Shaping the Future Community Dialogue - Boards and Commissions Feedback

The attached documents capture the feedback received from the following Boards and Commissions during Phase 1 of Plan Fort Collins (through March 11, 2010):

- Affordable Housing Board
- Air Quality Board
- Art in Public Places Board
- Bicycle Advisory Committee
- Electric Board
- Golf Board
- Housing Authority
- Human Relations Commission
- Land Conservation and Stewardship Board
- Landmark Preservation Commission
- Natural Resources Advisory Board
- Parks and Recreation Board
- Planning and Zoning Board
- Senior Advisory Board
- Transportation Board
- Water Board
- Women’s Commission
- Zoning Board of Appeals
**Questions and Discussion Points for Boards and Commissions**

Board and commission participation in these questions and discussion is optional but encouraged. Please consider and discuss the questions below as a board and either:

- Formulate a written response in the form of a memo,
- Provide a copy of board meeting minutes of the discussion, or
- Ask your staff liaison summarize key points of discussion.

**Submit comments or minutes:**
- No later than March 10, 2010
- To Ken Waido: kwaido@fcgov.com

Thank you for your participation in Plan Fort Collins. Your board will have additional opportunities to weigh in on policy direction and strategies later during the process in 2010.

**Board or Commission Name:** Affordable Housing Board

**Staff Liaison:** Ken Waido

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<tr>
<th>What are short-term (1-5 year) challenges that the city faces, related to your board's focus area?</th>
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| - Need more affordable housing rental units especially for families with incomes less than 30% of the Area Median Income (AMI).  
- Lack of funding in the City's Affordable Housing Fund.  
- Of all the affordable housing needs in the community, rental housing is the greatest need.  
- There is generally a lack of 3-4 bedroom units that will need to be addressed in the short term. |

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| - There is such a need for more affordable housing rental units, especially for families with incomes less than 30% of the Area Median Income (AMI) that the issue will exist beyond the short-term period.  
- Land Bank Program needs to be expanded so land will be available for future affordable housing development.  
- The aging baby boomers will create different demands for housing.  
- New higher paying jobs create spinoffs of lower paying jobs which creates demands for affordable housing units.  
- Maintaining existing affordable units as affordable once their 20-year commitments expire. |

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| - Use Tax Increment Financing (TIF) to provide funding to the City’s Affordable Housing Fund, e.g., 20% of TIF should go into the AHF.  
- Turning unused commercial space into affordable housing units. |

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| - Better transit systems.  
- Recognition that affordable housing is more than a social issue; it is an economic development issue and an environmental issue too.  
- Art is very beneficial to the community and should be encouraged. |
MEMORANDUM

TO: Ken Waido, Chief City Planner
FROM: Lucinda Smith, Sr. Environmental Planner
CC: Air Quality Advisory Board
DATE: March 10, 2010
SUBJECT: Air Quality Advisory Board Input to Plan Fort Collins

The AQAB appreciates the opportunity to provide input into Plan Fort Collins. Board members’ responses to the four questions reveal key themes that are summarized below. Pages 3 – 7 contain Board member specific responses.

What are short-term (1-5 year) challenges the city faces, related to your board’s focus area?

- Prioritize implementation of Climate Action Plan.
- Provide robust alternatives to current generation single occupant vehicle transportation (i.e., biking, walking, transit, next generation vehicles).
- Develop and implement strategies to achieve ozone compliance.
- Take the next steps to improve energy efficiency in Fort Collins’ buildings (i.e. improving the commercial and residential building codes).
- Integrate air quality into land use planning. There is a need for better air pollution monitoring and transportation data and/or resources to support modeling analyses to inform land use decision-making.
- Develop a sustainable funding source to address short and long-term air quality challenges.
- There is a need for regional thinking with respect to air quality because transportation challenges are regional in nature and air pollution crosses jurisdictional boundaries.
- The City needs to provide leadership by raising public awareness, increasing education, and building support for action. For example, creating a display at the future Museum/Discovery Center could aid citizens in understand complex air quality/land use issues.
- The City needs to be a leader and take progressive stands at the local, state (i.e. via CML), and federal levels to establish and enforce environmentally sound legislation, regulation, investments, and incentives.
- The City should revise its organizational structure to reflect environmental systems-thinking, rather than addressing environmental issues individually. A good start would be to revise the interdepartmental LUTRAQ Team (land use, transportation and air quality).

What are the long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?

- Develop transportation infrastructure alternatives that promote maximum mobility efficiency such as next generation single occupancy vehicles, highly fuel efficient cars and regional mobility systems.
- Reduce the impact on air quality from industrial sources and reward companies that do well.
• Grow the city wisely: ensure that environmental impacts are inputs to decisions and plans. Having and using better monitoring data and modeling tools will enable better decisions on land use and mobility management investments.
• Support increased urban density to promote more transportation and other efficiencies while retaining high quality of life.
• Improve understanding of risks of climate change that will lead to timely action to avoid the worst impacts.
• There is a need to build a next generation power utility with mixed local, community and regional power sources integrated for security and efficiency. This utility will have declining carbon content.
• Possible new emission sources, nuclear for example, represent challenges.
• Create progressive building codes and land use codes in support of building efficiency and distributed energy production (i.e. PV solar, solar thermal, fuel cells).
• Localization: More use and application of local goods and services (most notably food and energy).
• Global issues such as national and world debt, fuel shortages, hunger and disease may shift priorities away from traditional local concerns, leaving quick remedies as a necessary alternative to thoughtful long term planning.
• We need to develop the cultural & political will to support and consume new technologies that emerge and new behaviors that embrace efficiencies.
• Opportunity: Science and technology will advance exponentially, and these advances will offer us significant opportunities.

Do you know of other communities or organizations with “cool tools” or “best practices” the city should explore related to your board’s focus area?

Many responses indicated the need to look beyond the western USA to the coasts and Europe for models of success. Specific examples include:
• Bangkok, Thailand - use of incentives to reduce auto emissions.
• Boulder, Colorado is installing the nation’s first fully integrated smart grid.
• Bountiful, Utah has planned for Transit Oriented Development (TOD). Envision Utah’s Founding Chair, Robert Grow, visited Fort Collins circa 2002 to extol the virtues of TOD, and the concept is not lost in Fort Collins, CO. (See http://www.envisionutah.org/)
• Austin, TX and Portland, OR - effective transportation systems

Do you have other ideas unrelated to your board’s focus area?
• Better integrate Land Use concepts (like Transit Oriented Development) with the budget process.
• New methods to increase revenue such as a short term tax mechanism or raising impact fees.
• Emerging communications capabilities (think fiber optic capability, wirelessly delivered) will have a profound impact on our ability to connect the community (people, utilities, transportation, services, etc.).
• Aggressively recruit and acquire local employment centers.
• Need a viable mechanism (department, high level person) that is responsible for bringing together diverse City depts. into a whole system to create systems-based improvements.
• Zero or negative population growth locally, nationally and globally, is required for a sustainable future. Economic and social structures must adapt to make this a reality.
• Lobby for, or at least support, stricter federal regulations on emissions, energy conservation, carbon reduction, climate change, and other sound environmental practices that affect air quality.
• Better B&C training on goal-setting, coordination of various B&C goals and opportunities for B&C to hear feedback from Council.
Air Quality Advisory Board Specific Responses

What are the short-term (1-5 year) challenges that the city faces, related to your board’s focus area?

Sustainable Funding
- Timely investments to complete the implementation of the Climate Action Plan.
- The city “budgeting for outcome” (BFO) needs to allow for an integrated process between agency plans and budget line items. Furthermore, policy ought to have a funding source.
- Reliance on the existing Sales and Use tax is not sustainable, thus leadership is needed to find alternative funding sources. The challenges include lack of tax policy mechanisms, political conflicts, and clear funding priorities for essential services.
- Our current economy.

Limited Ability to Achieve Consensus
- Resources, political will, and ability to achieve reasonable consensus among stakeholders are limited, particularly in creating sustainable systems.
- Developing regional consensus for air quality strategies. While some air quality issues can be addressed locally, most are regional (or larger) in cause.

Raising awareness
- Working towards a better informed citizenry with outreach events, news articles, web site information.
- The City and community need to include the Climate Action Plan in mainstream discussions, and revise often, based on a changing political process, and on community requirements.

Growth
- Continuing increases in city and surrounding area population will result in increasing pollution without aggressive regulation.

Need for Monitoring/Data
- Enhancing and expanding air quality monitoring in cooperation with the state CDPHE
- Enhancing and expanding VMT modeling projections and benchmark traffic count measurements for model validation
- Ensuring that state and federal budget cuts do not reduce air quality monitoring in the city (i.e. budgets for new and replacement capital costs and operational costs). Without data we are blind.

Leadership
- Be a leader and take progressive stand at the local, state, and federal levels to establish and enforce environmentally sound legislation, regulation, investments, and incentives.
- Oil and gas development in the region will increase pollution. Work hard for the most stringent regulation.
Specific Issues
Considerable environmental, health, and social issues are facing the city (e.g., mobility management, greenhouse gas emissions, ozone, air quality, radon, mercury, etc.).

Mobility Mgmt
- Fully implementing a mobility management strategy.
- Alternatives to the single occupancy vehicle need significant improvements to be viable, particularly the public transportation system and bicycling. We are not going to solve the problems by “building our way out of it”, particularly for maintenance of massive miles of concrete roads.
- Reduction in regional VMT’s.

Climate
- The City and community need to include the Climate Action Plan in mainstream discussions, and revise often, based on a changing political process, and on community requirements.
- Timely investments to complete the implementation of the Climate Action Plan.

Ozone
- Meeting increasingly more severe ozone restrictions will have to be done in the next few years.
- Developing measurable programs to help mitigate Ozone levels to meet federal guidelines
- Oil and gas development in the region will increase pollution. Work hard for the most stringent regulation.

Energy Efficiency
- Increasing the energy efficiency of existing building stock.
- Setting next generation building codes that increase the energy efficiency of new construction.

Diesel
- Require a statewide diesel emission testing program to supplement the effort to reduce air pollution from passenger vehicles.

What are the long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?

Transportation Alternatives
- Transportation alternatives must be implemented (i.e. enhanced walking, bicycling, public transportation, and a direct by-pass route from I-25 to College Avenue) If the alternatives are effectively provided they will be used, but they will not directly pay for themselves. All of this takes progressive investment.
- Accommodation and incentivization of smaller, electric powered or extremely fuel efficient vehicles. For example, these vehicles may not be able to go 50 mph so the street designs and lanes must be changed to allow this alternative.
- Regional cooperation, regional funding, and a means to rapidly deploy (emphasis on “rapid”) a regional alternative to car dependence in the Front Range corridor, and connectors from Fort Collins to such a regional system.
Monitoring/Modeling (Better Data)
- Implementing a next generation air quality monitoring network that provides automatic and actionable collection of basic air quality indicators.
- Building a dynamic model of the Fort Collins air quality system that can be regularly calibrated with the real time monitoring system and updated to reflect changes in the system.
- Integration of satellite imaging and data acquisition with the model of the Fort Collins system.

Addressing Industrial Sources
- Understanding and mitigating negative impacts of industrial sources of air pollution.

Informed Planning/Decision-making
- Using the air and environment, modeling and measurement capabilities to make decisions on land use and mobility management investments.
- Land use planning must stress higher densities and local services.

Reactive/ Low bar responses by City to Major enviro issues
- Historically the city has often been responsive, not proactive, in dealing with the issues mentioned above. The responses have also tended to try to do the “minimum” required to meet modest solutions to the problems, without factoring in that in general the scientific assessment of the risks from the problems continue to be increasingly more dire. An example is the assessments of climate change since the late 1980’s have always gotten more severe. A change in mind-set is needed in addressing systems problems. The issues mentioned above will simply be more difficult to address in the long-term, particularly if not adequately addressed now.

Future Clear Power Systems
- Building a next generation power utility with mixed local, community and regional power sources integrated for security and efficiency. This utility will have declining carbon content.

Climate Change
- Dealing with the impacts of climate change

Building Codes
- Progressive building codes to enhance energy conservation and efficiency and local (carbon-neutral) energy production (i.e. PV solar or solar thermal)

Localization
- More use and application of local goods and services (most notably food and energy)

Population
- Increasing population and congestion; with increasing population comes increasing problems. Zero or negative population growth locally, nationally, and globally should be a primary goal.
- Population growth, and its accompanying pollution output, will be the #1 challenge.
Other Global Issues (world debt, disease, fuel shortages)
- National and world debt will shift priorities away from traditional local concerns, leaving quick remedies as a necessary alternative to thoughtful long term planning. Hunger and disease may replace renewal resource incentives. Air pollution might be lowered by fuel shortages, or increased by regulation shortcomings. Current planning tools are woefully inadequate for producing tangible results in a meaningful time frame.

New Emission Sources
Possible new emission sources, nuclear for example, represent challenges.

OPPORTUNITIES
Science and technology advance exponentially, and these advances will offer us our greatest opportunities.

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<td>• Bangkok, Thailand has had quite a success story in turning around a terrible air pollution problem. Part of their solution was the use of incentive based solutions as part of their reduction in auto emissions. Can we achieve positive results by using similar incentive driven measures.</td>
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<td>• Bountiful, Utah has planned for Transit Oriented Development (TOD). Envision Utah’s Founding Chair, Robert Grow, visited Fort Collins circa 2002 to extol the virtues of TOD, and the concept is not lost in Fort Collins, CO. Ref ‘EnvisionUtah.Org’.</td>
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<tr>
<td>• Austin, TX and Portland, OR - There are many cities larger than Fort Collins, which have much more effective transportation systems. Fort Collins should study those cities to see which of their strategies might be applicable to a city the size of Fort Collins.</td>
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<td>• Almost all of Western Europe. Get away from U.S.-centric thinking.</td>
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<td>• Selected East and West Coast Cities that have been dealing with public transportation for a longer time.</td>
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<td>• Cities that are not afraid to invest in the future, regulate, and tax for the public good and enhancement of the overall quality of life. You generally need to look beyond the western U.S.</td>
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<td>• Cities that are not afraid to implement strategies like mandatory recycling and other long-term environmentally sound practices</td>
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<td>• The concept of neighborhood needs a review. What is our concept and how might that concept impact our land use, transportation and environmental quality?</td>
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<td><strong>Land Use planning</strong> has traditionally (it seems) been implemented in a reactionary fashion, rather than proactively. Land Use requires over-arching and intersecting concepts, and deserves dedicated city staffing to administer related policy and implement planning procedures, to include input from the various Boards and Commissions. More emphasis ought to be placed on integrating Land Use concepts (like Transit Oriented Development) with the budget process.</td>
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The local **tax structure** is not designed well for financial market downturns. A short term tax mechanism to remedy infrastructure shortfalls could partially supplement sales and use tax. Raising impact fees, while unpopular, ought to be one method to raise revenues.

I believe the **emerging communications capabilities** (think fiber optic capability, wirelessly delivered) will have a profound impact on our ability to connect the community (people, utilities, transportation, services, etc.). The impact on the architecture of our homes, businesses, and communities will be significant.

The city will have to become far more **aggressive in recruiting and acquiring employment centers** for its citizens. The global competition and connections make this an international challenge.

**Organizational Structure**
All organizations suffer from creating organizational structure that by essence are not conducive to creating and facilitating a systems approach and perspective. All city components/departments interact, and at the top there needs to be a viable mechanism (department, high level person) that is responsible for bringing everything together into a whole system.

**B&C (Boards and Commissions)** is currently administered from the City Clerk office, from where an effort could be made to coordinate the B&C Goals and Objectives, to include training in goal setting. Also from the Clerk’s office, coordination of an annual gathering could include procedures training (to include Council opinions for how they prefer to receive B&C input), professional review of Work Plans, and a review of overlapping B&C goals.

**Population** is the problem no one wants to talk about. Zero or negative population growth locally, notionally and globally is required for a sustainable future. Economic and social structures must adapt to make this a reality.

**Lobby** for, or at least support, stricter federal regulations on emissions, energy conservation, carbon reduction, climate change, and other sound environmental practices that affect air quality. Local governments and states are currently limited in dealing with many issues like automobile standards, carbon taxes, the power grid and other issues that affect us all. Direction, action, investment, and regulation at the federal level are required to address many major issues. We have accomplished this in the past (i.e. ambient air quality standards, CFC reduction, rural electrification, interstate highways) and we now need to look forward to the future.
Art in Public Places Board

What are short-term (1-5 years) challenges that the city faces, related to your Board’s focus area?

Response #1: We will be facing an increase of potential art donations to the city in the future. The current process of donating art to the city needs to be clarified and strengthened.

The APP Program currently has an established roster of artists approved by the Board for low budget projects. Potential donors should be encouraged to engage an artist from this list. Other options might include limiting donors to benches or tree plantings or to make monetary donations that would then follow the current procedures for selecting an artist and the project.

The other challenge facing the APP Program is awareness of what the program is, how it functions, and getting information out about the current projects in place. An example is the projected Spring/Fall tours that will be offered for residents to view a selected number of projects. Periodic exhibits (as was done in 2009 in the Lincoln Center Galleries) on the process of APP projects from start to finish should continue to better inform residents on the steps involved.

Response #2: Short term the city government needs to do a better job of educating citizens about how our work is funded and the cost effectiveness of our work.

The sign code needs to be updated to allow murals that are artistic in nature even if they provide an idea of the type of business occurring inside the building.

City council needs to recognize that the funding mechanism for Art In Public Places projects is currently very minimal and that a short term political gain of saying you’ve cut a “cost” will negatively impact the city for decades to come.

What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your Board’s focus area?

Response #1: Both of the challenges mentioned above will continue in the long-term. Increased public awareness of the benefits is important for the future of public funding of art in public places.

Response #2: The plan should guide the city on how to save for larger projects knowing that it could take several years for a project’s funding to be built up and then allow the money to be spent.

Provide a process by which the Art In Public Places board & staff could provide input/suggestions on new buildings in the private sector so the city is home to more visually attractive buildings in the future.

Do you know of other communities or organizations with “cool tools” the city should explore related to your Board’s focus area?

Response #1: The City of Omaha’s web site (www.ci.omaha.ne.us/departments/mayor/commissions/PAC/pac.htm) is a good example of how information on their APP program is made available. Their APP section is informational, concise, and uses changing visuals. Board members and contact information is listed without having to go to other sections of the city web site. Information on the steps the APP process takes would also be helpful to
Response #2: The city should partner with the Community Foundation of Northern Colorado for developing long-term funding strategies for specific projects. For example, the community pavers project could use a standing funding source.

Do you have other ideas unrelated to your board's focus area?

Response #1: The City Plan of the future should include East Mulberry as the future Gateway into Fort Collins Old Town. This entrance into FC does not currently project a forward looking environment and doesn't give visitors an indication of the character of Fort Collins with Old Town at its heart. There is an opportunity here to increase economic benefits from visitor tourism that is currently being missed.

Response #2: The city should work on developing bicycle/pedestrian routes that are direct and shorter than traditional motor vehicle routes to get between locations to encourage people to use non-motorized methods of transport. For example, a direct/straight-line bike path/sidewalk between the intersection of Horsetooth and Timberline to the west entrance of HP would promote more people working at the HP site to use alternative transportation. Those have to be built into plans ahead of time to make them cost effective.

Buses should run on a grid system and be consistent.

Timing the traffic lights going north on College, Timberline, and Taft Hill road while at the same time the lights on Ziegler, Lemay, Shields, and Overland trail are timed to south bound traffic (and a similar east and west plan) would promote better traffic flow.
Date: March 11, 2010
To: Kathleen Bracke, Transportation Planner
From: Dan Gould, Chair, Bicycle Advisory Committee
Subject: Plan Fort Collins Comments

Board or Commission Name: Bicycle Advisory Committee
Staff Liason: Kathleen Bracke

What are short-term (1-5 year) challenges that the city faces, related to your board’s focus area?

- Street maintenance (including bike lanes and sidewalks) needs to be funded adequately for ensuring safety of travelers
- Put in place a bicycle safety education plan with special emphasis on children, youth and college students. Each subgroup has its own special educational needs. There should be strong partnering with community organization.
- Develop practical means for ongoing tracking of bicycle and other transportation metrics
- Improve data acquisition for bike/motor vehicle collisions as well as bike only collisions
- Apply to the League of American Bicyclists for Bicycle Friendly Platinum status designation
- Stop signals for safe recreational path crossings at arterial streets and for school zone sidewalks
- Law enforcement activity focused on travel behaviors that represent a threat of serious injury to other travelers (enforcement based on “threat potential”)
- Continue to improve bicycle encouragement events and integrate education element as much as possible
- Explore the benefits of “bike boxes” for promoting safer interaction of bikes and motor vehicles at signalized intersections.
- Create a themed bike park which includes an outdoor velodrome and facilities for bike education and space for use by advocacy groups
- Develop programs to encourage senior citizens to use bicycles and tricycles for mobility, exercise and fun.

What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?

- Grade separated crossings of major bike trails and major arterial streets
- Traffic code changes aimed at slowing and calming traffic so as to facilitate safe interactions amongst a wide variety of slower moving, light-weight vehicles moving with heavier vehicles
Do you know of other communities or organizations with “cool tools” or “best practices” the city should explore related to your board’s focus area?

None submitted

Do you have other ideas unrelated to your board’s focus area?

- As energy prices rise, promote local food production and marketing
- Develop community food processing facilities where gardeners and CSA members can bring their “in season” produce for preservation using labor-saving, low-carbon-footprint processing techniques
- Develop financing methods to promote enhanced distributed electricity production in Fort ZED
- Consider mobility as a basic city utility and develop a utility fee system to support street maintenance and high quality transit
Date: March 10, 2010

To: Ken Waido

From: John P. Morris
Chair, Fort Collins Electric Board

Re: Plan Fort Collins

The Electric Board is pleased to have the opportunity to participate in this exciting endeavor. At the March 10, 2010 Electric Board meeting the Electric Board discussed this topic and would like to provide the following input (see attached). If you have any questions or would like any additional information please feel free to us through Robin Pierce, Executive Administrative Assistant to the Utilities Executive Director.

Cc: Brian Janonis, Utilities Executive Director
   Steve Catanach, Light & Power Operations Manager
**Electric Board Feedback** – Plan Fort Collins – March 10, 2010 Milestone

*What are short-term (1-5 year) challenges that the city faces, related to your board’s focus area?*

1. Align or balance reliable, cost-effective service goal (including asset management) with energy efficiency, renewable energy and electric load management goals. Follow the long-term goals as defined in the Energy Supply Policy without reacting to arbitrary, short-term goals that may not be consistent with the longer range plans.

2. Concerns about setting carbon reduction as the primary goal without enough evidence of global warming impacts. Goals may be better expressed in terms of renewable energy as a percentage of the supply portfolio, and express goals in terms of energy efficiency.

3. Execute the plan for smart grid (Smart Metering – AMI) and utilize the data to provide information to guide strategic plans.

4. Continue to educate energy users on how to use energy efficiently, wisely and prudently while allowing them to use energy to meet their needs and desires. Provide the tools for the public so they know how to make smart decisions that can guide them to make behavioral changes. This is related to #3 above.

5. Investigate changes to the rate structure to send real time price signals that reflect the true cost of electric supply. This also relates to #3 above.

6. Engage the community to become part of the solution and to increase their awareness of current activities related to the goals described in the Energy Supply Policy. This includes managing the public’s perception and continuing to send the message that we wish to remain an industry leader.

7. Salaries, succession planning and retention for electric power related positions, ranging from linemen to engineers.

8. Address green building and efficiency programs so that the buildings that are built today, and that will be around for the next 30-50 years, will be as efficient as possible.

9. Pursue grants to ensure energy efficiency programs remain affordable.

*What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?*

1. Platte River Power Authority stability.
2. How to account for increased use of electric vehicles and how that may impact energy reduction goals. Investigate how the existing distribution grid can accommodate these changes in energy use.

3. How to manage the distribution system with increased distributed generation systems such as increased use of solar photovoltaics (PV).

4. Addressing the changing assumptions in how baseload energy supply is provided to ensure reliable energy supplies while accommodating intermittent distributed generation, such as wind and PV, in the absence of sufficient storage options.

5. Planning adequate resources to address an aging infrastructure in order to continue providing a reliable distribution system.

6. Effectively responding to changing and increasing carbon and greenhouse gas (GHG) regulations and policies, while managing price parity and affordability, and maintaining a highly desirable, responsible, competitive and affordable community.

7. Addressing the long-term energy efficiency of our built environment.

   *Do you know of other communities or organizations with “cool tools” or “best practices” the city should explore related to your board’s focus area?*

1. Governor’s Energy Office Flexible Energy Program

2. Sacramento Municipal Energy District (SMUD)

3. Energy Trust of Oregon

4. University of Colorado at Boulder – Innovative Thinking Program

   *Do you have other ideas unrelated to your board’s focus area?*

1. Encourage more urban renewal than green field development.

2. Develop a sustainable and maintainable revenue stream and spending model.

3. Create a Sustainability Board.

4. Encourage more smaller, distributed parks as opposed to larger central parks.

5. Trade Soapstone Natural Area for either Lory State Park or Horsetooth Mountain Park to consolidate City resources closer to the local community.

6. Investigate alternative fuel sources for City vehicles.
Golf Board
Plan Fort Collins

What are short-term (1-5) challenges that the city faces, related to your board’s focus area?

Reduce fund balances

Potential reduced play

Upgrade irrigation systems at Southridge and City Park 9.

Using eco friendly products to producing safe controls for weeds, fertilizers, and pest control.

Keeping and restoring all maintenance equipment to the high efficient standards for course usage.

Declining revenues and inability to meet expenses, fund potential capital expenditures, and build an adequate reserve.

Declining revenues and inability to meet expenses, fund potential capital expenditures, and build an adequate reserve.

Deferring maintenance costs resulting in larger capital expenditure costs

Major unexpected capital expenditure needs

Inability to obtain financing for leases due to tightening credit market

In the event reserves increase, other areas of the City taking the funds

Increasing efficiencies as they relate to technology to make operations more efficient

What are long-term (5-30) challenges and opportunities that Plan FC should address related to your board’s focus area?

Capital expenditures and funding of these costs

Access to water due to increasing demand and limited supply

Increase in population of golfers will require more golf courses in the city.

Promote the great game of golf with the Fort Collins residents.
Promote health and well being by making our parks and recreational facilities second to none.

Creation of "destination" golf in our Choice City to attract nationally recognized tournaments and resultant revenue.

Zero carbon footprint will be mandatory in golf operations and maintenance.

Modernize golf courses maintenance & use of technology.

Increasing population and density resulting in increased demand and stress on the golf courses.

While there is not enough demand for a new golf course, options for a future golf course should be considered for long-term benefit of the City.

Course expansion to increase population demands.

Demographic changes related to demand.

Do you know of other communities or organizations with "cool tools" or "best practices" the city should explore related to your board's focus area?

Using new technologies to market courses.

Continue to look at other golf courses for best practices.

Do you have other ideas unrelated to your board's focus area?

All new development should have or contribute to expansion of recreation in the city.

Participate in regional transportation developments.

Help to implement rapid rail service from FTC to Denver, DIA, Colo. Springs and Cheyenne.

Reverse the outward migration of retail establishments from the city in order to retain and expand sales tax revenues.

Build a reserve for the future when the economy improves to alleviate the impact of future economic downturns.

Appears maintenance issues are being deferred resulting in future increased capital expenditures and costs.
Date: March 10, 2010

To: Mr. Ken Waido, Planner

From: Julie J. Brewen, Executive Director

Re: Plan Fort Collins Boards and Commissions Questionnaire

**What are the short-term (1-5 year) challenges that the city faces, related to your board’s focus area?**

There is an increasing need for housing and services due to the economic stresses our country is facing. In addition, there are unserved populations in desperate need of housing and supportive services to maintain housing. These unserved populations include the hidden homeless and large numbers of children without a fixed night-time residence as per the Poudre School District’s data; the chronically homeless population, particularly those individuals with severe mental health and substance use issues, and a large population of people re-entering the community from the criminal justice system.

Federal subsidy has been decreasing and the local community’s contribution to affordable housing for our community’s most vulnerable populations has also decreased substantially (CDBG, HOME, City Affordable Housing Fund.) This decline seriously impacts providers and developers of affordable housing.

**What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?**

Land availability, zoning/density, code adoptions that increase the cost of housing development, public transportation, and the aforementioned decreased community investment will continue to impact the development and retention of affordable housing. As the need increases, the community’s investment must also increase. As the cost of development of housing increased because of our community standards decisions, the community’s investment must also increase. For instance, when Fort Collins adopts certain density standards, neighborhood liveability standards, and energy efficiency standards such as the International Building Code that are the “ideal” but also
substantially increase the cost of production, there must be a direct correlation to the community’s investment in affordable housing.

We will continue to see a need for supportive services and tools to help our community’s most vulnerable families obtain and maintain safe housing. We will need to work as a community to address moving people out of poverty and this concept should be at the forefront of all housing discussions.

Economic development discussions should always include a formalized housing discussion or analysis.

Finally, the CDBG and Affordable Housing Board funding process should continue to including funding criteria directly related to the current needs and be flexible enough to try innovative approaches such as using HOME funds for rental assistance and support services for chronically homeless populations.

Do you know of other communities or organizations with “cool tools or “best practices” the City should explore related to your board’s focus area?

As new development takes place in the community, particularly when the City is heavily involved, affordable housing developers should be involved in discussions. For instance, as planning continues for the Mason Street Corridor, affordable housing developers should be at the table. As discussions evolve over the Downtown River District, affordable housing developers should be at the table. There are very substantial partnerships being implemented in some cities such as Denver around Transportation Oriented Development, and in fact the Denver Housing Authority, MetroWest Housing Solutions, and other housing developers are directly involved in development along Denver’s transportation corridor.

Ten-Year Plans to End Homelessness in some communities are making great comprehensive impact on their community’s homeless populations. Homeward 2020 should be given strong support by the community as a whole. There are now 450 communities across the country that have developed ten year plans to end homelessness, 66% of them are directed to address the entire homeless population in their respective communities while 34% have focused exclusively on chronic homelessness. In Fort Collins, Homeward 2020 has focused on the former.

Do you have other ideas unrelated to your board’s focus area?
Plan Fort Collins

Input from the Human Relations Commission

What are short-term (1 - 5 year) challenges that the city faces:

- Increasing community diversity and size vs. diminishing economic, social and educational resources.
- Scarcity of resources increases fear and anxiety which, in turn, promotes exclusive ("you vs. me") rather than inclusive ("us") mentality.
- The challenge is to transcend barriers by heading off greater disenfranchisement while building greater collaboration and engagement of all community members.
- Change the nature of our thinking: from trying to program and problem solve our way into a vision, to understanding community as complex and relational. Crossing boundaries in planning: "Every gathering, in its composition and in its structure, has to be an example of the future we want to create. If this is achieved in this gathering, then that future has occurred today and there is nothing to wait for." -Peter Block, "Community" pg.75
- As external factors weigh in on the community’s health, e.g., politics, healthcare, economy, etc., frustrations and tensions will increase. This invariably leads to an increase in crime, specifically targeted crime. Fort Collins, in its efforts to forge ahead will undoubtedly see such problems emerge, in spite of, or perhaps because of the plans, as well as the aforementioned external forces. As such, the city should establish plans on how to address hate crimes of all shades, shapes and sizes.

Communities in need:
Generally the focus has been less on the community being served, and more on the minutiae of the actual running of it, to the detriment of the ever-changing and expanding population as follows:

- Arts
  - Inadequate venues
  - Long term solution: state of the art facility, brings economic wealth into community
- CSU
  - Population is fleeting and doesn’t stay, we miss out on their contributions to the city
  - Feeling that the city and CSU can work well together to address a vast majority of the issues laid out here and in other issues. E.g., urban planning, landscape architecture. A self-contained, problem-solving, forward-thinking think-tank. Fort Collins, being a world class city, and a college town, has the potential to not just boast some of the best and brightest, but also put that genius to work within its own town limits. Of what use is academia if it doesn’t put back into the community that supports it? Most college towns boast the academic achievements, but rarely does that bear fruit in real terms. Cities like Boston, New York and Atlanta all have phenomenal academic resources upon which they draw only for bragging rights. Fort Collins can really be groundbreaking
- Transportation
  - Expansion of biking trails to the northern and lower-income areas
• Discounted bus passes are currently given to the more wealthy corporations; suggestions to increase the discounted availability to smaller businesses.
• Efforts needs to be in conjunction with county, and, ideally with the state.
• Public transportation to open spaces
• Entrepreneurs
  • suggestion that the city provides a database of supply-and-demand for niche markets for entrepreneurs to enter into, supporting the community and increasing economic viability of the community as a whole. This is as opposed to having an over-abundance of certain industries.
  • Support local businesses/push for local support. Fort Collins has the talent and capacity to be self-sustaining, but larger corporations, with often dubious business practices, have a tendency to undersell the local business. This undermines the city as a whole.
• Unemployment
  • Shelters are at full capacity, vagrant/transient population is increasing
• Differently-abled/disabled population
  • Accessibility is limited, resulting in fewer job opportunities
• Seniors
  • Impending “silver tsunami”, plan now:
    • Transportation in and around the city
    • Initiatives like Silver Sneakers need to be supported and expanded, for health and long-term care
    • Give them something to do
• Diversity
  • tolerated but not celebrated so far
  • no active engagement
  • immigrant/immigration issues will continue. Fort Collins is not a very native community as it is, ethnically or otherwise. Suggestion to create an immigrant advisory board.
• Healthcare
  • PVH is world-class for nursing, however, the access people currently have to physicians of all types is limited, and are often forced, to their great detriment financially (transportation as well as treatment costs), to seek help in Denver. Suggestion to collaborate, failing a huge healthcare or insurance industry overhaul, with insurance and health care providers to attract better quantity and quality of healthcare providers.
• Low-income:
  • Need for extended hours, better routes, frequency for TransFort
  • Job development needed north of LaPorte (where a sizeable low-income population lives)
  • Daycare costs are prohibitive, options are limited.
  • Crowding will increase here, as income levels drop, as unemployment increases—the you plus 2 will no longer be viable solution.
• Community Service
  • In times of economic scarcity, charity is sorely lacking, making the chasm between the haves and have-nots that much more apparent.
• Alphabet Soup
  • Community of GLBT is now termed as GLBTIQQA, evidencing the need for the city and its citizens to be prepared to make adjustments to recognize and allow for emerging special-interest/needs groups that will undoubtedly surface in time.
• Youth population
  • Youth activity programs are being cut, providing fewer healthy recreation options (e.g., YAC closing)
  • NorthSide is a great resource, but has limited accessibility.
- Increasing cost for intramural sports and activities that current economic conditions no longer support—cost-prohibitive.

Additional suggested solutions:

Funding will be an issue. However, active community involvement, including UniverCity, CSU, will ultimately benefit everyone.

Collaboration between other communities, and organizations, e.g., PSD for bussing the high school students. Share resources, employees. The community should work towards becoming self-sustaining, so that it thrives independent of external economic forces, and also becomes a draw for non-natives.

This would also mean a need for greater transparency and accessibility for continued, effective dialogue between the city, other organizations and its citizens, aside from City Council meetings.

**What are the long-term (5 - 30 years and beyond) challenges and opportunities that relate to your board’s focus area?**

As above, but in order to affect a long-term change, it needs to be with a short term focus.

It is generally agreed that our world population, our immediate community included, is becoming increasingly diverse. Existing prejudices must be more effectively neutralized in order to build a future that accesses and benefits from every citizen’s participation and potential. Cultivating an engaged populace committed to the welfare of our community above individual interests.

Children are our most important future asset. We spend the least amount of resources on children during the critical first 5 years of their development, when their brains and bodies are forming; this time period also gives rise to basic beliefs and prejudices (world view), the foundation of our ability to cooperate, collaborate and behave accountably.

Our public policies re: children dictate that money is invested and resources are employed when kids become problematic, when its difficult and often woefully ineffective to create meaningful change. Our city plan needs to address the need for critical support to children and families in order to facilitate the realization of potential in our youth, to better insure they will become productive, competent, contributing community members.

At the same time, the aging population will outnumber all other age strata in the coming 30 years. As a city, we must be sure to not only account for this, but make full use of their wisdom and experience, (not to mention extra free time!), while we have the option and opportunity. We will not be able to ‘put them out to pasture’, as the number of aged and retired will outnumber retirement homes and communities. Additionally, with the foreseeable failing of social security, they will either be unable to retire or require alternate means of housing, to account for the rising cost of living and limited means of income.

**Do you know of other communities or organizations with "cool tools" or "best practices" the city should explore that relate to your board’s focus area?**
Many European nations invest in their children’s welfare and optimal development from birth forward regardless of economic or other status.

Peter Block, consultant and partner in Designed Learning. He has expertise in effective engagement of community members in transformative change. “Community: The Structure of Belonging” by Peter Block, Berett-Koehler Publishers, 2008.

Christine Whitney Sanchez, consultant specializing in facilitating large group change through Methods of Strategic Collaboration. She facilitated two national Girl Scout conventions (2004, 2008) with over 2,000 on-site participants to develop organization’s evolving direction and agenda.

Meaningful future vision and planning must be founded on how our citizens are engaged in conversation and collaborative action. This level of planning will generate asking the best quality questions about our future and generating creative processes to move toward it, harnessing the diverse and collective wisdom of our citizenry.

Locally, many organizations are already going in the right direction, and provide ample opportunity for the City to learn from, expand upon and collaborate with. For example:

- Grant Family Farms, CSA,
- Morningfresh
- Beet Street
- UniverCity
- Bohemian Foundation
- New Belgium
- ODells
- Great Plates/DBA

Other ideas unrelated to your board's focus area?

- With increasing poverty, unemployment and homelessness, there is an increasing homeless pet population, as well as issues of crowding with animals, and the ensuing inherent conflict, which could result in targeting of breeds. Euthanasia will be an increasing issue that people will want to pursue. Suggest stringent pet adoption, control and care laws adopted and enforced. To paraphrase Mohandas K. Gandhi, one need only look at how a community treats its pets to see how it treats its citizens, and by extension, the overall health of the community.

- More focus on alternative energies--solar, wind, etc.

- Look to develop a relationship with a ‘sister city’, e.g., Austin, San Francisco, Portland.

Psychological research confirms that we humans are typically poor predictors of the future, as our visionary capacities are limited by present context and the way memory (the past) completes our ideas about future. We consistently underestimate novelty that emerges in the future. Therefore, the planning processes need to include periodic evaluations of planning and implementation, allowing for emergent barriers to be addressed and to take advantage of
emergent opportunities. The process needs to strive for a balance between plan coherence and flexibility.
Plan Fort Collins – Land Conservation & Stewardship Boards - Answers to the Following Questions

What are short-term (1-5 Year) challenges that the city faces, related to your board’s focus area?
- Acquiring conservation easements on farms especially ones producing local food.
- Maintaining and enhancing native plant communities by removing exotic species (weed control).
- Maintain adequate in stream water flows of the Cache la Poudre.
- Plans for other communities for increased development that will significantly impact our opportunities for community separators and other open space protection.
- The possibility of significantly less money than projected for Natural Areas funding, due to reduced sales tax revenues.
- How will we address wildlife interface problems?

What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?
- Public awareness of the benefits of the Natural Areas program.
- How will we address wildlife interface problems?
- Maintain more than minimum in stream water flows of the Cache la Poudre.
- Have an adaptable staff that will continue to be willing to explore best management practices, from other communities.
- Maintaining our natural resources under the pressure of more use and more people.
- Plans for other communities for increased development that will significantly impact our opportunities for community separators and other open space protection.
- Protect the remaining areas in and around Fort Collins. For example, the Bellvue area, along the Poudre River especially in terms of limited revenue.
- Maintaining the Natural Areas that we have, under increased use and flattening or declining revenues.

Do you know of other communities or organizations with “cool tools” or “best practices the city should explore related to your board’s focus area?

Do you have other ideas unrelated to your board’s focus area?
- Sustainability indicators for the Community.
Landmark Preservation Commission

PLAN FORT COLLINS: SNAPSHOT REPORT:
“BUILT ENVIRONMENT AND LAND USE,” pages 15-20

1. What Are the City’s Current Values?
   a. Efficient, sustainable development pattern.
   b. Downtown as the vital center of the community.
   c. Preserved historic buildings and districts.
   d. Existing neighborhoods protected from incompatible change.

LPC: “Old Town” in general needs to be better defined. What are we trying to preserve?

LPC: The Old Town Historic District and the area immediately surrounding it are under intense development pressure. Much of the development proposed is incompatible with the historic, and will erode the character of the Landmark District. Consideration should be given to a conservation district or buffer zone, or even a new or expanded district.

LPC: Design Standards and Guidelines for Historic Old Town were done in 1981. These are in critical need of revision. Revised standards and guidelines would address issues of compatibility, providing predictability to developers, owners and the public.

LPC: Currently, LPC review occurs only within the designated three-block Old Town Historic District. The LPC should have the ability to review and provide comments on development in close proximity to the District, to be able to address compatibility.

Example: Bohemian Building was originally proposed to be a stuccoed, flat, modern building – after the LPC got involved and was able to discuss architecture and design with the developer, the building became far more compatible to its surroundings.

2. What Challenges and Opportunities Remain?
   A. Development Patterns and Land-Use Mix/Growth Management
      1. Planning for limited outward growth potential and regional growth impacts.
      2. Positioning the city for desirable change through infill and redevelopment.
      3. Defining how neighborhoods will accommodate future population and lifestyle shifts.

   B. Provision and Integration of Services:
      1. Addressing infrastructure needs for parts of the city with older or substandard infrastructure.

   C. Urban Design:
      1. Continuing appropriate renewal of downtown.
      2. Determining appropriate heights for buildings.

   D. Historic Preservation:
      1. Reconciling “change” and “preservation” within historic neighborhoods.
      2. Balancing new commercial development in historic Old Town.

LPC: Impact of densification on core neighborhoods and Old Town commercial core -- height allowances dramatically increase pressure on historic resources –developers’ sense
of “entitlement” to a multi-story building.
LPC: Development should be respectful towards historic assets.
LPC: City needs to be more encouraging and proactive towards good modern contemporary architecture.
LPC: Follow-up on Thomas Frey remark -- buildings should last 100 years. City should require building for longevity. Too many of our buildings are built to last only 20 years. Better design, better quality.
LPC: Identify zones that are critical to preserve; and those that are less critical to preserve. Develop design standards and guidelines specific for each zone to direct development and ensure compatibility and predictability.
LPC: Not carte blanche “anywhere USA” development.
LPC: Be aware of pressures to build up, not out.
LPC: Some people want larger lots. They will also need to be accommodated.
LPC: Affordable housing: Wooing the highly educated, inventive, student population to stay in Fort Collins – priced out of the homes they desire in the core neighborhoods – which ironically would be the perfect starter homes.
LPC: Volatility of the city budget: very difficult for city staff and management to implement any action items that require more than 1-2 years of dedicated funding when the money for the action items are in jeopardy every year.
LPC: Make sure we maintaining Certified Local Government status
LPC: Need better integration of Historic Preservation into Community Planning to address multiple issues, from neighborhood compatibility, to economic development, to sustainability, to affordable housing....
LPC: 1960s and 1970s structures are now under tremendous development pressure. Need to consider development in light of changing demographics and opportunity “recent past” (1960s and 1970s) resources offer, i.e., ranch homes filling demand for older folks who want homes without stairs.
LPC: Be aware of pop-up and scrape off controversy and impacts.
LPC: City needs to be more encouraging and proactive towards good modern contemporary architecture.

3. Sustainability -- What Are the Cross-cutting Topics?
   a. Neighborhoods and sustainability: fostering sustainability, such as household food production, green energy, and water quality improvements.
   b. Sustainable infrastructure: providing a more fiscally and environmentally sound system of maintaining community infrastructure.

LPC: Allow more food production and agricultural uses within the city. Example: City planting fruit trees in the public rights-of-way, gardens in front yards and in the public strip between the sidewalk and street.
LPC: Eliminate some of the barriers in the code to sustainability, i.e., the requirement in some cases to plant sod, rather than landscape with a more sustainable material,
LPC: Be sustainable – Utilize the tremendous amount of existing development we already have, by supporting core historic neighborhoods and compatible additions, rather than brand new development.
LPC: Incorporating smart growth ideals in the redevelopment of core neighborhoods.
LPC: There is already a strong connection between sustainable development and historic preservation. Many of the principles of sustainable development are inherent downtown and in the existing neighborhoods surrounding Old Town. Our historic neighborhoods offer diverse housing that appeals to a wide variety of people in our community. The tree-lined streets are easily within walking distance to the downtown area/Lincoln Center, etc. Maintaining these historic neighborhoods that already possess sustainable development will be a challenge.
Natural Resources Board Summary – Plan Fort Collins Inputs

At its March 10, 2010 meeting, the NRAB reviewed a general list of ideas that represent a collection of thoughts and ideas for consideration into Plan Fort Collins.

A. What are short-term (1-5 year) challenges that the city faces, related to your board's focus area?

Funding

- Funding for Natural Resources programs, staff and Natural Areas given the current recession and the declining revenues from City sales tax.
- Define the impact of declining City revenues on City natural resource programs.
- Continued reduction of funding is a key issue. We can't lose the gains we have made in natural resources in Ft. Collins, and must continue to be vigilant to the needs of natural resources in Ft. Collins.
- An understanding of how best to fund the long term operations and maintenance of various programs including open lands.

Transportation

- Developing and maintaining a functional public transportation system that will help reduce air pollution and VMT's
- Finish Mason Street corridor project on time
- Mason Street Corridor build out
- Parking is a key element; find ways to address shortages of parking in high-density areas such as Mason Street Corridor and overcome cost impediments of parking structures.
- Best management practices for addressing traffic flow that reduces higher emission rates due to idling or stop and go traffic.

Renewable Energy/Energy Efficiency

- Install smart meters in every home in Fort Collins
- Reducing greenhouse gas emissions, increasing the use of renewable energy sources and energy efficiency
- Design and adoption of a city-wide energy efficiency building code for all sectors.
- Eliminate the boom/bust cycle of the Fort Collins Utility solar energy incentives program by identifying and defining a steady funding source.
- Consideration by FCU of a feed-in-tariff (FIT) to replace the above incentive system.
- Balanced means of implementing efficiency programs between those of a voluntary nature and those that are mandated.
Poudre River Flow Protection/Water Quality and Quantity

- Maintaining adequate in-stream flows and riparian habitat in the Poudre River
- Threats to Poudre River water quality, in-stream flow and fish and wildlife habitat due to NISP proposal. Threats to water quality include effecting City water supply and a major financial burden for our water treatment.
- Save the Poudre river from destruction as a wildlife habitat and a viable trout fishery
- Promote water conservation
- Maintaining water quality and supply
- Water quality/quantity will be a key issue, especially with the potential development of water resources for Ft. Collins and the surrounding communities.

1. Water

Background: Flows in the Poudre River from the canyon mouth through Fort Collins have been significantly reduced from the river's historic flows due to manmade diversions for municipal, industrial, and agricultural use. Currently, in an average year, about 60% of the Poudre's water is diverted before the river reaches the Lincoln Street Gage in downtown Fort Collins. Both peak flows as well as base winter flows have been greatly reduced by diversions, and flows during the irrigation season extending into October can be too highly variable throughout the day to support a healthy ecosystem.

Benefits of protecting and restoring flows are far reaching and interdependent, including:

1. Economic Benefits -- River flows: (a) Maintain the floodway and floodplain by scouring sediment, debris, and vegetation, reducing the spread of floodwaters and the costs of flooding; (b) Dilute treated effluent from the wastewater treatment plants, enabling more economical wastewater treatment and forestalling expensive upgrades; (c) Decrease expenditures for stormwater treatment in streams, ditches, and outflows that discharge into the Poudre River; (d) Protect the value of the natural areas and open space; (e) Protect the recreational and tourism economy for fly fishing, swimming and tubing, bird and nature-watching, biking and hiking; (f) Protect the market value of real estate, especially in the downtown area of Fort Collins, where properties adjacent to the Poudre River are increasingly magnets for economic development; (g) Protect the "economic engine" – Loomis (2008) reported that the public is "willing to pay" for flow maintenance or supplementation in the Poudre River, with an aggregate estimated value in Fort Collins between $283 million and $425 million.

2. Recreational and Quality of Life Benefits -- Flows enhance the experiences of residents and visitors for fly fishing, swimming and tubing, kayaking, birding/nature-watching, biking and hiking – all activities increasingly enjoyed along the Poudre River and in nearby natural areas. According to a Fort Collins Natural Areas Program study, more than 100,000 user-days were logged on the Cache la Poudre River Trail in 2007.

3. Environmental Benefits -- (a) Flows enhance the survival and health of fish, birds, plants, and mammal populations that live in and along the river. (b) Flows enhance the riparian
corridor (the swath of low-lying land along the river) by providing groundwater recharge that produces healthier native trees and plants, promotes abundant wildlife and wildlife habitat, and increases biological diversity.

4. Public Health Benefits -- The Cache la Poudre River through Fort Collins has historically been classified by the EPA as “impaired” due to pollution from ammonia, coliform bacteria, and abnormally high water temperatures. Such conditions represent a threat to public health and safety, and would be mitigated by increasing flows.

**Short-Term Challenge - Poudre River Flow Protection**

- **Recommendation:** Given the imminent potential for additional water extraction on the Poudre, an interdepartmental working group should explore opportunities to protect existing flows or supplement low winter flows through whatever means legally, economically, and operationally feasible. As an example, establish target minimum flows of 20 cubic feet per second and set objectives to reach that target 90% of the time by 2015. The group should also explore ways to adjust operational flow changes to smooth harmful within-day flow fluctuations.

**Floodplains**

**Background:** The Corps of Engineers has said:

Floodplains possess significant natural values and carry out numerous functions important to the public interest. These include water resources values (natural moderation of floods, water quality maintenance, and groundwater recharge), living resource values (fish, wildlife, and plant resources), cultural resource values (open space, natural beauty, scientific study, outdoor education, and recreation) and cultivated resource values (agriculture, aquaculture, and forestry).

The Denver Regulatory Office (DRO), after analyzing numerous project authorizations and recent permit applications, has determined that an unacceptable cumulative degradation of floodplain functions and values is occurring along the Colorado Front Range. This cumulative degradation of floodplains is occurring due to the Front Range's rapid population growth, coupled with associated floodplain development pressures.

- **Recommendation:** Fort Collins, in concert with Larimer County, must rethink existing code language that essentially mandates removing land from floodplains to allow residential or commercial building and, instead, recognizes and promotes their inherent natural values. There are many low impact mechanisms to mitigate public safety concerns and rehabilitate drainage ways without expensive infrastructure that socializes the cost but privatizes the benefits of floodplain development. This should be considered a short-term challenge because the City is nearing build-out and few large floodplains remain undeveloped.
Solid Waste/Recycling

- Reducing the amount of waste that ends up in the land-fill
- Increase waste diversion to result in greater recycling.
  a) residential sector
  b) commercial and industrial sector
  c) construction sector
- Provide city wide yard waste recycling with all haulers participating.
- Expanding the e-waste program to ensure greater participation.
- Implementation of a weighing system at the landfill and the adjustment of tipping fees to reflect this, along with potential increase in hauler rates.
- A better construction waste diversion program.

Air Quality

- Threats to air quality and overall quality of life in Ft. Collins from proposal to mine uranium northeast of Ft. Collins. Though this is outside the urban growth area boundary of Ft.Collins there is no doubt that in-situ mining of uranium ~ 12 miles from the city could have major implications for the overall quality of life for the citizens of Ft. Collins.

Growth and Development

- Population growth and development
- Population growth and the impact that growth will have on all natural resources. Much of the quality of life in Ft. Collins depends on the area’s natural resources. We need to make sure resources are protected.

Natural Areas

- Threats to City Natural Areas from the Proposed Flaming Gorge water diversion which would pass right through Soapstone and Meadow Springs Ranch. This could damage fragile soils causing both wind and water erosion problems as well as increasing invasive weeds; disrupt wildlife and bird communities and breeding and nesting behaviors; and damage plant communities. Soapstone is home to many rare and threatened species of both plants and animals and construction of the pipeline poses a major threat to long-term preservation of the habitat.
- Fragmentation of wildlife habitat

Urban Forestry

- Bark Beetle and invasive species infestation. With a warming climate bark beetles and invasive species can have a very negative effect on the trees in Ft. Collins
Sustainability

- Developing a Community Sustainability Scorecard and website so we can track our progress toward incorporating sustainability into all aspects of everyday living.
  A. Council adoption of the NRAB Fort Collins Sustainability Indicators Initiative.
  B. Incorporating the NRAB Fort Collins Sustainability Initiative into the City Plan update.
- Define City sustainability program elements and goals.
- Sustainability will continue to be important to Ft. Collins to maintain the quality of life here.

Implementation of Climate Action Plan

- Lack of funding for implementation of the short-term goals of the Climate Action Plan to reduce our carbon emissions. There is also a need for better education of the public on this issue so it will be supported.
- Monitoring (and adjusting, if need be) the Climate Action Plan (CAP) for compliance with stated GHG emission targets.
- Meeting goals set through various initiatives (e.g. climate) will be a challenge.

Climate Wise

- Further expansion of ClimateWise to new business participants.
- Creation of a ClimateWise-like program for the residential sector.

B. What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board's focus area?

Funding

- Developing new revenue sources for City government and programs so there will be adequate funding to support Natural Resources programs, staff and the Natural Areas as well as all the other important City functions.

Sustainability

- Achieving real sustainability in an era of continuing population growth and diminishing resources.
- Incorporating sustainability into governing, planning, and living life in Ft. Collins.
- Implement sustainability program elements and measure progress.
- How will we define sustainability in the future and develop ways to accomplish it.
Agricultural Lands

- Maintaining enough agricultural land in the area to feed the population with local when transportation costs skyrocket
- Support and preserve high quality farmland/soils/water rights for local agriculture rather than residential and commercial development.

Poudre River Flow Protection/Water Quality and Quantity

- Develop long term solutions to water pollution as Poudre travels through Larimer County (including Fort Collins)
- Managing increased pollution of storm water runoff due to the expansion of paved surfaces that will come with build-out of the remaining vacant land.
- Maintaining air and water quality
- Managing our water supply and all the things that depend on it, (people, streams, animals, vegetation, trees)
- Maintaining water quality and supply

- Poudre River Flow Restoration
  - *Recommendation:* Restoration of high (flushing) flows in the Poudre River should be a long-term goal for the City. Convene an interdepartmental working group to consult with instream flow experts to set target high flows that will periodically flush sediment from the river. For example, secure the means to generate an annual 1-day maximum \( \geq 1400 \) cubic feet per second in all years and a 2-day maximum \( \geq 2000 \) cubic feet per second in 3 out of 4 years by 2025.

Transportation

- Developing an alternative transportation system both within the community and between communities not based on the single family automobile
- Solving our transportation funding and infrastructure problems, both locally and regionally. Developing a viable public transportation system.

Solid Waste/Recycling

- Work with commercial sector to increase recycling and decrease solid waste produced by Fort Collins business community.

Implementation of Climate Action Plan

- Decrease vehicle miles traveled as outlined in Climate Action Plan.
- Lack of funding for implementation of the long-term goals of the Climate Action Plan to reduce our carbon emissions. There is also a need for better education of the public on this issue so it will be supported into the future.
- Further reducing greenhouse gas emissions per the CAP.
- Meeting goals set through various initiatives(e.g. climate)

Green Building

- Make Fort Collins a national leader in Green homes and Green businesses
- Increase Green training of contractors in the residential and commercial sector

Renewable Energy/Energy Efficiency/Utilities

- Promoting energy efficiency in housing, transportation, and commercial/industrial sectors.
- Community acceptance and support of Advanced Metering Infrastructure (AMI -- aka, "smart meter").
- Further implementation of the FCU "smart grid" to accommodate more distributed energy generation.
- Better coordination with and authority over PRPA.
- Convert Rawhide Plant from coal to natural gas.
- Implement additional utility-scale renewable energy (wind, solar, biofuel) with FCU and PRPA, as needed, for both load and GHG reduction efforts. Not RECs but delivered energy from city and/or PRPA owned projects.

Natural Areas/Natural Resources

- Maintain Soapstone as a world class municipally owned open space
- Fragmentation of wildlife habitat
- Physical protection of natural resources within Ft. Collins

Growth and Development

- Managing the long-term impacts of growth on: water and air quality; land use planning and development; preserving habitats and the health of the plants and animals in our Natural Areas; health of the environment and it’s effect on community health; overall “livability” of Ft. Collins.
- Promoting transit oriented development.
- Develop and crate viable economic development partnerships.
- Overseeing the long term development of the North College Ave Corridor.
- Population Growth and development
- Air quality
• Have broad-based discussions of growth and its impact on the quality of life in Fort Collins. Natural areas should be a part of such discussions.
• Incorporate a planning process to determine the potential impact activities, land uses, etc. have on the environment.
• Maintaining the quality of life in Ft. Collins that is dependent on the area's natural resources, i.e. clean water, air, open space, parks.

Regional Cooperation

• Working with surrounding communities and regional governmental entities to solve our problems collectively and preserve as much of the open space and natural environment as possible.
• Cooperation with other cities, counties and states to use the resources we have effectively.

C. Do you know of other communities or organizations with "cool tools" or "best practices" the city should explore related to your board's focus area?

Sustainability

• The NRAB recommends that the city develop, maintain, and monitor a comprehensive set of "sustainability indicators" similar to Seattle or any number of other communities have.
• Community sustainability indicators or scorecard
• Community Supported Agriculture
• Be Local and Buy Local movement
• http://www.b-sustainable.org/ - website for Sustainable Seattle
• http://scorecard.sightline.org/ - The Cascadia Scorecard is the Pacific Northwest's sustainability report card. It tracks seven trends that are crucial to the region's future: health, economy, population, energy, sprawl, wildlife, and pollution.
• http://www.sustaineneugene.com/ City of Eugene Oregon Sustainability website
• http://www.SustainableLivingRealEstate.com/ - Our specialization is the construction, development, and sales of "Net Zero" sustainable living communities and homes in Northern Colorado which incorporate the latest in renewable energy – solar, wind and geothermal.
• The NRAB Fort Collins Sustainability Initiative has a good list, as does the presentation that was made to the NRAB by the Bredle Group on January 20, 2010.

Climate Change

• www.rockymountainclimate.org/ - bringing Coloradans together to reduce the state's contribution and vulnerability to climate disruption.
Renewable Energy

- [http://www.chelanpud.org/snap.html](http://www.chelanpud.org/snap.html) - SNAP (Sustainable Natural Alternative Power) is Chelan County PUD's (Wenatchee, WA) award-winning renewable energy program. Through SNAP, the PUD is making small-scale solar and wind power more cost-effective for customers.

Transportation

- The City should anticipate a growing number of commuter electric cars in the near future. Building codes should be revised to require new structures to be wired for car chargers and electric infrastructure updates should be sufficient to preclude brownouts. See [http://www.telegraph.co.uk/news/worldnews/northamerica/usa/7260958/San-Francisco-prepares-for-electric-car-revolution.html](http://www.telegraph.co.uk/news/worldnews/northamerica/usa/7260958/San-Francisco-prepares-for-electric-car-revolution.html)

Wildlife

- Wildlife in the City (Tucson)


D. Do you have other ideas unrelated to your board's focus area

- We need to get cooperation from other communities to do a better job of maintaining open space, reducing vehicle miles traveled, and keeping some of the rural character that makes Northern Colorado a special place to live.

- Consider developing a portion of the river as a "riverwalk" with mixed use buildings and a whitewater park. The river is underutilized as an attraction. Scores of towns in Colorado have built whitewater parks and have seen increases in visitation. The stretch between Linden and Lincoln is ideal.

- "Riverwalk" concepts should incorporate appropriate attention to wildlife habitat and the natural environment.

- We really need to look at other communities and decide how the whole of Northeast Colorado is becoming developed. Ft. Collins needs to be open to the idea of a regional plan that will protect resources of not only Ft. Collins but the surrounding communities. I think an annual event to invite all communities to discuss natural resources would be excellent. If an example of the issue of transportation between communities is any indication of cooperation, we all have a lot of work to do. A question could be - what role does each entity have that addresses natural resources. Get people talking and
networking on natural resources.
Questions and Discussion Points for Boards and Commissions

Board and commission participation in these questions and discussion is optional but encouraged. Please consider and discuss the questions below as a board and either:

- Formulate a written response in the form of a memo,
- Provide a copy of board meeting minutes of the discussion, or
- Ask your staff liaison summarize key points of discussion.

Submit comments or minutes:
- No later than March 10, 2010
- To Ken Waldo: kwaldo@fcgov.com

Thank you for your participation in Plan Fort Collins. Your board or commission will have additional opportunities to weigh in on policy direction and strategies later during the process in 2010.

Board or Commission Name: Parks & Recreation Board

Staff Liaison: Craig Foreman & J.R. Schnelzer

What are short-term (1-5 year) challenges that the City faces, related to your board’s focus area?

Funding for Operation & Maintenance (O&M) of existing parks.
Sales Tax solely funding the O&M for Parks & Recreation - there is a need for sustainable funding sources.
Revenue and cost recovery for Recreational programs (scholarships) - there is a need for a new philosophy (public/private partnerships, sponsors).
Creating an awareness of respect for Parks & Recreation facilities with the youth in the community – there is a need to develop stewardship & educational campaigns in conjunction with PR-1; and an opportunity to work with youth commission.
NISP and keeping water in the Poudre - the lack of water would threaten the kayak course, and possibly impact irrigation of the parks in the ability to get raw water.
How to revisit the use of an impact fee to include O&M, especially if a sales tax increase does not occur.
With population growth and gridlock, ensuring that bike trails are added to crisscross the City for commuting opportunities in conjunction with redevelopment.
How are we going to rescue Recreation Division when funding from reserves runs out?
How to make proper decisions with respect to funding cuts.
Cost & service level expectations for Recreational activities.
Succession planning of staff to take over leadership roles.
Ability to explore opportunities for advertising & sponsorship funding – there is a need to revisit the sign code and advertising policy.

What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board’s focus area?

Challenges
Trail funding source – lottery funding sunsets in 2024.
Completing recreation facilities, parks and trail systems per citizen expectations – Review Master Plan in 2015.
NISP and keeping water in the Poudre - the lack of water would threaten the kayak course, and possible impact irrigation of the parks in the ability to get raw water.
How to fund and maintain or rebuild aging Recreational Facilities (example EPIC).
Funding to maintain the urban forest at the level of community expectation - plans to increase and diversify botanic tree levels to ensure health and longevity of trees.
Challenges (cont)
Allowing alcohol at Parks - revisit alcohol policy for outdoor venues.
Funding for a production greenhouse at the Gardens on Spring Creek.

Opportunities
Create a special parks district, to control funding sources with dedicated taxes.
Strengthen public awareness of the City’s role in sustainability - art in public places.
Explore the possibility of using open space revenue to fund parks.
Pay attention to recreational trends.
Look at older parks for upgrades/redesign.
Look at regional coordination for recreational opportunities. (Timnath, Wellington, Loveland compatibility to compliment trail system).
Coordination and collaboration with PR-1 where schools and parks have mixed/shared use.
Senior Center expanding and updating classes and facilities with a more active generation of baby boomers.
Opportunity for partnership with Beet Street and Stryker Foundation for outdoor amphitheater.
When reworking a park, make available to reserve for groups with a variety of needs.
Explore equitable distribution of users contributing labor/funding.
Continued commitment to sustainability.
Production greenhouse at the Gardens on Spring Creek to supply other City venues with botanicals.
Evaluate potential to save money by grouping facilities in community parks.
Strategically placed advertisement or writing articles to inform and create public awareness about Parks and Recreation.
Foster partnerships with CSU, Front Range Community College and PR-1 to incorporate educational opportunities in parks.
Explore opportunities to partner with local businesses to sponsor recreational programs, scholarships and to mentor/coach youth.

Do you know of other communities or organizations with “cool tools” or “best practices” the city should explore related to your board’s focus area?

Larimer County - sponsorships/advertising
Highland Park, IL - sponsorship program with small signage on ball field fencing, park benches & pavers.
Ogley Park, WV - revenue source management school.
San Antonio, TX - advertises on radio as a revenue stream (possible cable 14 opportunity)
Broward County, FL - sells naming rights to help fund parks.
Waterworld in Denver, CO - funds all of O&M for park system in Highland Hills (regional attraction to support funding).
Roper Lake State Park, AZ - has a day use island that they rent for beach use, fishing, boating activities, etc.
NRPA
Chesterfield County, VA - involved local businesses in teaching kids in recreational programs, now hundreds of businesses/employees participate.

Do you have other ideas unrelated to your board’s focus area?

Look into the possibility of allowing a component of land purchased by Natural Areas to be used for recreational activities and public access.

More partnerships with Colorado State Fraternities, Sororities and Club Sports.
Plan Fort Collins

Board or Commission Name: Planning & Zoning Board
Staff Liaison: Steve Dush

What are short-term (1-5 year) challenges that the city faces, related to your board's focus area?

- Maintain good planning principles during times of economic pressure
- Getting public commitment to infill as a reality versus a 'vision'
- Finding ways to help development pay for infrastructure improvements that will be necessary and more costly for infill
- Balancing the needs/desires of all areas of the City especially as they compete for financial incentives
- Trying to find ways to include future modes of travel in our current plans
- Encouraging development that focuses on other ways to generate revenue besides sales tax—rethink retail models.
- Transitioning between past and future as need becomes greater for transit and infill
- Working cooperatively with neighboring communities on issues such as transportation, building guidelines, compatibility—how to have planning facilitate interconnectedness versus isolation.
- Redevelopment will be the biggest challenge for Fort Collins. We need to examine the Land Use Code and work to remove impediments to redevelopment and adopt regulations that encourage redevelopment. The City as a whole needs to focus on redevelopment, which is very different from green field development.
- With redevelopment, the next challenge is compatibility. Redevelopment will not be successful unless we redouble our efforts to make it compatible with existing neighborhoods. Fort Collins citizens love Fort Collins and their neighborhoods. If we are to make higher density and redevelopment in general succeed, design and compatibility need to be in the forefront. It can't be redevelopment at the cost of existing neighborhoods.
- Funding city services. We need to move away from sales tax as the main funding source to other avenues to fund city services. The fact is that with regionalization, we don't have all the retail anymore and if we are to keep our quality of life we need to look at other sources of funding.
- Foothills Fashion Mall. Again it is redevelopment, but we need to look to the future for ideas for uses for the chunk of land it now occupies. Traditional malls don't seem to be the future.
- Enhancement and promotion of other districts in town besides Old Town. Each section needs a community gathering place and activity center. Midtown & the mall land being one example.
- Site performance standards for redevelopment projects in transition areas. On far South College, midtown, Mason Corridor, N. College, Mulberry, and others, we have big plans for the future. It may take some time to get there however, primarily due to economic/financial delays. We are proud of our high standards for the built environment in Fort Collins, but will that delay phased redevelopment
and reinvestment? Can we encourage good "interim" projects that will help us span the divide between empty buildings and what they may become in the future? I am thinking of Mason in particular. Are there best practices out there that would help us maintain high standards, but make those interim projects feasible?

- Neighborhood compatibility. The P&Z board will face more and more situations where lower-density residential neighborhoods face projects that are precisely the types of compact and diverse uses called for in the current City Plan, yet face neighborhood opposition.
- Despite pressure from ever-changing political agendas, the Board will be challenged to remain true to the City's legacy of a long-term focus and value on 'quality of life' characteristics.

What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board's focus area?

- (Some of these are repeated from the short-term challenges list as "they could go in both because who knows how fast the future will arrive.")
- Maintain good planning principles during times of economic pressure
- Getting public commitment to infill as a reality versus as a 'vision'
- Finding ways to help development pay for infrastructure improvements that will be necessary and more costly for infill
- Balancing the needs/desires of all areas of the City especially as they compete for financial incentives
- Trying to find ways to include future modes of travel in our current plans
- Encouraging development that focuses on other ways to generate revenue besides sales tax—rethink retail models.
- Transitioning between past and future as need becomes greater for transit and infill
- Working cooperatively with neighboring communities on issues such as transportation, building guidelines, compatibility—how to have planning facilitate interconnectedness versus isolation.
- Regionalism. Maintaining a unique community identity while taking advantage of regional economic and transportation benefits.
- In terms of scale and scope, what will be the ultimate real estate and infrastructure needs of new and evolving industries, many of which we don't even know to exist yet? Medical marijuana, clean energy technologies, local agriculture, retail, etc.?
- Food production and distribution. Will there be a resurgence of agriculture at the neighborhood level. If so, how will planning support changing economics?
- Working to ensure that the P&Z Board remains regarded in the community as an independent, competent, and credible civic institution.
- I see great opportunity in expansion of Old Town to the northeast and fulfillment of the River Corridor plans. I think those days may come soon, and will then move fairly fast.
- A growing challenge to efficiently move people east-west in order to connect easily with Mason Street.
Do you know of other communities or organizations with “cool tools” or “best practices” the city should explore related to your board’s focus area?

- No

Do you have other ideas unrelated to your board’s focus area?

- If the internet kills retail as we know it, how will the local government funding model change, and how quickly can we reprogram retail space into other smart uses?
- Have we done enough to prepare for natural and man-made disasters?
Questions and Discussion Points for Boards and Commissions
Board and commission participation in these questions and discussion is optional but encouraged. Please consider and discuss the questions below as a board and either:
- Formulate a written response in the form of a memo,
- Provide a copy of board meeting minutes of the discussion, or
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- No later than March 10, 2010
- To Ken Waido: kwaido@fcgov.com

Thank you for your participation in Plan Fort Collins. Your board will have additional opportunities to weigh in on policy direction and strategies later during the process in 2010.

Board or Commission Name: Senior Advisory Board
Staff Liaison: 

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<tr>
<th>What are short-term (1-5 year) challenges that the city faces, related to your board's focus area?</th>
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<tbody>
<tr>
<td>- Current shortage of affordable housing for seniors.</td>
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<td>- Para transit limitations and affordability.</td>
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<td>- Transportation geographical gaps.</td>
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<td>- Transfort system needs to be senior &quot;user friendly.&quot;</td>
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<td>- Funding for the Senior Center expansion to meet future senior needs – lower cost programs.</td>
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<td>- Creating/maintaining neighborhoods that people can age in place.</td>
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<td>- Support system for Senior Resources and funding these programs.</td>
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<td>- Support county agencies to enhance housing options, health care, and transportation.</td>
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<td>- Board will continue to explore this area.</td>
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<tr>
<td>- Continue to support Pathways Past Poverty.</td>
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<td>- Continue support of growing the city “up” and not “out.”</td>
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<td>- Enhance traffic plan for growth.</td>
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February 27, 2010

Mayor Hutchinson and Members of Council

In preparation for a Council Work Session in March, City Staff is gathering input on Plan Fort Collins from a wide range of public forums. At the February meeting of the Transportation Board, Staff presented four questions for the Board’s input. The questions and responses are attached for your consideration.

In regard to our city’s transportation system, this is a critical time with infrastructure maintenance in peril and many unmet capital needs for all the modes of travel. The Transportation Board looks forward to working with Council and Staff in addressing these issues.

As usual the minutes of the meeting will have more detail and I would be glad to discuss these responses more at your convenience.

Sincerely,

Edmund Robert
Plan Fort Collins

Inputs from Transportation Board - Feb 27, 2010

What are short-term (1 - 5 year) challenges that the city faces:

- Funding is critical: Dedicated Transportation Funding needs to be addressed and realized at the earliest
  - There is a critical shortfall in funding for infrastructure maintenance. Timely pavement management and sound bridge maintenance important and delaying either creates a safety concern and much higher future expenses
  - Funding of transportation projects must include the Operations and Maintenance expenses for the lifecycle in projecting total costs and also include added cost factors related to environmental impact.
  - There is an annual funding requirement to properly fund critical transit programs
  - Effective and efficient operation of Transfort, Dial A Ride and other key multi model programs requires dedicated, known funding
  - Street Capital Projects require hundreds of millions of dollars and long term planning
  - Well over $1 billion in street projects are already identified without known funding
  - Street Capital Projects are primarily funded by citizen ballot initiatives or federal/state funds and recent citizen ballot initiatives have been of limited success
  - Street over sizing funds are available but not predictable and limited in scope
  - Dynamics in mobility and related funding opportunities, even in the short term, require the city to maintain close relations with state and federal officials to best maximize funding opportunities to support alternative means of transportation within the city.

- Good planning is key to good systems: Cost effective transportation project planning requires known dedicated funding options
  - The East Prospect, North College, and Harmony project funding oversights caused incomplete projects
  - Incomplete, long delayed key projects will resulted in much higher costs when finally realized
  - The Mountain Vista sub-area plan appears to call for more development than will be borne by the current street-over-sizing and other development fees.
  - The N. Lemay/Vine railroad grade separation, overpass, delays have raised the project cost from $8.8 million in 1988, to $28.5 million in 2010, to $88 million in 2025, the next project delay timeline, while mobility and safety are placed at risk.
  - Federal transportation funding, as currently envisioned by Congress, will likely focus on effective land use planning and require communities to provide more alternatives to the single occupancy vehicle. Philosophical differences regarding growth and supportive transportation among the Northern Colorado jurisdictions
is inhibiting essential cooperative planning to meet changing mobility needs both in the short and long term.

- Public Transit will play a more important role.
  - The Transit Strategic Plan just adopted calls for more public transportation including more accessible and user friendly schedules, routes, and bus stops
  - The plan needs to encourage use of more public education programs to encourage citizens to be comfortable in their use of alternative forms of transportation, such as Transfort.

- The growing popularity of bicycle travel must be supported.
  - The safety and infrastructure goals of the adopted City Bicycle Plan need emphasis and support.

What are the long-term (5 - 30 years and beyond) challenges and opportunities that relate to your boards focus area?

- All of the needs and trends listed above will continue to impact over the long term as well.
- In the previous Master Street Plan, the build-out of the city infrastructure was estimated to cost over $1 billion, as noted above, and nearly all such projects will fall into this time frame. This further demands that a stable, dedicated long term transportation funding process is in place to best plan and realize completion of these projects as the build-out matures.
- Regional growth projections will put more demands on the Fort Collins infrastructure and the timely completion of new street, bicycle and transit projects.
- Major travel corridors, such as Harmony and Timberline, and the completion of the Mason Corridor are important to respond to these dynamics and to the related ecological, economic and demographic forces.
- The public needs to be made aware of the need to have dedicated funding and of the cost effective benefits of being able to more effectively plan and finance transportation projects.

Do you know of other communities or organizations with "cool tools" or "best practices" the city should explore that relate to your boards focus area?

- Portland Oregon has become a national leader in mass transit infrastructure, including bus systems, bus rapid transit lines, and downtown streetcar service
- Salt Lake City Utah has taken the initiative to plan and fund regional commuter transit
- Denver has successfully demonstrated the potential for transit oriented development, and why accurate long term, dedicate funding is critical to a successful outcome
- The CDOT I-25 Environmental Impact Statement envisions commuter bus and rail systems along the Front Range
- The recent discontinuance of the Denver - Colorado Springs commuter bus service should have many "lessons learned" in that outcome to help similar front range bus service to succeed
• The Rocky Mountain Rail Authority study has outlined the possibility of high speed rail service along the Front Range and up into the resort areas of the I-70 corridor
• The UniverCity initiatives underway in Fort Collins are examples of how to envision and realize a better local transportation approach for CSU/downtown/river district mobility connections

Other ideas unrelated to your boards focus area?

• The City needs an integrated planning and governing model that lets all aspects of the community work together. Other disciplines, such as land use planning, economic development, housing (especially low income housing), education (PSD/CSU) and emergency services all need to join in a concerted effort to enhance the transportation process.
• The City needs to address future financial revenue requirements based on carefully identified priority of needs and can be properly managed to best meet the short and long term needs of the entire city infrastructure.
MEMORANDUM

TO: Mayor Hutchinson and City Council
FROM: Gina C. Janett, Water Board Chairperson
DATE: March 1, 2010
RE: Plan Fort Collins Short and Long Term Challenges
CC: Brian Janonis, Utilities Executive Director

At the February 25 regular meeting, the Water Board discussed the objectives of the Plan Fort Collins process as they relate to short and long term challenges for us as a water/wastewater/stormwater utility. Below are the concepts we feel are important to consider through this comprehensive planning process.

What are the short-term (1-5 year) challenges that the City faces, related to the Water Board’s focus area?

- Increasing operational costs of our water and wastewater treatment plants.
- Completion of the Stormwater Program repurposing and incorporating Stormwater Master Plan changes into the City Code.
- Regulatory changes around the issue of water quality (water, stormwater & wastewater).
- Aging infrastructure needing replacement.
- Protecting the Poudre floodplain from development.
- Loss of in-stream flows in the Poudre River from diversions which would affect water quality.
- General interdepartmental coordination, cooperation and integration between different city entities (utilities, natural resources, planning).
- Implementation of the new water conservation plans and monitoring progress.

What are the long-term (5-30 year+) challenges and opportunities that Plan Fort Collins should address, related to the Water Board’s focus area?

Challenges:
- Aging infrastructure needing replacement.
- Monitoring progress of the new conservation plans.
- Protecting the floodplain from development.
- Global climate change.
- Beetle kill impacts on water quality.
- Issues related to emerging pollutants (endocrine disrupters, personal care products, and other chemical stressors that are not recognized at this point).
- Invasive species impacts on the water supply and facilities (i.e. mussels).
- Interstate water compact issue with the Colorado River (less water than thought); there may be a time when the Colorado-Big Thompson (CBT) project may not yield what it has traditionally yielded.
- Protect and restore historic flows in the Poudre River (both an opportunity and a challenge).
- Water storage project strategies.
- Water demand management and strategies by the City.

Opportunities:
- Water conservation and automated metering infrastructure (AMI).
- Opportunities to incorporate new developments in low water use techniques into landscape design, land use design, appliances, etc.
- Consideration of a subscription service on water bills to put money into an in-stream flow program.

Do you know of other communities or organizations with “cool tools” or “best practices” that the City should explore related to the Water Board’s focus area?
- Use of landscape buffers for water quality protection in agricultural areas.
- Fully planned sustainable communities such as Stapleton in Denver and Geos in Arvada.
Questions and Discussion Points for Boards and Commissions

Board or Commission Name: Women's Commission
Staff Liaison: Suzanne Jarboe-Simpson (224.6137)

What are short-term (1-5 year) challenges that the city faces, related to your board's focus area?

Safety concerns, sexual assault, teen pregnancy.

Delayed economic recovery, the cliff effect and the impacts of cuts in funding for higher education.

Limited transportation options for community members without individual vehicles.

Decreased state and local funding for child care (CCAP) making it more difficult for family members to find quality child care, maintain employment, seek an education, etc.

Concerns around youth and elder members of our community not having a voice in issues that impact them.

The need for a more comprehensive approach to helping citizens THRIVE rather than struggling for survival.

What are long-term (5-30 years and beyond) challenges and opportunities that Plan Fort Collins should address related to your board's focus area?

Sustainable jobs.

Transportation – and developing community/neighborhood centers for employment and shopping that don't require personal vehicle or public transit options.

Gap between poverty and self-sufficiency – need to use self-sufficiency index to determine eligibility for services, not the poverty level.

Support education, child care, care for the elderly.

Do you know of other communities or organizations with "cool tools" or "best practices" the city should explore related to your board's focus area?

Poverty simulations – Pathways Past Poverty – to provide insight into the real challenges and trade-offs that must be made in order to access limited services and assistance. This tool may help drive change in how these services and assistance are provided.

Coral Springs Florida's acknowledgement that the City has a responsibility to play a role in addressing concerns of citizens – even when the service is not the City's core business (concerns related to education...).

Mental Health Connections – a network and framework for providing comprehensive coordinated services.

Use tools currently available – like the Utility Bill insert – to continue education/information efforts – as the organization moves to more online provision of services, consider an online 'utility bill insert.'

Health Care Continuum of Care and Boston's Department of Transitional Assistance – both providing wrap-around care in order to help ensure the successful navigation through unfamiliar programs and services.
Do you have other ideas unrelated to your board’s focus area?

Look for innovative ways to share resources and information.

Build relationships and develop partnerships with traditional and non-traditional community partners -- government, private sector, not-for-profit.

Address the transportation issue.

Develop the community in ways that are not personal vehicle or public transportation dependent – provide community/neighborhood centers that are walkable and include employment, shopping, housing, etc.

Continue to address and support the basics of personal and community safety – for the elderly, for women and children.
Zoning Board of Appeals:

What are short-term challenges that the city faces, related to your board's focus area?

1. Density will probably be going vertical. Thought should be given when drafting regulations that "this is the way it is, and Nimbyism shouldn't be given much credence".
2. In order to facilitate ZBA's discussion of the merits of variance requests, it would be very helpful if the intent of regulations were clear. If the intent can't be included in the code language, then maybe clearly stated in an AIS or other staff report.
3. Create some bulk and mass regulations for the NCL, NCM, and NCB zones that might make more sense than some of the existing ones (i.e. figure out something different to replace the current 5' minimum side setback for the first 18' in wall height and additional setback for additional height).
4. There will probably be code revisions to facilitate green building. This may result in an increase in the number of zoning variances in order to deal with such things as height, setback.

What are long-term challenges and opportunities...

Each year, the inventory of buildings that may fall under historic preservation review and regulations will increase. Will it still be appropriate to apply the current 50 year threshold, or should that be changed to 60 years or something even longer. As the city becomes more urbanized, achieving a balance between the pressures to become more urbanized accompanied by more redevelopment and the pressures to preserve historic structures and places will be harder to reconcile.

Do you know of other communities or organizations with cool tools or best practices...

No.

Do you have other ideas unrelated to your board's focus area?

The mid-town plan is great, but the rest of the areas of the city shouldn't be left in the dust. All areas of the city should be treated equally.