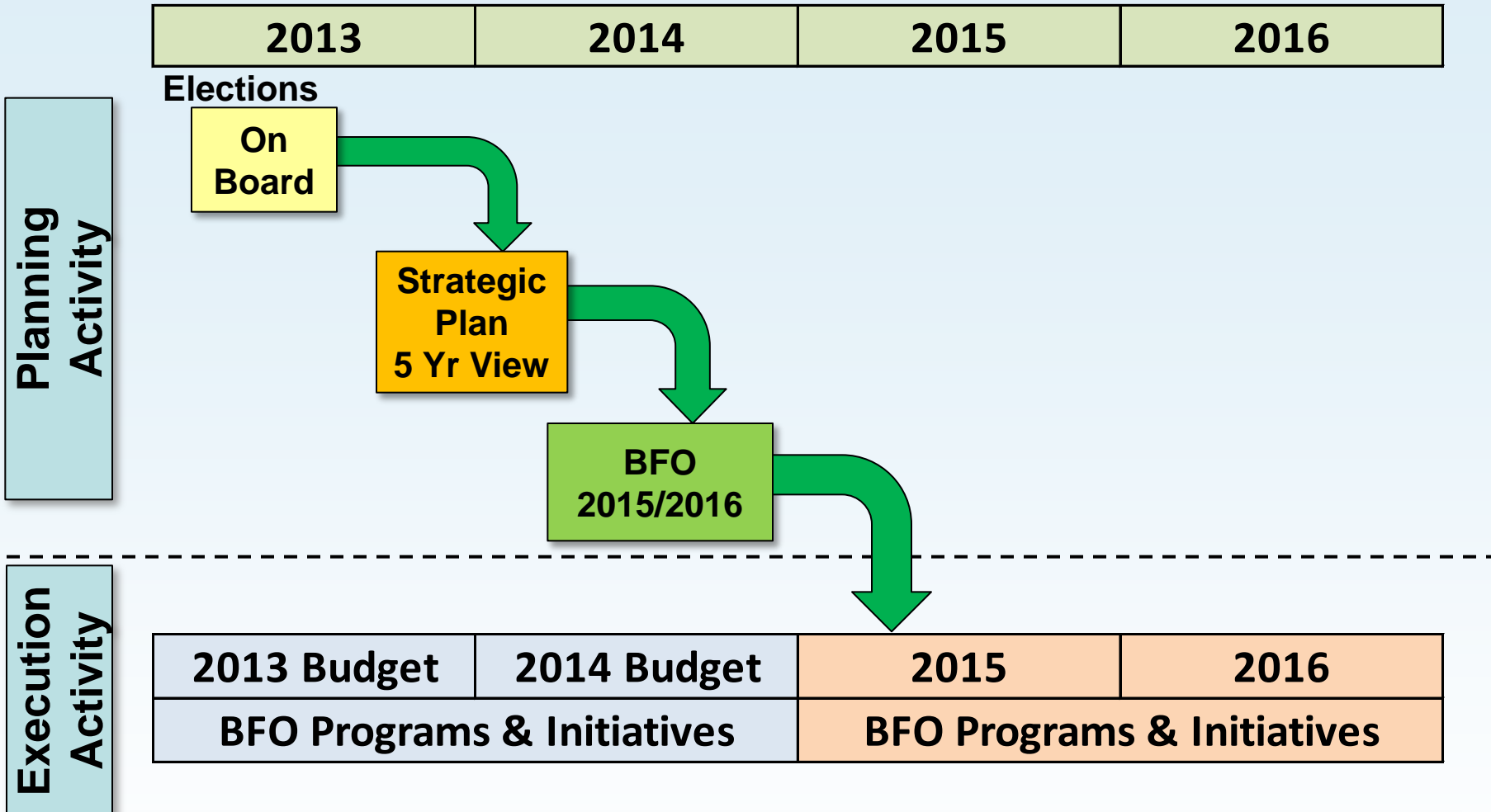


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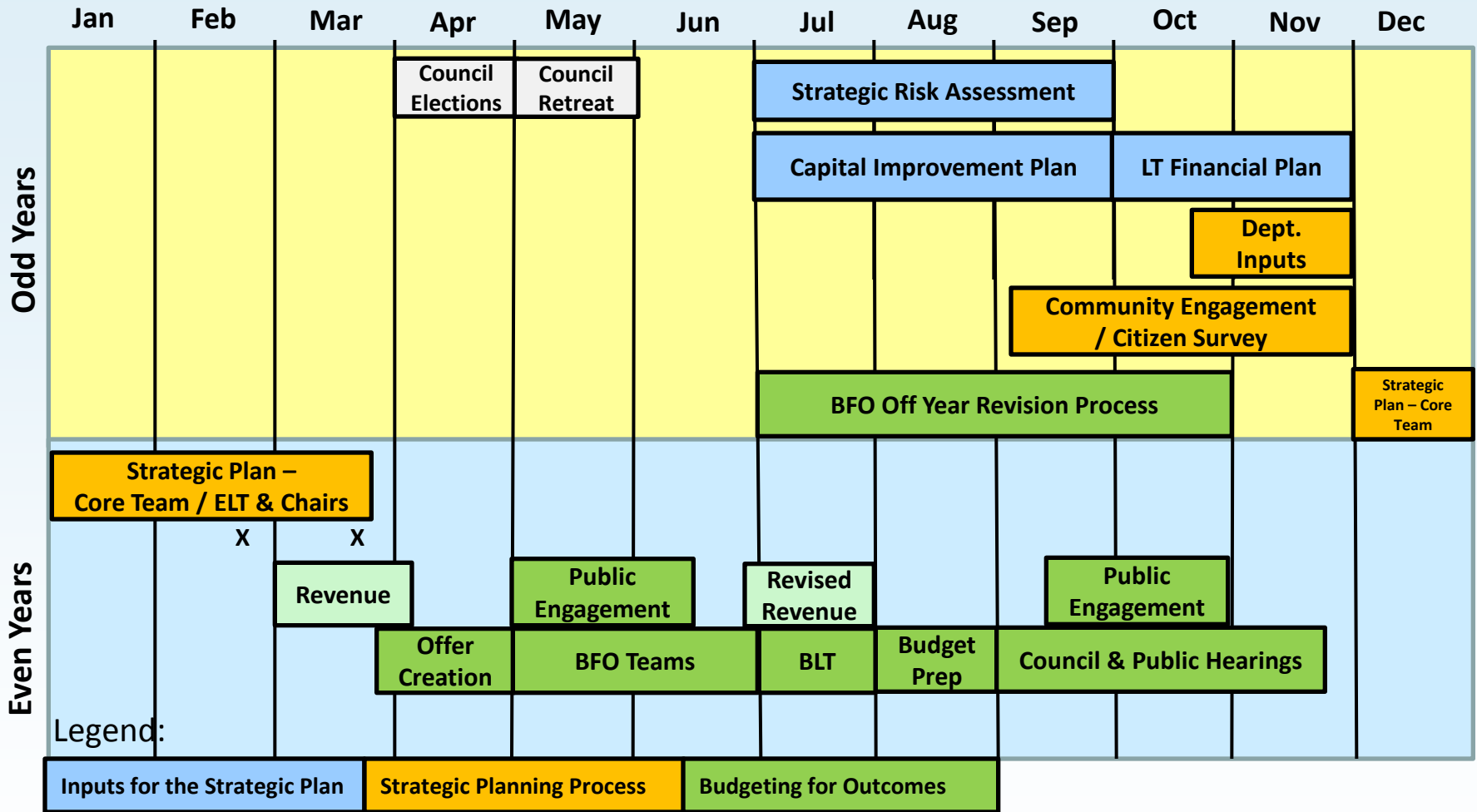
# Fort Collins Strategic Planning & Budget Process

# Macro Planning Process



**Strategic Plan Becomes the Basis for Developing Offers in BFO  
And the Basis for Deciding What Offers to Fund**

# Planning Calendar



X = Council review of Strategic Plan at 2<sup>nd</sup> Work Session of the month

VOICE OF THE COMMUNITY  
CITY COUNCIL &  
BOARDS/ COMMISSIONS



City Plan  
Area Master Plans



Key  
Outcomes



Planning Efforts Align to “Key Outcome” Areas

## City Plan & Area Master Plans

- Long term– 25 year vision
- Based on citizen and staff input
- Visionary in scope – over 125 objectives and 450 goals
- Guiding document of intent with a broad focus
- Organized around 7 Outcome Areas

## Strategic Plan

- Mid term– 5 years
- Based on an assessment internal & external factors & issues to be addressed to achieve City & Master Plans
- Executable by defining objectives & goals with prescriptive solutions
- Grounded by Citizen Input with a Balanced focus across entire City
- Establish Metrics around each Outcome

## Budget





- Short term– 2 years
- Based on objectives & goals from strategic plan
- Funded Plans & Priorities – specific actions, initiatives & programs with dates, owners & support
- Accountability at the action & initiative level
- Establish Metrics for each Proposal/Offer

**The Strategic Plan is Unique but Drives the Operating Plan....  
The Strategic Plan Replaces BFO Purchasing Strategies...**

# High Level Process – Strategic Planning



# Strategic Plan Summary - Objectives

MISSION, VISION & VALUES	KEY STRATEGIC OUTCOMES	COMMUNITY DASHBOARD OUTCOME METRICS	STRATEGIC OBJECTIVES	
<p><b>VISION</b> To provide world-class municipal services through operational excellence and a culture of innovation</p> <p><b>MISSION</b> Exceptional service for an exceptional community</p> <p><b>VALUES</b>  <ul style="list-style-type: none"> <li>• Outstanding Service</li> <li>• Innovation &amp; Creativity</li> <li>• Respect &amp; Integrity</li> <li>• Initiative &amp; Collaboration</li> <li>• Teamwork &amp; Stewardship</li> </ul> </p> 	 <p><b>COMMUNITY &amp; NEIGHBORHOOD LIVABILITY</b></p> <p>Provide a high quality built environment and support quality, diverse neighborhoods</p>	<ol style="list-style-type: none"> <li>1. Housing Opportunity Index</li> <li>2. Number of Affordable Housing Units Resourced</li> <li>3. Number of Noise Complaints</li> <li>4. Response Time to Graffiti Removal</li> <li>5. Voluntary Code Compliance</li> </ol>	<ol style="list-style-type: none"> <li>1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.</li> <li>1.2. Preserve the significant historical character of the community.</li> <li>1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes.</li> <li>1.4. Preserve and provide responsible access to nature.</li> <li>1.5. Preserve and enhance the City's sense of place.</li> <li>1.6. Promote health and wellness within the community.</li> <li>1.7. Leverage and improve collaboration with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs.</li> </ol>	<ol style="list-style-type: none"> <li>1.8. Expand organizational and community knowledge about diversity, and embrace cultural differences.</li> <li>1.9. Develop clear goals, strategic definition and description of the City's social sustainability role within the community.</li> <li>1.10. Address neighborhood parking issues.</li> <li>1.11. Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations.</li> <li>1.12. Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.</li> </ol>
	 <p><b>CULTURE &amp; RECREATION</b></p> <p>Provide diverse cultural and recreational amenities</p>	<ol style="list-style-type: none"> <li>1. GSC - Total Participation</li> <li>2. Golf Courses - Total Participation</li> <li>3. Lincoln C. - Total Participation</li> <li>4. MOD total participation</li> <li>5. Natural Areas Programs - Cumulative Participation per Capita</li> <li>6. Paved Trails - Number of Visits</li> <li>7. Recreation Programs - Total Participation</li> </ol>	<ol style="list-style-type: none"> <li>2.1. Improve low and moderate income citizen access to, and participation in, City programs and facilities.</li> <li>2.2. Develop effective marketing strategies that drive optimal attendance and revenue.</li> <li>2.3. Develop effective Operation and Maintenance (O&amp;M) funding alternatives for City subsidized facilities and programs.</li> <li>2.4. Maintain and enhance the current culture, recreation and parks systems.</li> </ol>	<ol style="list-style-type: none"> <li>2.5. Plan, design and implement citywide park, recreation and trail improvements.</li> <li>2.6. Develop a clear strategic definition and description of the City's role in the culture and arts while leveraging partnerships with other community organizations.</li> <li>2.7. Promote a healthy community and responsible access to nature.</li> </ol>
	 <p><b>ECONOMIC HEALTH</b></p> <p>Promote a healthy, sustainable economy reflecting community values</p>	<ol style="list-style-type: none"> <li>1. Commercial Vacancy Rates</li> <li>2. Electric System Average Interruption Duration Index (SAIDI) in Minutes</li> <li>3. Local Unemployment Rate</li> <li>4. Lodging Occupancy Rates</li> <li>5. Net Percent Change in Local Jobs</li> <li>6. New Commercial Permit Dollar Volume per Capita</li> <li>7. New Residential Permit Unit Volume</li> </ol>	<ol style="list-style-type: none"> <li>3.1. Align economic health goals and strategy across all levels of the organization and refine and agree upon the economic tools the City uses.</li> <li>3.2. Improve policies and programs to retain, expand, incubate and attract primary employers where consistent with City goals.</li> <li>3.3. Support workforce development and community amenities initiatives that meet the needs of employers within the City.</li> <li>3.4. Improve effectiveness through collaboration with economic-health oriented regional partners.</li> <li>3.5. Sustain high water quality to support the community and water-dependent businesses.</li> <li>3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates.</li> </ol>	<ol style="list-style-type: none"> <li>3.7. Support sustainable infill and redevelopment to meet climate action strategies.</li> <li>3.8. Preserve the City's sense of place.</li> <li>3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.</li> <li>3.10. Address Downtown parking issues identified in the adopted Parking Plan, including funding, convenient access, and integrated transit and alternate mode solutions.</li> <li>3.11. Encourage the development of reliable, ultra high speed internet services throughout the community.</li> </ol>



## COMMUNITY & NEIGHBORHOOD LIVABILITY

**Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.**

Fort Collins is a healthy and vibrant community. The City is currently transitioning from a more suburban, large town to a small urban city with a small-town feel. As this transition occurs, our goal is to create a walkable city where people want to live, work and play. The City is committed to creating a desirable urban environment that recognizes the importance of the form of the environment (e.g., community architecture, historic preservation and pedestrian-oriented environments) while creating a safe, beautiful, and friendly experience for residents and visitors.

Development and growth are focused within the community's designated Growth Management Area to protect sensitive natural resources and the regional landscape, encourage infill and redevelopment, and make the most efficient use of public infrastructure. The City recognizes our existing neighborhoods and actively seeks to preserve and support their vibrancy. As the City grows and redevelops, our vision is an overall average increase in density that fosters efficient land use; supports a mix of housing types integrated with activity centers and diverse businesses; increases the safety and efficiency of public utilities, streets, facilities and services; and accommodates multiple modes of travel (including vehicle, bus, bike and pedestrian). Alternative transportation modes and access to key health and human services facilities are a priority.

The aesthetics of urban form, connectivity and inclusion of nature are used to create an attractive design. Land uses are brought together in a development pattern designed to create a pleasant environment for walking and bicycling, as well as automobile and transit travel. Distinctive, attractive and functional building and streetscape design, thoughtfully preserving valuable historic resources, and incorporating public art are key parts of community livability.

A wide variety of housing types (including single-family, duplexes, townhomes, apartments and condos/lofts) are offered so that people from all income levels may have choices for safe, affordable and quality housing in diverse neighborhoods throughout the community. Business diversity across all neighborhoods is also a priority.

Community and Neighborhood Livability also addresses challenges related to leading active lifestyles, and the accessibility of health and human services facilities for all demographics of the community. Community and Neighborhood Livability is related to human well-being and wellness, and opportunities for residents to work together, to be self-sufficient, and to live, work and travel within the community. It also supports local food production to improve the availability and accessibility of healthy foods.





## The Community and Neighborhood Livability Outcome focuses on:

- A compact pattern of development within a well-defined community boundary.
- Adequate and safe public facilities, services and infrastructure to serve existing development and new growth.
- Interconnected neighborhoods and ways to accommodate multiple means of travel.
- Opportunities for redevelopment, revitalization and growth in targeted areas.
- Cohesive, distinct, vibrant, safe and attractive neighborhoods.
- Vital and appealing transit-oriented activity centers and destinations throughout the city.
- Quality, accessible and affordable housing options for all household types and income levels.
- Preservation and enhancement of historic resources.
- Visible and accessible nature in the city with an interconnected system of open lands.
- Opportunities to lead active and healthy lifestyles.
- Access to healthy, locally grown or produced food.
- Addressing the impact of increasing poverty and homelessness.



## STRATEGIC OBJECTIVES COMMUNITY & NEIGHBORHOOD LIVABILITY

- 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.
- 1.2. Preserve the significant historical character of the community.
- 1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes.
- 1.4. Preserve and provide responsible access to nature.
- 1.5. Preserve and enhance the City's sense of place.
- 1.6. Promote health and wellness within the community.
- 1.7. Leverage and improve collaboration with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs.
- 1.8. Expand organizational and community knowledge about diversity, and embrace cultural differences.
- 1.9. Develop clear goals, strategic definition and description of the City's social sustainability role within the community.
- 1.10. Address neighborhood parking issues.
- 1.11. Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations.
- 1.12. Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.

## DEFINITIONS & DESCRIPTIONS

### 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.

- Residents identified housing affordability as a high priority during community outreach sessions and in the 2013 Citizen Survey.
- Tight rental market with vacancy rates of less than 3% is making it difficult for low income residents to live and work within Fort Collins. Several factors contribute to affordability issues for a broad range of the population. A market study may be needed to identify the factors and potential ways the City can mitigate them.
- Focus should be on both creating opportunities for ownership and access to affordable rental units for all impacted residents. In addition, housing strategies should consider the needs of a growing homeless population.

### 1.2. Preserve the significant historical character of the community.

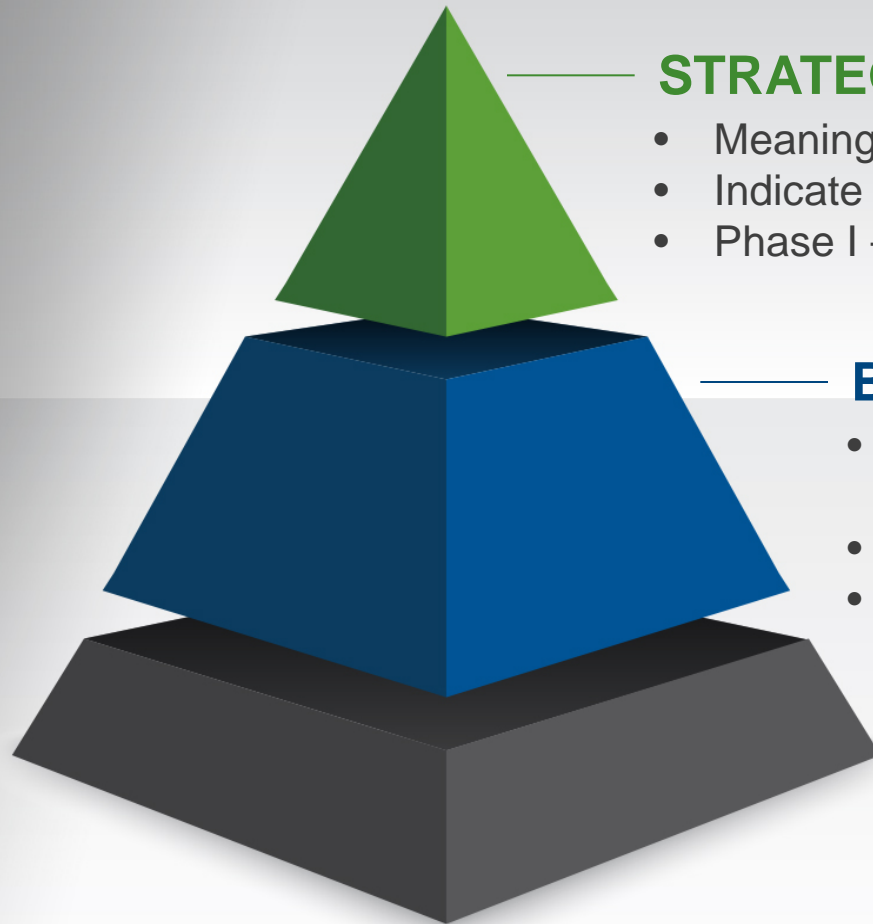
- Fort Collins has several aging neighborhoods.
- The character of many neighborhoods is changing as student housing expands, higher density development occurs, and the desires of a diverse population change.
- Focus on programs and aligning fees, codes and standards that preserve the character and sense of community that gives Fort Collins a unique sense of place while allowing appropriate infill development and redevelopment.

### 1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes.

- Colorado State University (CSU) is growing significantly and plans \$1.5B of construction and an expected student population of 35,000 over the next 10 years.
- Fort Collins' population is expected to grow by 50% over the next 20 years and the City currently has more than \$2B of significant construction projects in process.
- Partnerships are needed with CSU to assess impacts and collaboratively align efforts.
- Effort is needed to streamline the process, and align staffing, fees, codes, funding, standards and relationships to effectively manage growth consistent with City plans and goals in areas of sustainability, sense of place, livability and environmental health. The process is intended to balance predictability and flexibility.

### 1.4. Preserve and provide responsible access to nature.

- Fort Collins enjoys a unique appeal based on our open spaces, access to mountains, parks and trail systems and our individual identity separate from neighboring communities.
- Maintaining the positive and unique character of the community while we transition from a large town to a small city will require thoughtful and careful planning and compromise.
- Expand, enhance and protect City open space lands and the trail network.
- Promote Nature in the City programs through enhanced green spaces that increase the integration of natural habitat with urban spaces.



## **STRATEGIC – Community Dashboard**

- Meaningful to citizens
- Indicate performance to Outcomes
- Phase I – 38 high level Metrics

## **BUSINESS PLAN – BFO Metrics**

- Aligned with programs, services & initiatives funded in the budget
- Indicate performance to strategic objectives
- Phase II – several hundred metrics specific to achieving Strategic Objectives

## **FOUNDATIONAL - Operational**

- Day to day, operational measures

<http://www.fcgov.com/dashboard/>



[about our city ▶](#)

## City of Fort Collins Community Performance Measurement Dashboard

[Subscribe to Quarterly Email Updates](#)

Outcome

Q4 2014 Results [?](#)



### **Community and Neighborhood Livability**

Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.



### **Culture and Recreation**

Fort Collins provides diverse cultural and recreational amenities.



### **Economic Health**

Fort Collins has a healthy, sustainable economy, reflecting community values.



### **Environmental Health**

Fort Collins promotes, protects and enhances a healthy and sustainable environment.



### **High Performing Government**

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.



### **Safe Community**

Fort Collins provides a safe place to live, work, learn and play.



### **Transportation**

Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the City.





## Community and Neighborhood Livability Performance Metrics

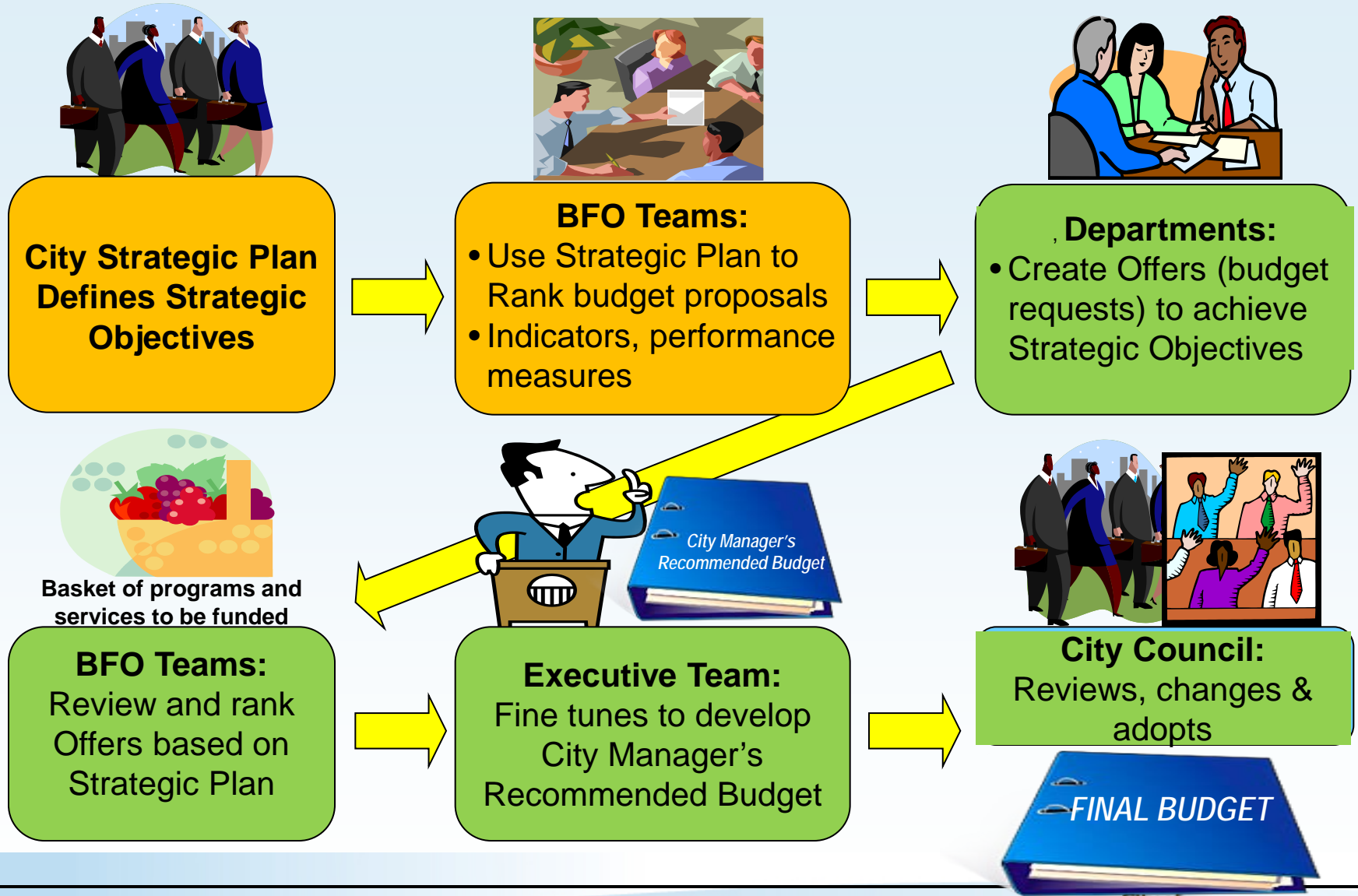
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[« Return to Performance Measurement](#)

Measure/Explanation	Q4 2014		Result
	Actual	Target	
<p><b><u>Cumulative Number of Noise Complaints</u></b>                      This measures the number of noise complaints in a hot-spot area determined by the previous calendar year. The area is defined from Prospect Rd./Taft Hill Rd. northeast to Mulberry St./Shields St.</p>	566	432	
<p><b><u>Housing Opportunity Index (HOI)</u></b>                      The Housing Opportunity Index (HOI) is defined as the share of homes sold in an area that would have been affordable to a family earning the local median income. The target is to be 5% better than the national HOI.</p>	69.6%	64.9%	
<p><b><u>Number of Affordable Housing Units Resourced</u></b>                      The total number of housing units receiving affordable housing funding through the City's Affordable Housing Program</p>	80	106	
<p><b><u>Response Time to Graffiti Removal</u></b>                      This indicator measures the amount of time to respond to and abate both reported and unreported graffiti in the City. The goal is to have graffiti properly abated within two business days.</p>	1.3	2.0	
<p><b><u>Voluntary Code Compliance</u></b>                      This metric tracks the percentage of voluntary compliance with nuisance code violations issued by the City of Fort Collins. Voluntary compliance is defined as violations corrected by the property owner or tenant. The target is 95% voluntary compliance.</p>	89.8%	90.0%	

# Budgeting for Outcomes (BFO) Process

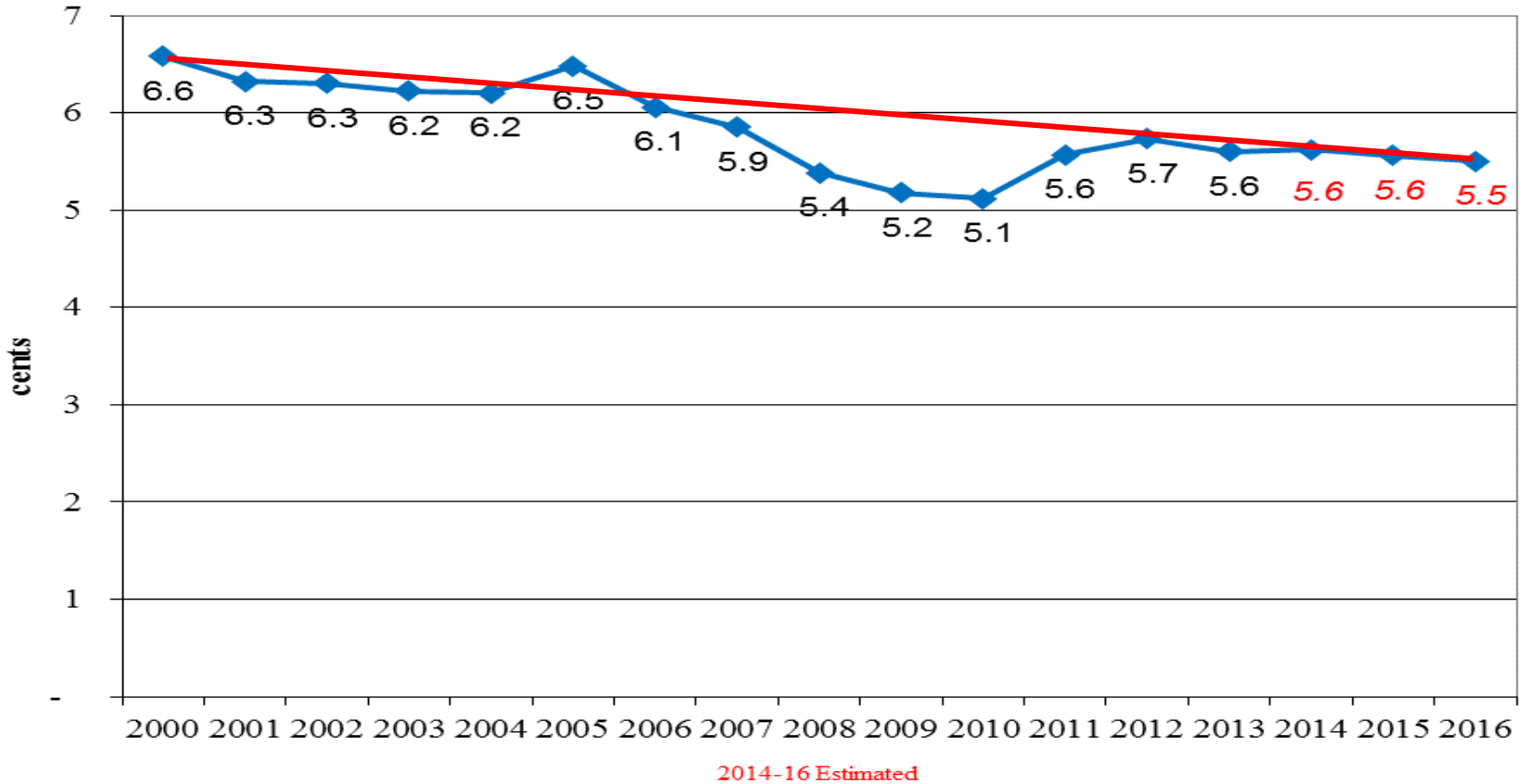


# 2014 Council Budget Meetings

September 9 <sup>th</sup> Work Session	<ul style="list-style-type: none"><li>• Community &amp; Neighborhood Livability</li><li>• Economic Health</li><li>• Environmental Health</li><li>• Safe Community</li></ul>
September 23 <sup>rd</sup> Council Meeting	<ul style="list-style-type: none"><li>• Budget Public Hearing</li></ul>
September 23 <sup>rd</sup> Work Session	<ul style="list-style-type: none"><li>• Culture and Recreation</li><li>• High Performing Government</li><li>• Transportation</li></ul>
October 7 <sup>th</sup> Council Meeting	<ul style="list-style-type: none"><li>• Budget Public Hearing</li></ul>
October 14 <sup>th</sup> Work Session	<ul style="list-style-type: none"><li>• General Discussion – Final Direction</li></ul>
October 21 <sup>th</sup> Council Meeting	<ul style="list-style-type: none"><li>• First Reading</li></ul>
November 18 <sup>th</sup> Council Meeting	<ul style="list-style-type: none"><li>• Second Reading</li></ul>

## Price of Government for the City of Fort Collins

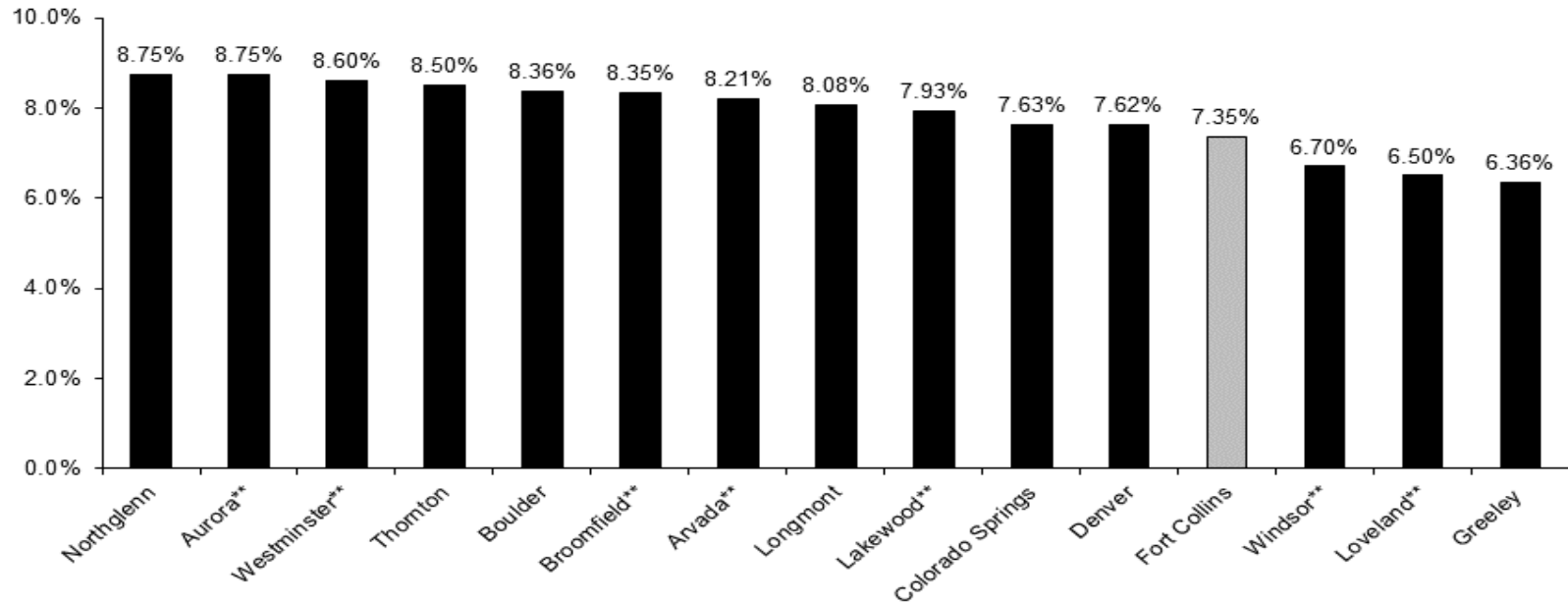
(cents of every dollar earned going to pay for City services, including utilities)



**Slight Downward Trend in the Price of Government**

# Sales Tax Rate Comparison

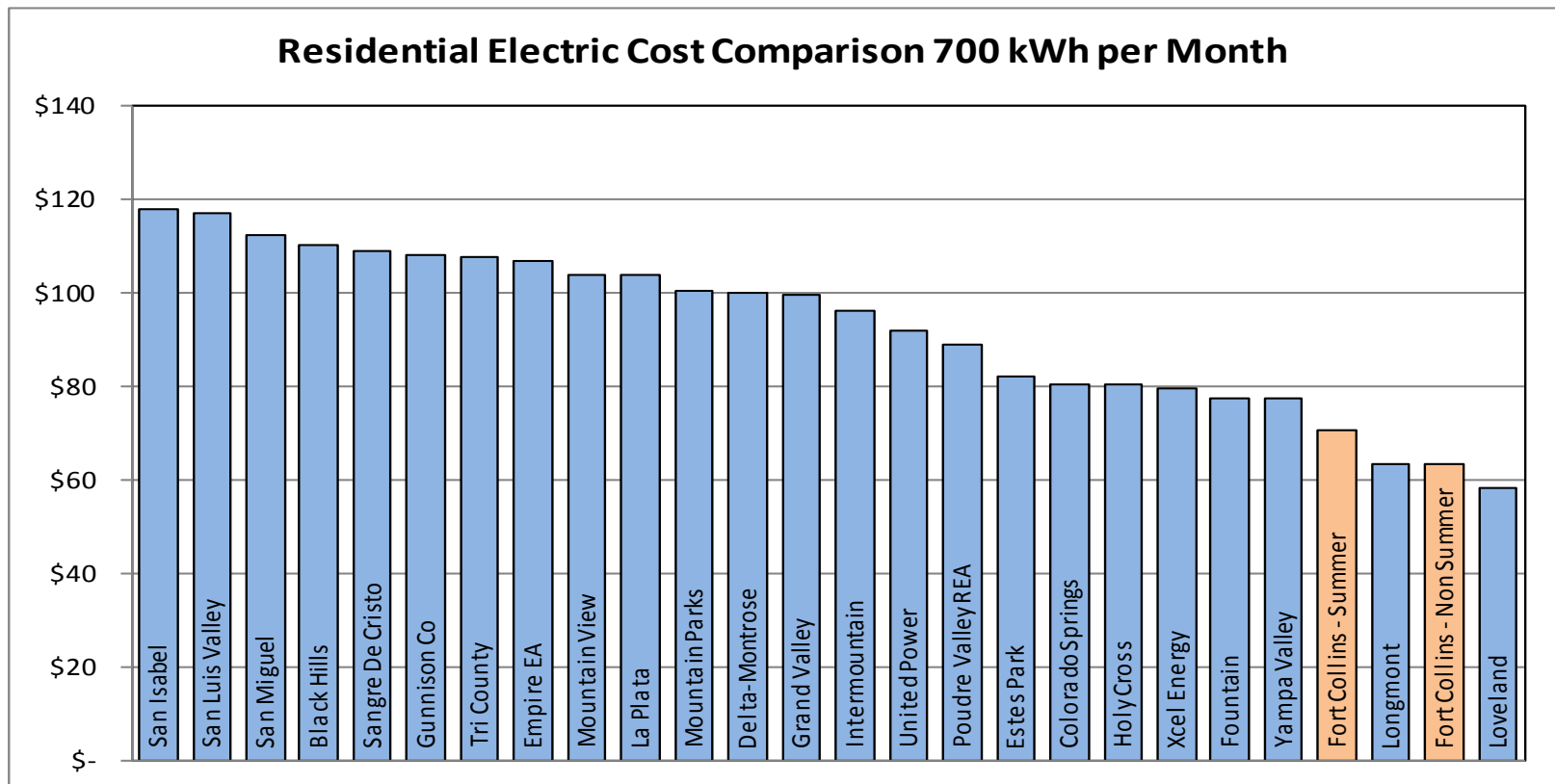
## Total Sales Tax Rate Comparison\*



**Total Fort Collins Sales Tax Rate in the Bottom Third**



# Electric Cost Comparison



Colorado Utilities with more than 7500 residential meters

Source: Colorado Association of Municipal Utilities, January 2014 data

**Fort Collins Electric Rates Very Competitive**

# Revenue Assumptions

(\$ millions)	2013 Actual	2014 Forecast	2015 Budget	2016 Budget
<b>Sales Tax</b>				
Prior Year		\$ 92.8	\$ 96.6	\$ 99.8
<b>3% &amp; 2.5% Economic Growth 2015/2016</b>		3.8	3.0	2.5
Additional Marijuana Tax Revenue		-	0.2	
Mall Base & Dedicate Tax		-	-	2.0
<b>Total Sales Tax Revenue</b>	<b>\$ 92.8</b>	<b>\$ 96.6</b>	<b>\$ 99.8</b>	<b>\$ 104.3</b>
<b>Year over Year Change</b>		4.1%	3.3%	4.5%
<b>Less: Expiring 1/4 Cents Sales Tax Revenue</b>				<b>(12.6)</b>
			<b>\$ 99.8</b>	<b>\$ 91.7</b>
<b>Use Tax</b>				
Use Tax (On-Going)	\$ 14.5	\$ 14.5	\$ 14.5	14.5
Use Tax (On-Going w/o 1/4 Cents)				\$ 12.6
Use Tax (One-Time)	3.9	6.7	3.0	2.5
Mall Use Tax (One-Time)		1.2	1.3	

**Assumed Moderate Growth in 2015 & 2016....  
Additional Mall Revenue Included in 2016  
2016 ¼ Cent Revenue Not Included in Budget**

# Funding Opportunities Included in Budget

(\$ millions)	2015		2016	
	On-Going	One-Time	On-Going	One-Time
<b>Funding Opportunities Included:</b>				
2014 Sales Tax Above Budget	2.7			
2014 Use Tax Above Budget		6.7		
North College Improvement Underspend		2.9		
2016 Mall Sales Tax - Base & Dedicated			2.0	
Mall Use Tax Paid in 2014 & 2015		2.5		
<b>Total Opportunities Included</b>	<b>\$ 2.7</b>	<b>\$ 12.1</b>	<b>\$ 2.0</b>	<b>\$ -</b>

## Fund Balances reviewed with Council Finance June 2014

- All healthy at year end 2013 and forecast healthy year end 2014
- General Fund balance increased from \$55.2M in 2012 to \$60.7M in 2013

## Unanticipated Revenue Included in Budget

# Utility Rate Assumptions

<b>Utility Rates:</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>
L&P *	4.3%	2.0%	2.0%	2.0%
Water **	4.0%	4.0%	0.0%	0.0%
Waste Water ***	0.0%	3.0%	3.0%	3.0%
Storm Water	0.0%	0.0%	0.0%	0.0%

\* 2013 includes 3.83% PRPA & 0.50% Solar Program, 2014 1.5% PRPA & 0.50% Solar Program, 2015-16 PRPA only

\*\* 2013 includes 4% Fire Mitigation, 2014 includes 1% Fire Mitigation, 3% Capital Improvements

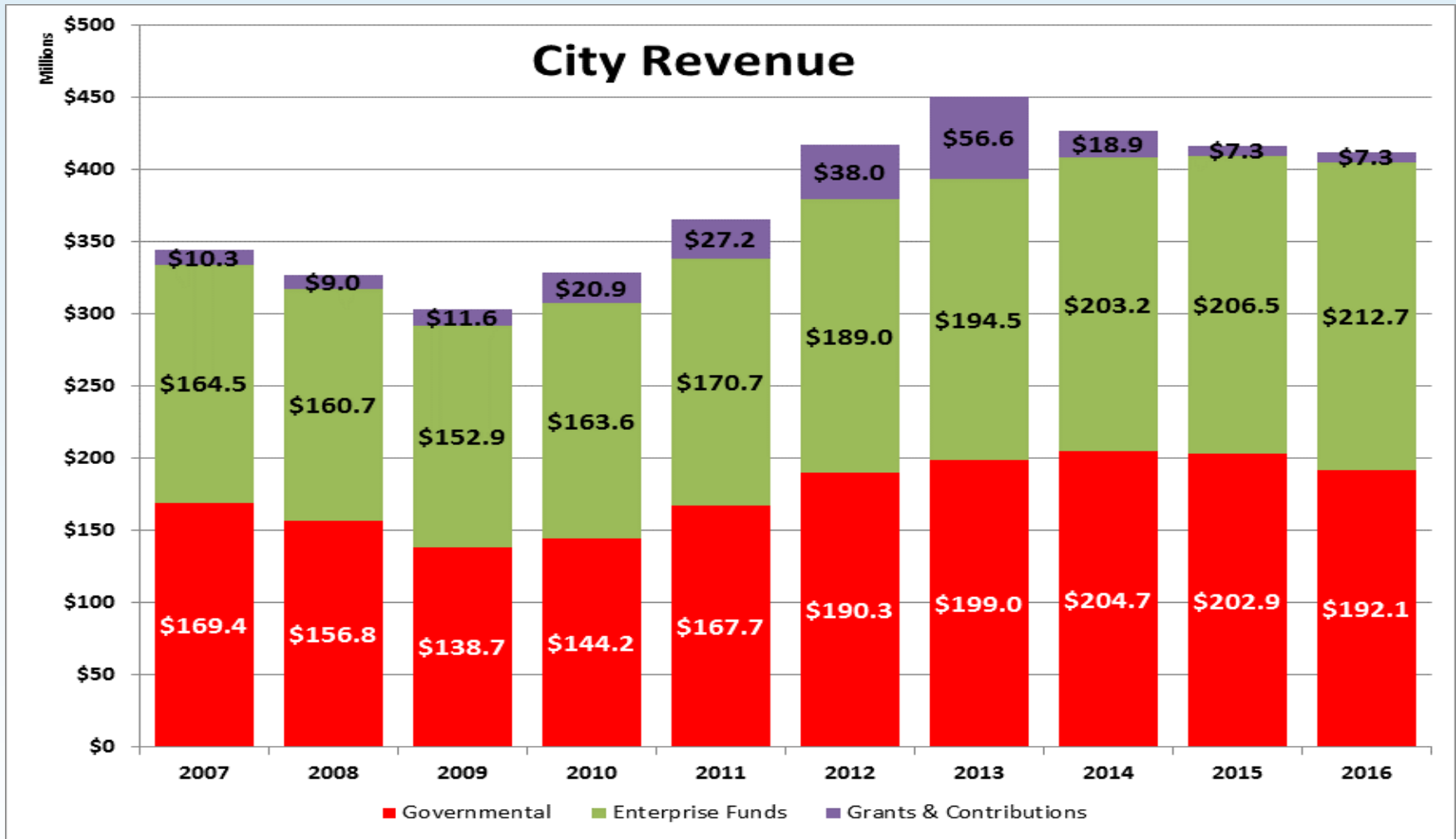
\*\*\* 2014-16 Capital Improvements

**L&P Driven by PRPA Pass Through  
Waste Water Driven by Capital Improvements**

# Cost Assumptions

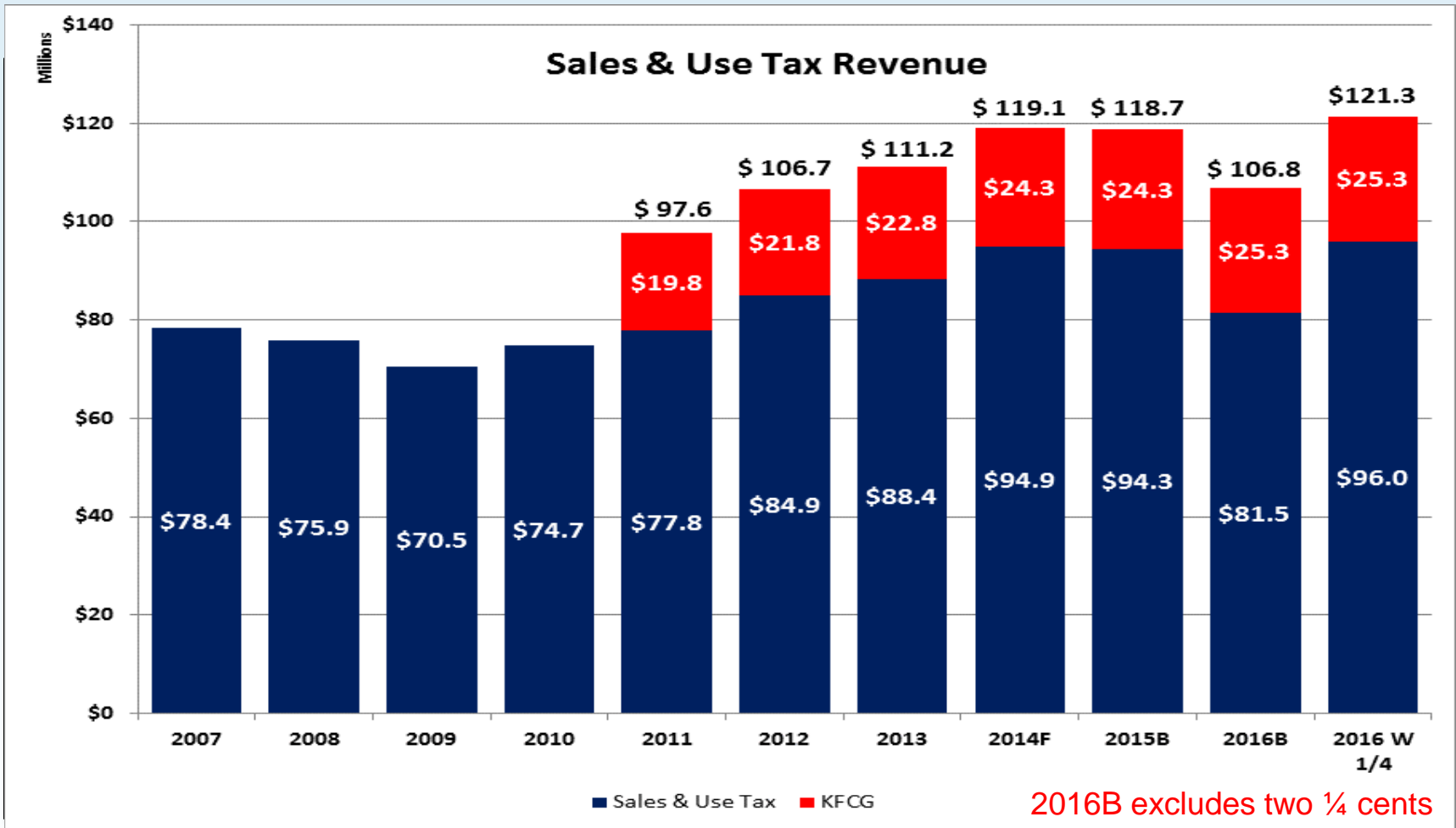
	<u>Budget 2015</u>	<u>Budget 2016</u>
<b>General Inflation</b>	2.0%	2.0%
<b>Compensation</b>	2.0%	2.0%
<b>Benefits Cost</b>	11.5%	3.7%
<b>Pension Contributions</b>	No Change	
<b>GERP Supplemental Contribution</b>	\$1.1M	\$1.1M

**Moderate Inflation....Compensation Tied to Market....  
Benefit Costs Increased Significantly in 2013 & 2014....  
Wellness Clinic Should Reduce Benefit Cost Increase by 2016**

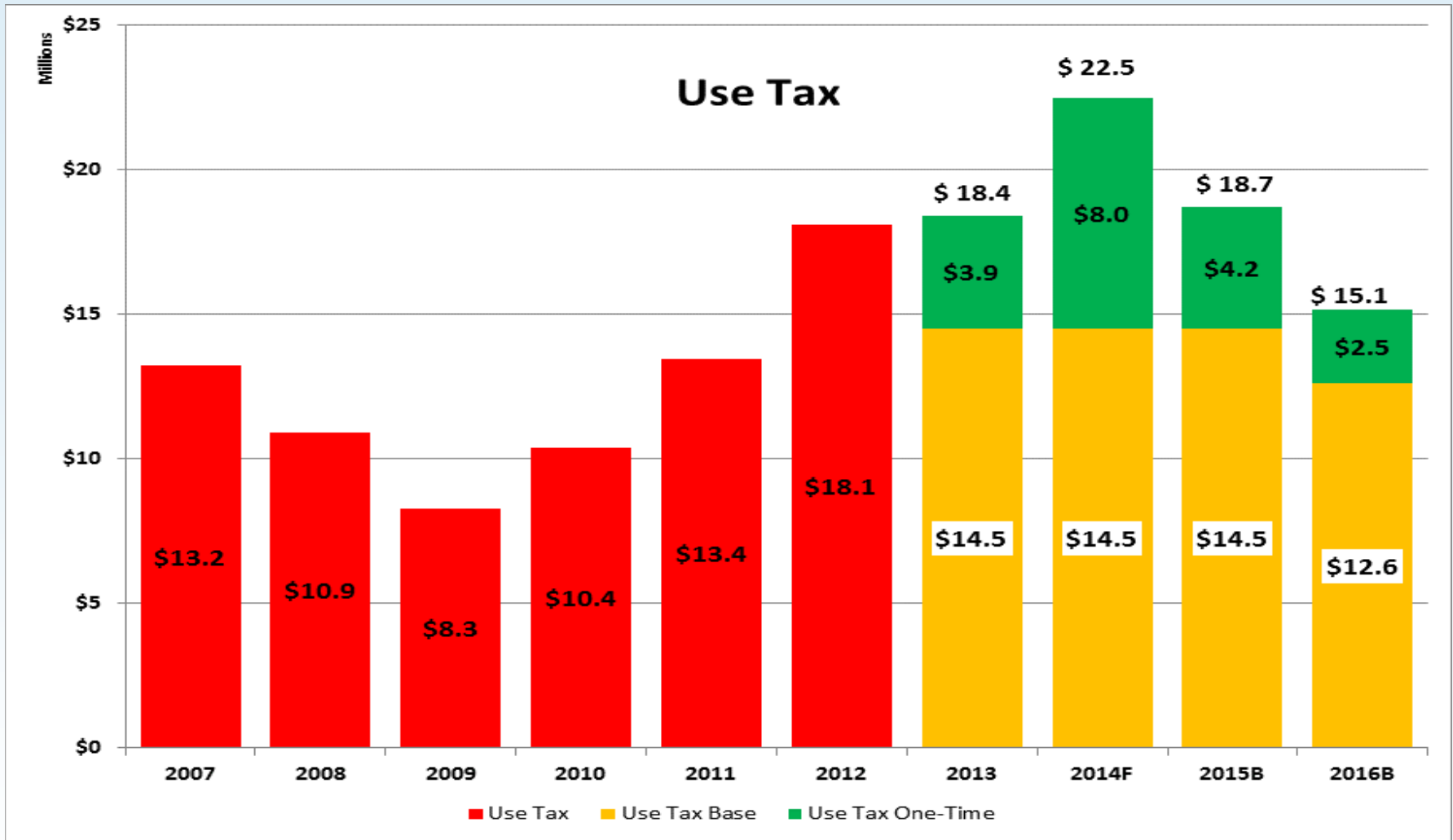


**Reduced Use Tax in 2015....Without ¼ Cents in 2016**

# Sales & Use Tax Revenue



Decline in Use tax in 2015 Keeps Revenue Flat...  
 2016 Reflects Without and With Two Expiring ¼ Cent Tax Rates



**Use Tax is Volatile Year to Year**

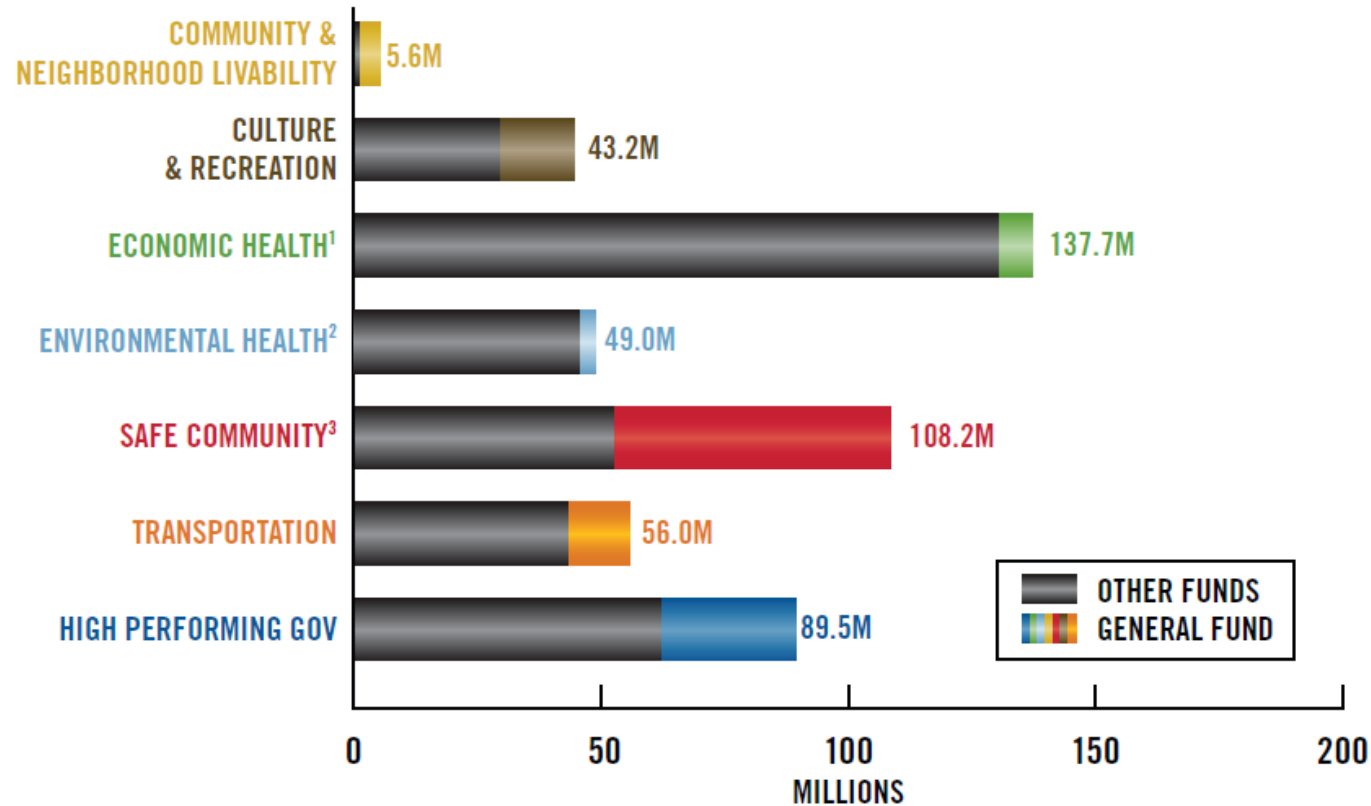


# Budget Overview

(\$ Millions)	Adopted Budget		Proposed Budget	
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Operating	\$ 432.5	\$ 451.9	\$ 490.0	\$ 477.8
Debt	21.2	20.7	21.2	21.4
Capital	31.2	31.4	45.1	36.2
<b>Total City Budget</b>	<b><u>\$ 484.9</u></b>	<b><u>\$ 504.0</u></b>	<b><u>\$ 556.3</u></b>	<b><u>\$ 535.4</u></b>
% Change from Prev Yr	11.8%	3.9%	10.4%	-3.8%
<b>Net City Budget</b>	<b><u>\$ 387.9</u></b>	<b><u>\$ 401.1</u></b>	<b><u>\$ 436.9</u></b>	<b><u>\$ 428.0</u></b>
% Change from Prev Yr	7.0%	3.4%	8.9%	-2.0%
<b>General Fund</b>	<b>\$ 112.9</b>	<b>\$ 123.8</b>	<b>\$ 129.7</b>	<b>\$ 128.6</b>
% Change from Prev Yr	8.3%	9.7%	4.8%	-0.8%
<b>Keep Fort Collins Great</b>	<b>\$ 22.7</b>	<b>\$ 22.6</b>	<b>\$ 26.6</b>	<b>\$ 26.8</b>
% Change from Prev Yr	17.0%	-0.4%	17.7%	0.8%

**2015 Growth Largely From One-Time Spending Projects....  
Modest Increase in General Fund Spending**

## Total Allocation by Outcome: \$550.3M\* General Fund & Other Funds: 2015



## Overview:

**City Fiscal Condition is Healthy:** Appropriate fund balances, strong sales & use tax

**KFCG:** Fulfilling commitments to voters with KFCG revenues

**Strategic Plan:** Recommended Budget has strong linkages to the Strategic Plan

## Themes:

### **Maintain High Quality Service & Stewardship of City Assets**

- Police Daytime Officers (3 FTE) & Alcohol and marijuana enforcement (2 FTE)
- Police Training Facility Design
- Asset management & Streets projects
- Epic pool bulkheads, Lincoln Center asbestos removal

## **Neighborhood & Community Vitality**

- Additional affordable housing funding, Low Income Rebate Program
- Lincoln Neighborhood Projects
- Neighborhood Revitalization, Alley Maintenance
- Broadband Strategic Plan

## **Environmental & Poudre River Restoration**

- Poudre River Restoration,
- In stream Water Resource Specialist, NISP analysis
- Integrated Recycling Facility & Green Built Environmental Coordinator
- Climate Adaptation Planning & Air Quality Program support,

## **Transit & Mobility**

- Transit expanded hours and routes for full year & Improved Dial a Ride program,
- New CSU funded student Transit services
- Pedestrian sidewalks & College Avenue concrete work
- Railroad Switching Operations Study

## **Sense of Place**

- Linden Design
- Southeast Community Park
- Old Town Square Renovation
- Partnership for a New Downtown Plan Update

## **Infrastructure**

- Mulberry bridge
- Vine & Lemay intersection design
- Arthur Ditch master plan
- Utility projects & project managers

## **Improved Internal Systems & Leveraging Resources**

- Safety Director & Occupational Health Professional
- Business licensing software, IT infrastructure & HR Technology
- Volunteer coordinator & Special Events coordinator
- Lead 1.0 – Staff training and development

## Balanced and Fiscally Prudent Budget that Addresses Multiple Community and Council Priorities

- Strengthens key services related to transportation, police, fire, parks & recreation
- Enhances community priorities such as the environment, social sustainability, transit, key city infrastructure and investment in neighborhoods
- Continues the commitment made to voters who approved the Keep Fort Collins Great sales tax increase in 2010
- Includes smart, long-term investments in the future including the Poudre River, Southeast Community Park, and the Old Town Square Renovation