Community Choices, and Building on Basics 2005 guided and continue to guide the City's capital investment plans.

- **Voter Authorization for Signature Capital Projects.** For over 35 years, Fort Collins voters have considered and approved funding for targeted types of capital projects through temporary increases in sales and use tax rates that sunset five to ten years after approval. The majority of the City's capital projects that correct existing deficiencies or enhance livability are funded from these dedicated revenue sources. This approach helps alleviate competition for other tax dollars for operating and delivering services.
- **New Development Pays its Fair Share.** The City embraces the philosophy that new development should pay its fair share of the cost of providing needed public facilities and services. Capital projects needed to support new development are funded primarily by developers through payment of capital improvement expansion fees for park land, fire, police and general government, street oversizing, stormwater, electric, sewer, and water. Developers also participate in paying for the construction of related off-site improvements.
- **Pay-As-You-Go.** While the City uses a variety of funding sources to fund capital projects, it places emphasis on the "pay-as-you-go" philosophy. The "pay-as-you-go" philosophy avoids additional City costs to cover interest payments on debt, assures all revenue collected is available for projects, and provides a conservative approach to capital budgeting. However, long-term financing is a viable funding source which the City has used and will continue to do so for certain improvements.
- **Debt Policy.** To maintain a conservative approach to capital budgeting the City places an emphasis on a pay-as-you-go philosophy. It evaluates whether to use debt or pay-as-you-go financing by weighing the need for improvements quickly versus the consequences of delay and the cost of debt service over time.
- **Related Operations and Maintenance Costs.** Project managers that propose new capital projects are also responsible for identifying how to pay for the subsequent on-going operations and maintenance costs. These are considered in the biennial budget process.

CAPITAL IMPROVEMENTS FINANCING

TOPIC:	SAFETY AND WELLNESS
SERVICE	POLICE
Current Methods to Fund Capital Improvements:	<p>The Police Services Building is financed with long-term lease / purchase financing; annual lease/purchase payments are made from General Fund revenues. The land for the building was purchased with revenues from the 0.25% Building Community Choices sales tax.</p> <p>Police vehicles and equipment are generally funded with General Fund transfers to the Equipment Fund. Some vehicles and equipment are secured with a capital lease or a lease/purchase arrangement.</p> <p>Revenues from police capital improvement expansion fees are available to fund capital improvements that are required to serve new growth. These are imposed on new residential, commercial, and industrial construction.</p>
Master Plans and Future Funding Considerations	While there is no master plan for capital expansion at this time, the Police Services Building, completed in 2007, will serve the City for at least 20 years. The building was designed to accommodate additional expansion as needed.
Plan Fort Collins Long-Range Implications	Long-range options to maintain levels of service may trigger the need for additional funding.

TOPIC:	TRANSPORTATION
SERVICE	STREETS, BRIDGES AND PARKING
Current Methods to Fund Capital Improvements:	<p>Street projects to keep roads in good repair are primarily funded with revenues from the 0.25% sales tax dedicated for streets maintenance (expiration December 2016) and the 0.33% sales tax for street maintenance and repair (expiration December 2020). Street capital improvements are supported by the 0.25% Building-on-Basics sales tax dedicated to select high-profile projects, including intersection and signal improvements. (expiration December 2015). These local sources are matched whenever possible with state and federal grants.</p> <p>The City's Bridge Program and Railroad Crossing Replacement Program are financed through an ongoing transfer from the General Fund.</p> <p>Developers are required to construct their share of collectors and arterials plus all local streets in their developments. Additional street improvements related to new growth are funded by a street oversizing fee on new development.</p>
Master Plans and Future Funding Considerations	The <i>Transportation Master Plan</i> and the <i>Master Street Plan</i> are being updated simultaneously with Plan Fort Collins. Each Master Plan will contain funding recommendations that align with priority capital projects.



TOPIC:	TRANSPORTATION
SERVICE	STREETS, BRIDGES AND PARKING
Plan Fort Collins Long-Range Implications	<p>As planned street improvements are amended to fit within “reshaped” and “green” street design standards and enhanced travel corridor improvements, and with heightened emphasis on infill and redevelopment, the priority order and types of street and bridge improvements will change. This may require supplemental funding approaches, amendments to impact fees, or adjustments to current developer requirements.</p> <p>As the project prioritization criteria are amended to incorporate the triple bottom line objectives, the types, locations, and amounts of priority street improvements will change; associated capital costs will change as well.</p> <p>Design standards for the three Interstate 25 interchange gateways may trigger recommendations regarding private sector and public sector (federal, state, local) capital improvements.</p>

TOPIC:	TRANSPORTATION
SERVICE	PARKING STRUCTURES
Current Methods to Fund Capital Improvements:	The City, Downtown Development Authority (DDA), and Larimer County financed the construction of the Civic Center parking structure; the City and the DDA constructed the Old Town parking structure and manage both downtown parking structures. Both structures were financed with debt; operations and maintenance are funded with parking fees and City General Fund support. Larimer County helps fund operations and maintenance for the Civic Center Parking structure.
Master Plans and Future Funding Considerations	The City, in collaboration with the DDA, is initiating a new and expanded Downtown Parking Plan that will address organizational, capital, and financial considerations as well as incorporate environmental and sustainable goals.
Plan Fort Collins Long-Range Implications	A new and expanded Downtown Parking Plan will likely impact the location and type of parking needed for the future.

TOPIC:	TRANSPORTATION
SERVICE	TRANSIT
Current Methods to Fund Capital Improvements	Transit capital improvements, including buses, bus shelters, and maintenance facilities, are primarily funded with the 0.25% Building On Basics sales tax revenues, Federal Transit Authority formula grants, and competitive matching grants and contributions from Larimer County, Berthoud, and Loveland for select services. Local funds for the matching grants are provided either through the 0.25% sales tax or transfers from the General Fund. Additional funding is also available from the State FASTER revenues that are allocated to the State Transit and Rail Division.
Master Plans and Future Funding Considerations	The <i>Transfort Strategic Operating Plan</i> , completed in August 2009, quantified a funding shortfall if the recommended capital program is implemented using existing resources. It also identified specific supplemental funding resources to mitigate the shortfall.
Plan Fort Collins Long-Range Implications	Renewed emphasis on work-commute reduction may include increasing reliance on transit services and related need for additional transit vehicles. Conversely, failure to invest in transit may require additional road capacity improvements.

TOPIC:	TRANSPORTATION
SERVICE	BICYCLE & PEDESTRIAN PATHS
Current Methods to Fund Capital Improvements	<p>Bikeway and pedestrian improvements along existing corridors have been funded through the Capital Projects Fund with a variety of sources such as the 0.25% Building On Basics and 0.25% Natural Areas sales tax revenues. Some projects have been funded with competitive grants from the Federal Transit Authority; in these instances, the local match has been provided from the General Fund, 0.25% Streets and Transportation or 0.25% Natural Areas sales tax revenues. Improvements attributable to new development are either constructed by new development or with revenues from the street oversizing fee which is imposed on new residential development.</p>
Master Plans and Future Funding Considerations	<p>The <i>Bicycle Plan</i>, completed in October 2008, contains a “Hot List” of specific high priority capital projects. City staff and local advocacy organizations continuously pursue opportunities to fund bicycle improvements.</p> <p>The <i>Pedestrian Plan</i>, updated in 2010, continues to guide capital improvement priorities. The 1996 Plan recommended increasing the City’s investment in sidewalk replacement and enhancement projects in established portions of the City through careful prioritization, increased education of the benefits of pedestrian improvements and diligent pursuit of federal funding opportunities.</p>
Plan Fort Collins Long-Range Implications	<p>Increased focus on redevelopment and infill development will likely increase the need for bicycle and pedestrian improvements in these areas.</p> <p>Re-consideration of the on-street bicycle lane system and level of service criteria may have a direct impact on the need for bicycle improvements.</p> <p>Amending trail design standards to accommodate community and transportation purposes may trigger a change in priority order of improvements and a need to explore alternative bike facility designs, such as separated bike boulevards. Also, broadening the purposes of bike trails may also broaden the array of available funding opportunities.</p>



TOPIC:	ENVIRONMENT
SERVICE	STORMWATER
Current Methods to Fund Capital Improvements:	<p>Capital improvements are funded with the Storm Drainage Fund, an enterprise fund of the City. Improvements related to new growth are funded with a Stormwater Plant Investment Fee (PIF), which is a one-time fee paid by new construction and based on a runoff factor. PIFs enable new development to “buy in” to the existing stormwater system rather than fund specific development-driven projects. The PIFs generate sufficient revenue to fund necessary improvements.</p> <p>Stormwater improvements are funded using a pay-as-you-go approach; the utility builds what it can from existing revenues. It did issue bonds about five years ago, but does not plan to bond for projects in the foreseeable future.</p> <p>Monthly fees are used to pay for operations and maintenance (20%), capital improvements (35%) and administration (15%).</p>
Master Plans and Future Funding Considerations	<p>The utility has master plans for all individual drainage basins in the City; individual master plans are also pulled together in a single guiding document.</p> <p>Stormwater is in the process of a repurposing effort that will include a revised mission statement that incorporates the “Utility for the 21st Century” initiative.</p> <p>The utility will continue its current financing techniques for the foreseeable future with the possible exception of public/private partnerships to leverage some existing revenue streams.</p>
Plan Fort Collins Long-Term Implications	<p>Pursuit of new opportunities to partner with other city agencies on stream restoration, enhancement and water quality projects may call for new collaborative financing approaches.</p> <p>Standardizing the majority of stormwater and flood control requirements for development will impact private development and might also impact the utility's capital participation in new improvements.</p>

TOPIC:	ENVIRONMENT
SERVICE	LIGHT & POWER IMPROVEMENTS
Current Methods to Fund Capital Improvements	<p>The delivery of electric power is provided by the Light and Power Utility, an enterprise fund of the City.</p> <p>Electric development fees are imposed on new development at the time of construction; they include the Electric Capacity Fee and Building Site Charges. The Electric Capacity Fee covers the cost of off-site electric facilities and the cost of the distribution system to provide power to the site. Building Site Charges cover the cost to build the electric system from the lot line to the customer's point of service (either meter or customer's side of the on-site transformer).</p> <p>A portion of monthly user fees as well as fund reserves are used to finance replacement costs and capital maintenance.</p>
Master Plans and Future Funding Considerations	<p>In lieu of a master plan, Light and Power develops its budgets using a five year projection schedule. The "Utility for the 21st Century" initiative and the 2009 Energy Policy provide philosophical guidelines regarding asset management and future capital budget decisions.</p> <p>While development fees and user fees are designed to cover all capital and operations and maintenance costs, aging infrastructure is a large concern.</p> <p>For the first time in 50 years, Light and Power issued bonds to finance a portion of the smart grid and advanced metering infrastructure project. Debt financing may be considered again for future large projects. Also, rate structures will likely change in the future, based on advanced metering infrastructure capabilities.</p>
Plan Fort Collins Long Range Implications	<p>Development of aesthetics policies and procedures for the electric grid, code regulations and guidelines for new energy technologies, and electric storage will likely require adjustments to the fee current structure.</p> <p>Improving security for fiber optic vaults, consistent with National Institute for Standards and Technology (NIST) standards, will likely require adjustments to the current fee structure.</p> <p>Incorporating geothermal heating opportunities will require additions to the development fee schedule.</p> <p>Retrofitting street lights for energy efficiency may require a new source of funding and/or adjustments in user fees.</p> <p>Vehicle replacement and public charging stations may require a new source of funding and/or adjustments in user fees.</p> <p>Consideration of sustainable alternative fuels and renewable sources of energy will also include consideration of new infrastructure investment, requiring a new funding source and/or fee adjustments.</p>



TOPIC:	ENVIRONMENT
SERVICE	WATER CAPITAL IMPROVEMENTS
Current Methods to Fund Capital Improvements	Acquisition, treatment and delivery of water services are provided by the Water Fund, an enterprise fund of the City. Raw water supply (rights), storage, transmission, treatment, and distribution facility costs that are attributable to new growth are financed with a one-time Water Plant Investment Fee that is imposed at the time of new construction. The raw water requirement may be met with cash or water rights. Developers and builders are required to purchase a water service tap and construct distribution lines within their development. Large capital projects are funded on either a pay-as-you-go basis or with bond issue proceeds. Any operating funds not used for operations are reserved for capital.
Master Plans and Future Funding Considerations	Future development of the water system is guided by the <i>2010 Water Master Plan</i> ; it is revised every 5 years and includes projections for 20 years. The philosophy that underlies the "Utility for the 21 st Century" initiative is incorporated into the Master Plan. The utility does not anticipate a change in its financing techniques.
Plan Fort Collins Long-Range Implications	The water related policies including continued emphasis on water conservation, high-quality drinking water, and water supply planning, are incorporated into the 2010 Master Plan.

TOPIC:	ENVIRONMENT
SERVICE	WASTEWATER CAPITAL IMPROVEMENTS
Current Methods to Fund Capital Improvements	Wastewater collection, treatment, and discharge services are provided by the Wastewater Fund, an enterprise fund of the City. Wastewater collection, transmission, and treatment facilities costs that are attributable to new growth are financed with a one-time Wastewater Plant Investment Fee that is imposed at the time of new construction. Developers are required to construct wastewater collection systems within their development. Large capital projects are funded on either a pay-as-you-go basis or with bond issue proceeds. Any operating funds not used for operations are reserved for capital.
Master Plans and Future Funding Considerations	Future capital development of the wastewater system is guided by the <i>2010 Wastewater Master Plan</i> ; this plan extends for 10 years. The philosophy that underlies the "Utility for the 21 st Century initiative" is incorporated into the 2010 Master Plan. The utility does not anticipate a change in its financing techniques.
Plan Fort Collins Long-Range Implications	The 2004 City Plan policies regarding wastewater treatment, such as emphasizing water reclamation standards, programs and practices that meet or exceed regulatory requirements are incorporated into the 2010 Master Plan. Upgrades to the Drake Treatment Plan may require outside funding and amendments to the existing fee structure.

TOPIC:	ENVIRONMENT
SERVICE	LAND CONSERVATION / NATURAL AREAS
Current Methods to Fund Capital Improvements	<p>Purchases of land for conservation purposes and construction of public improvements are funded in part with a voter-approved 0.25% City sales tax and a 0.25% County sales tax for open space and natural areas. Conservation efforts include community separators, natural areas; open lands with scenic view sheds, and valued agricultural lands. Public improvements include trails, parking lots, picnic shelters, vault toilets, signage, and interpretive features. Funding for conservation and capital construction is supplemented with grants from Great Outdoors Colorado, and others when available.</p> <p>The Natural Areas Program also partners with other City departments, Larimer County, other cities, Colorado State University, and several federal agencies to acquire, restore, and develop public improvements on open lands that have multiple functions. Partnerships with private property owners include land owners donating all or a portion of the value of a conservation easement on their land and taking advantage of State tax credits.</p>
Master Plan and Future Funding Considerations	<p>The <i>Land Conservation and Stewardship Master Plan</i> (July 2004) is a long-range visioning document that guides the City's Natural Areas Program mission to conserve, enhance, and manage land valued for a variety of conservation, recreation, and education purposes. The Plan anticipates continued use of current financing practices including City and County voter-approved sales tax initiatives, partnerships with other public agencies, and grant awards from Great Outdoors Colorado and others.</p>
Plan Fort Collins Long-Range Implications	<p>Increased efforts to partner among City agencies to acquire and manage open lands for shared purposes may increase the need to explore collaborative funding opportunities.</p> <p>Improving access to the Poudre River will include the need for additional capital improvements.</p>

TOPIC:	ENVIRONMENT
SERVICE	TELECOMMUNICATIONS
Current Methods to Fund Capital Improvements	<p>The City currently neither provides nor has significant authority to regulate the data and telecommunications services provided to Fort Collins residents. These services are provided by private service providers. Therefore, the City plays no direct role in funding that infrastructure.</p> <p>The City's current cable television franchise agreement obligates Comcast to collect a surcharge fee on their services to provide the City with capital funding to support the Public, Educational and Governmental access channels on the Comcast system such as Cable 14.</p>
Master Plans and Future Funding Considerations	<p>There is no master plan for City telecommunications services at this time. However, the City is continuously evaluating what its role in telecommunications might be. Some communities have chosen to establish municipal telecommunications utilities to provide direct services to residents. While there currently do not appear to be service availability deficits that would justify this approach in Fort Collins, future new technologies will likely simulate re-evaluation this perspective. However, State law now prohibits municipalities from providing telecommunications services unless approved through a vote of the people.</p>



Plan Fort Collins Long-Range Implications	Evaluation of providing large-scale wireless networks in partnership with other governmental, non-profit, and private organizations would require new sources of funding if the City assumes a role in service delivery.
TOPIC:	CULTURE, PARKS & RECREATION
SERVICE	PARKS & OPEN SPACE ACQUISITION AND DEVELOPMENT
Current Methods to Fund Capital Improvements	<p>Neighborhood parks are developed with revenues from the neighborhood park land fee which is imposed on new residential development. New neighborhood park land is typically purchased with parkland fees, but may be dedicated by residential developers with the value credited against park land fees.</p> <p>New community park land and development are funded with capital improvement expansion fees for community park land that is imposed on new residential construction. An exception is Fossil Creek Community Park which was developed with 0.25% Building On Basics sales tax revenues.</p> <p>Natural areas and open space acquisition are funded with revenues from a voter-approved 0.25% City sales tax and a 0.25% Larimer County sales tax for open space and natural areas. The City tax expires in December 2030; the County tax expires in 2018.</p> <p>State Conservation Trust Fund revenues from Colorado State Lottery proceeds are used in part to fund acquisition and development of open space and trails.</p>
Master Plans and Future Funding Considerations	The <i>City of Fort Collins Parks and Recreation Policy Plan</i> , adopted in October 2008, guides development and stewardship of parks and trails over a ten-year horizon. The Policy Plan states that existing revenue resources are sufficient to fund future park development; the rate of future construction will be a function of future revenues. Trails are proposed to be funded with Conservation Trust Fund revenues and other grant opportunities, such as use of Great Outdoors Colorado funds.

TOPIC:	CULTURE, PARKS & RECREATION
SERVICE	RECREATION CENTERS
Current Methods to Fund Capital Improvements	<p>Historically, recreation centers have been constructed with voter-approved sales tax revenues after careful project selection by citizen and staff committees.</p> <p>Funding for the Fort Collins Seniors Center expansion is one of the 0.25% Building On Basics sales tax projects.</p>
Master Plans and Future Funding Considerations	The <i>City of Fort Collins Parks and Recreation Policy Plan</i> , adopted in October 2008, guides development of future recreation centers over a ten-year time horizon. In addition to the recently complete Northside Aztlan Community Center, two additional recreation centers are planned at Fossil Creek and Spring Canyon. Funding for new recreation facilities will be sought through future voter-approved sales tax initiatives.

TOPIC:	CULTURE, PARKS & RECREATION
SERVICE	LINCOLN CENTER OTHER ARTS FACILITIES
Current Methods to Fund Capital Improvements	<p>In 1978 the Lincoln Center was converted from a junior high school to a performing arts facility with funds from a 1% voter-approved sales tax supported by a citizen group, Designing Tomorrow Today (DT2). The tax generated \$2.2 million. The community raised an additional \$300,000 to build the Lincoln Center. The major \$8.2 million renovation and expansion project, currently under construction, is financed with funding from the 0.25% Building on Basics capital sales tax renewal, which is contributing \$5.4 million.</p> <p>The remaining balance is being raised through a grant from the Downtown Development Authority, an estate gift, foundations, and corporate and individual contributions. The Center will reopen in June 2011.</p>
Master Plans and Future Funding Considerations	<p>Funding for the Lincoln Center is addressed in The <i>Cultural Plan</i>, which was completed in August 2008. This Plan also proposes consideration of additional cultural facilities and performance facilities; project funding for these recommendations is not in place at this time.</p>
Plan Fort Collins Long-Range Implications	<p>Renovation of the Carnegie Building into a creative center and incubator of arts and culture organizations will require minimal capital investment to be raised through grants and donations. The building is functional for these purposes in its present condition.</p>

TOPIC:	CULTURE, PARKS & RECREATION
SERVICE	FORT COLLINS DISCOVERY MUSEUM
Current Methods to Fund Capital Improvements	<p>The new Fort Collins Discovery Museum is a joint venture of the Fort Collins Museum and the Discovery Science Center, a non-profit 501(c)(3). Capital improvements are funded with Building-on-Basics 0.25% sales tax revenues, a land contribution from the City, and substantial donations from private foundations, corporations, and individuals. It is scheduled for opening in 2012.</p>
Master Plans and Future Funding Considerations	<p>Funding for the partnership between the Fort Collins Museum and the Discovery Science Center was established prior to the <i>Cultural Plan</i>, which was completed in August 2008. The Cultural Plan reflects the project financing that was in process.</p>



TOPIC:	CULTURE, PARKS & RECREATION
SERVICE	ART IN PUBLIC PLACES
Current Methods to Fund Capital Improvements	The City sets aside funds for Art in Public Places (APP) that are equivalent to 1% of every eligible public capital project that costs more than \$250,000. APP revenues associated with enterprise fund projects are budgeted in the appropriate enterprise fund. All other contributions are appropriated to the Art in Public Places reserve account in the City's Cultural Services and Facilities Fund. For projects that cost less than \$250,000 and more than \$50,000, the project utilizes an APP artist in the design to incorporate works of art into both functional and aesthetic elements of the project. City Council approved the Art in Public Places Ordinance in 1995.
Master Plans and Future Funding Considerations	Art in Public Places is a valued component of the <i>Cultural Plan</i> , which was completed in August 2008. This program is self-funding.
Plan Fort Collins Long-Range Implications	The APP program will be incorporated into all eligible capital projects proposed as part of Plan Fort Collins.

TOPIC:	COMMUNITY & NEIGHBORHOOD LIVABILITY
SERVICE	AFFORDABLE HOUSING
Current Methods to Fund Capital Improvements:	The Fort Collins Housing Authority uses the following methods to fund affordable housing: pass-through of federal HOME and CDBG funding, General Fund contributions to the Affordable Housing Fund to leverage other funding, fee waivers and abatement, and priority processing in development review. Also, the Authority actively supports the utilization of the federal Low-Income Housing Tax Credit program and tax-exempt/Private Activity Bond (PAB) bond allocations.
Master Plans and Future Funding Considerations	The Housing Authority is guided by its <i>2007 Strategic Plan</i> , updated in October 2009. As federal funding continues to decline, there is increased pressure from affordable housing developers and supporters to increase City support as "first-in" dollars. Also, building requirements with increasingly "green" standards increase the cost of affordable housing construction. Current economic conditions place additional pressure on the need for affordable housing.
Plan Fort Collins Long Range Implications	Adoption of "green" building construction and other requirements to incorporate sustainable features into new and renovated housing may increase the cost of constructing affordable housing; counterbalancing fee adjustments for affordable housing might be considered. Also, incentives for income-eligible homeowners to install energy efficient upgrades should be considered. As the City focuses on infill and redevelopment rather than expansions to its municipal boundaries, land costs for affordable housing might increase. Reconsideration of the existing Land Bank properties for affordable housing might be considered.