



PRELIMINARY VISION & POLICY CHOICES OUTLINE

Draft - 05/19/10

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1—Introduction

PURPOSE OF THIS OUTLINE

This outline is a step within Phase 2 of Plan Fort Collins. Phase 2 focuses on refining the community’s vision, identifying major new policy choices and their trade-offs and consequences, and beginning to establish preferred directions for the plan. It builds on the work completed during Phase 1 of *Plan Fort Collins*, which focused on trends, accomplishments, opportunities, and challenges, and began the dialogue about the future of the City.

This outline also has been revised to reflect input and discussion at the joint City Boards and Commissions meeting on April 22, 2010.

The planning team is in the process of preparing physical plan alternatives, policy choices, and analysis as identified in this outline. The analysis will be based on the City’s “triple bottom line” model of social, economic, and environmental outcomes and include discussion of implications (costs and benefits), and description of “what it will take” to accomplish each choice. This more detailed material will be ready for community outreach in June, including public workshops on June 29th and 30th.

ORGANIZATION

This outline contains the following sections:

1. **Introduction** (this section).
2. **Community Vision in Focus**, includes the proposed new organization and framework to achieve a World Class Community.
3. **New Policy Choices**, includes the set of paradigm-shifting questions that the community should explore, discuss, and analyze during Phase 2 to arrive at meaningful preferred directions for the plan. Many of the City’s core values and policies are well-established and supported by the community and are not being considered for change, and thus are not included in this document. The policy choice section includes:
 - A. Citywide physical plan alternatives and geographic focus areas to be

explored and analyzed during Phase 2, and

- B. Other new policy choices to be analyzed and evaluated during Phase 2. The outline follows the proposed structure and seven headings of the Community Vision.

The public will have the opportunity to review the policy choices and analysis and weigh-in on preferred directions for the community in upcoming months. The more detailed set of choices and analysis will be presented during a public workshop June 29th and 30th, 2010 and other Phase 2 public events, including additional input from Boards and Commissions, online materials, focus group meetings, and “roadshow” discussions.

Background Materials

Additional background materials that helped lead to the list of policy choices in this outline are:

- The **Snapshot Report** (May 2010), which identifies current values and future opportunities and challenges.
- **Summary of public comments** from March 2010 kick-off events.
- **Summary of input from Boards and Commissions** from February and March 2010 and the joint meeting on April 22, 2010.
- **Council Work Session Summary** (March 23, 2010).
- Summary of input from **Phase 1 Focus Groups** (through May 3, 2010).
- A **Best Practices report** (May 2010), which explores how other communities are addressing challenges and using innovative approaches to provide for community needs.

All these items are available on the City’s website: www.fcgov.com/planfortcollins.

SUSTAINABILITY AND CROSS-CUTTING TOPICS

Sustainability for Fort Collins

The City of Fort Collins defines sustainability as the stewardship of human, financial, and environmental resources for present and future generations.¹ The concept approaches sustainability as an integrated system where the three components are seen as mutually reinforcing instead of operating in isolation.

This systems-based approach, often referred to as the “triple bottom line,” is based on benefits from financial, social, and environmental outcomes. Many of the new policy choices reflect this integrated, sustainability concept. The community will continue to discuss definitions and measures to be used later in the process.

Sustainability: Triple Bottom Line



(See Section 4 of this outline and the Screening Indicators chart on page 26.)

Specific Projects that Demonstrate “Triple Wins”

As Plan Fort Collins unfolds, the planning team will work with the community to identify specific projects that could help the City achieve its triple bottom line—or “triple wins” that would benefit Fort Collins environmentally, economically, and socially. Such projects should be priorities in an era of limited resources and desire to achieve the greatest number of objectives as efficiently as possible and with many partners. FortZED and the Mason Street corridor are examples of such projects.

¹ The Triple Bottom Line Analysis Map (TBLAM), developed in Utilities, uses the terms, “social, environmental, and economic.” Plan Fort Collins should probably reconcile the slight differences between terms being used by the City to define the three pillars of sustainability.

2—Community Vision in Focus

OUR CURRENT VISION FOR THE FUTURE

A vision represents a desired future defined by the community. As set forth in *City Plan* in 2004, the community’s vision for the future was to be able to...

identify with Fort Collins as an ‘enjoyable, one-of-a-kind City’ in the future... to make change work for Fort Collins...while protecting the best of what we have... and recognizing who and what Fort Collins will become... by preserving a sense of community identity and pride. Fort Collins will confront and mitigate the negative impacts of the car on our lives. Fort Collins will share in the region’s responsibilities.

City Plan identified community goals to achieve the vision as did the *Transportation Master Plan* and many other City plans.

UPDATING THE VISION

In 2010, the vision and goals from those plans still generally reflect our community’s ambitions and aspirations. Yet, as we look towards the future we see many ways to refine our focus and take more deliberate actions towards achieving that vision. Several big ideas are suggested to update the vision, including:

1. A new organizational structure for *Plan Fort Collins*.
2. New goals to achieve the vision.
3. A new system to measure and monitor the vision based on the triple bottom line sustainability definition.

NEW ORGANIZATION

First, a proposed new structure will ensure the plan is consistent with and captures all City services and outcomes, improves clarity, and reduces redundancy. The proposed *Plan Fort Collins* structure is based on the City’s Budgeting for Outcomes Results categories, yet it folds in categories from the previous *City Plan* and the *Snapshot Report*. It addresses the City’s vision to become a **World Class Community**, and includes supporting goals under the seven topics.

The Seven Parts of the Vision

The vision for the future is now more action-oriented and topic-specific than the 2004 version. The enhanced vision will integrate the goals from the *City Plan*, the *Transportation Master Plan*, and other current City policy plans with new ideas for the future to address current trends and needs. The main sections are shown in the diagram below:

- Economic Health
- Environmental Resources
- Community and Neighborhood Livability
- Safety and Wellness
- Culture, Parks, and Recreation
- Transportation
- High Performing Community

VISION

World Class Community



HOW THE VISION AND POLICY CHOICES FIT WITHIN THE PLAN PROCESS

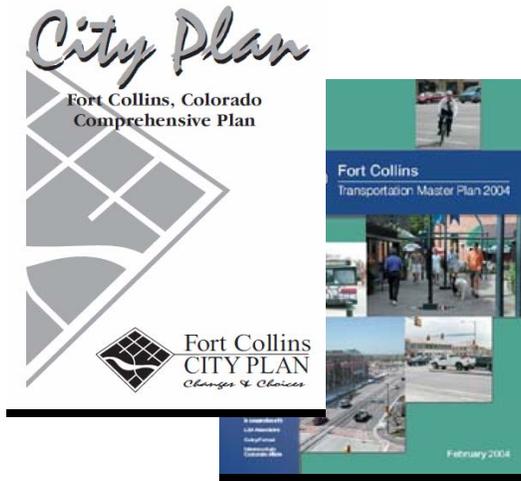
The Vision for a **World Class Community** and supporting goals are the organizational framework for the set of policy choices, or new ideas to achieve the vision, to be addressed during Phase 2. The diagram below illustrates how the parts fit together.



MODIFIED GOALS TO ACHIEVE THE VISION

Carrying Forward Values and Goals from Previous Efforts

The sections that follow assume that Plan Fort Collins will carry forward goals and values from the current editions of *City Plan* and the *Transportation Master Plan*, but will enhance and build on them to reflect current conditions, new trends, community input, and innovations since the plans were adopted.



Most current values and goals are identified in the *Snapshot Report*. The current values and goals to be carried forward will be presented in Summer 2010 for the community to provide input and validate and refine.

The *Snapshot Report* contains information about trends and values and goals from previous and existing Plans and policies that will be carried forward for Plan Fort Collins. The information is not presented in this outline to avoid duplication.

The planning team also has a wealth of detailed ideas to achieve current goals collected during Phase 1 community and Boards and Commissions events. These ideas will also be carried forward for further discussion during summer public events and workshops.

Enhanced Goals to Support the Vision

This section includes possible enhanced goals to support the vision under the seven categories:

- Economic Health
- Environmental Resources
- Community and Neighborhood Livability
- Safety and Wellness
- Culture, Parks, and Recreation
- Transportation
- High Performing Community

Economic Health



In addition to carrying forward the Economy values from *City Plan* and four key Economic Action Strategies, additional ideas include:

Robust, resilient economy

Strengthen the City's focus on a robust and resilient local economy that helps achieve fiscal sustainability and broadly shared prosperity by incorporating the City's Business Innovation Model and targeted industry cluster program and action strategies.

Environmental Resources



Plan Fort Collins will carry forward existing vision ideas from the *Climate Action Plan*, *Energy Policy*, and air quality plans. The City's Water Utility will be working in the coming months to prepare an updated Water Supply and Demand Management Policy based on a review of water resources, options for managing demand, and related issues specific to the utility. Additional ideas to enhance the vision include:

Reducing Carbon Footprint

Reduce energy use and promote local and renewable energy sources; modernize the electric distribution system; reduce hazardous and solid waste; foster clean tech companies; incorporate carbon impact assessment of transportation and land use decisions; promote green building; and curb greenhouse gas emissions.

Integrated Approach to Stormwater

Incorporate solutions to stormwater problems that protect and restore the natural functions of our watersheds and streams while protecting the health and safety of our community (e.g., stream restoration, updated floodplain regulations, low impact development, partnerships with natural areas and parks, and land conservation).

Healthy River and Connected Open Lands

Identify conservation strategies and appropriate public uses and issues related to stormwater and instream flows along the Cache la Poudre River to protect the ecological system, prevent flooding, and enhance recreation and cultural opportunities.

Planning for Future Water Supply Needs and Conservation

Provide for future water supply resiliency during times of drought by planning for appropriate levels of water storage, developing strategies for water conservation, and coordinating with other water providers.

Community Livability

COMMUNITY & NEIGHBORHOOD LIVABILITY

Plan Fort Collins is an opportunity to carry forward and fine-tune goals for growth management, land use, redevelopment, community appearance and design, housing and neighborhoods, activity centers, and historic preservation. Additional ideas to enhance the vision include:

Great Destinations

Support activity centers, including Downtown and other destination as vibrant spaces that provide housing, civic activities, employment, and shopping. These should be places that people enjoy and can access by all forms of transportation.

Thriving Neighborhoods

Maintain safe, cohesive, balanced, and diverse neighborhoods. Provide for changing demographics (growing senior population, students, etc.) balanced with neighborhood livability and stability.

Open Lands, Parks, and Nature in the City

Provide stewardship for a connected system of open lands, parks, natural areas, community separators, restored streams, and agricultural lands. Promote nature in the City.

Distinct Community Image and Identity

Promote thoughtful design of gateways, activity centers, and corridors to strengthen the city's identity and sense of place.

Safety and Wellness

SAFETY & WELLNESS

Carry forward existing vision ideas from *City Plan*, including goals related to public safety. Additional ideas to enhance the vision include:

Healthy Community

Incorporate new ideas about facilities for physical exercise, access to health and human services, and healthy local foods to achieve an active and healthy community.

Culture, Parks, and Recreation

CULTURE, PARKS & RECREATION

Building on the *Parks and Recreation Policy Plan*, *City Plan*, and the *Cultural Plan*, additional ideas to enhance the vision include:

Creative City

Integrate arts, culture, and creativity Citywide to support livability and economic resiliency and support the Cultural Plan's goal of becoming a nationally recognized center and destination for arts and culture.

Transportation

TRANSPORTATION

This planning process will continue to validate vision ideas from the *Transportation Master Plan* that need to be carried forward. Additional ideas to enhance the vision include:

Great Streets

Improve function and connections of Enhanced Travel Corridors and other parts of the system, including vehicular travel, pedestrian, bicycle facilities, and transit to connect activity centers.

Regional Connectivity

Foster regional connectivity (streets, trails, and transit).

Connected Trails System

Integrate the citywide system of multi-use trails for transportation use, not just for recreation.

High Performing Community

HIGH PERFORMING COMMUNITY

Goals for this new topic have not yet emerged but will address: Sense of community, use of technology in the community, effective local governance, and collaborative, community-based problem solving.

3—New Policy Choices

This section includes the outline and description of the citywide physical plan alternatives, specific geographic locations for prototypes and “visualization of change,” as well as the policy choices organized by the seven vision topics.

CITYWIDE ALTERNATIVES

Description and Purpose

The planning team is developing citywide alternatives to be able explore bundled sets of policy choices using a triple bottom line analysis. Alternatives will be presented as physical, mapped choices, with a “menu” of choices attached to each one—for instance addressing different land use patterns, different types of conservation, and transportation system differences. The alternatives are for the purpose of:

- Modeling and evaluating impacts of different patterns and amounts of growth on the transportation and other systems, and vice-versa.
- Considering alternative land use patterns and areas of emphasis (e.g., what if the City promotes redevelopment in the core versus outlying development).
- Informing the community about implications of different choices, and assessing preferences.

Addressing Forecasted Growth: Baseline Assumptions

Current Population and Jobs

In 2009, within the Growth Management Area, Fort Collins has approximately 160,000 people, 68,000 housing units, and 93,000 jobs.

Entitled Housing and Employment

Fort Collins has approved development for approximately 6,000 residential units and 5,500 jobs.

2035 Projected Housing and Employment

By 2035, the City of Fort Collins is projected to grow to approximately 206,000 total people (46,000 new people), 90,000 total housing units (22,000 new housing units), and 155,000 total jobs (62,000 new jobs). (Note: This information is extrapolated from the Colorado State Demographer’s projections for Larimer County, Oct. 2009.)

The current Structure Plan has capacity for the growth projected through 2025, according to the recent buildable land analysis. After 2025, the Structure Plan will be short on capacity for growth projected for the year 2035 (by about 5,000 housing units and approximately 20,000 jobs) without changes to allow increased density—especially in existing mixed-use and employment areas.

Alternatives and Assumptions

Three citywide alternatives are being studied:

1. **Structure Plan (base)**
2. **Strong City “Spine” Emphasis**
3. **Activity Centers and Corridors Emphasis**

The purpose is to determine where new households and jobs might locate, and in what form, and to consider different patterns of natural/built environments. The alternatives are based on forecast growth, not resource limitations. However, the City plans its utility (water and wastewater) capacity to meet present and future needs (based on 2035 forecasts and buildout of the current Structure Plan). Assumptions for all alternatives include:

- The same amount of growth is assumed to occur by 2035 (constant through all options), but the pattern is different.
- Regional influences will be constant (e.g., not trying to vary assumptions about what neighboring jurisdictions will do).
- The City will still seek to acquire open lands, trails, and park lands within the City to “fill gaps” and connect the system.
- The City will continue to protect natural features and areas.
- For all scenarios, need to address uncertainty, resiliency, and resource capacity issues.

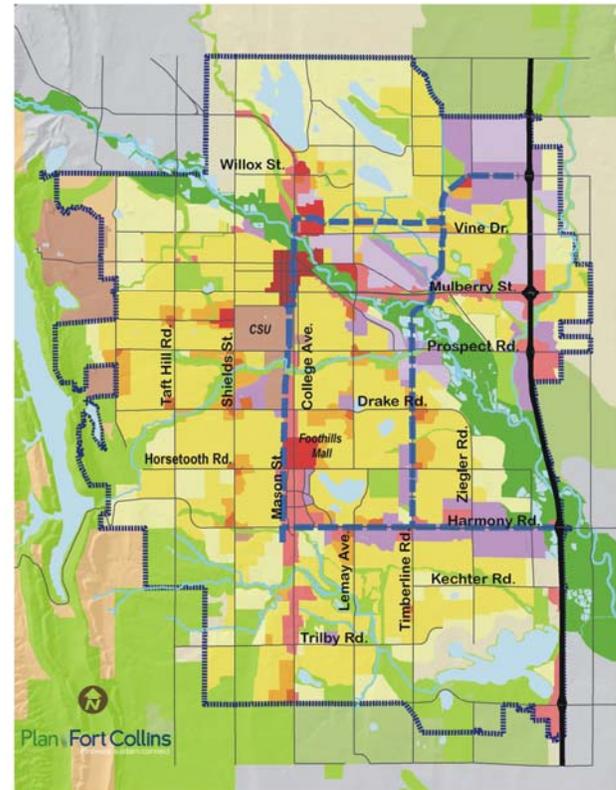
Alternative 1: Structure Plan Base

Alternative 1 is based on the current Structure Plan. The Structure Plan was first developed in 1997, updated in 2004, and represents the City's vision for compact development, activity centers, Enhanced Travel Corridors, and mixed-use development. However, as discussed in the *Snapshot Report*, a number of barriers exist to actually implementing some of the goals of the plan, such as infill and redevelopment. The Structure Plan also does not imply focus or emphasis on particular geographic areas of the City. Development tends to follow the path of least resistance where vacant lands exist. This alternative assumes for 2035:

- Planned land uses stay the same but some intensification of housing and employment areas will be necessary to accommodate 2035 projected growth.
- Existing planned land uses (in accordance with the Structure Plan) will drive future development and result in some horizontally mixed land uses and projects.
- Most development will disperse to the City's vacant lands with the fewest development constraints.
- Infill and redevelopment will occur in a limited fashion, without major changes to policies or incentives.

What Would Alternative 1 Take?

The planning team will be developing more detail on implementation strategies. In general, this baseline alternative will not require much policy change relative to Alternatives 2 and 3.



Alternative 1: Structure Plan Base

Alternative 2: Strong City "Spine" Emphasis

Alternative 2 builds on the Structure Plan and focuses emphasis or priority on infill and redevelopment of housing and employment and transportation improvements primarily along the Mason/College "spine" of the City, (generally from North College to Harmony Road). This alternative assumes for 2035:

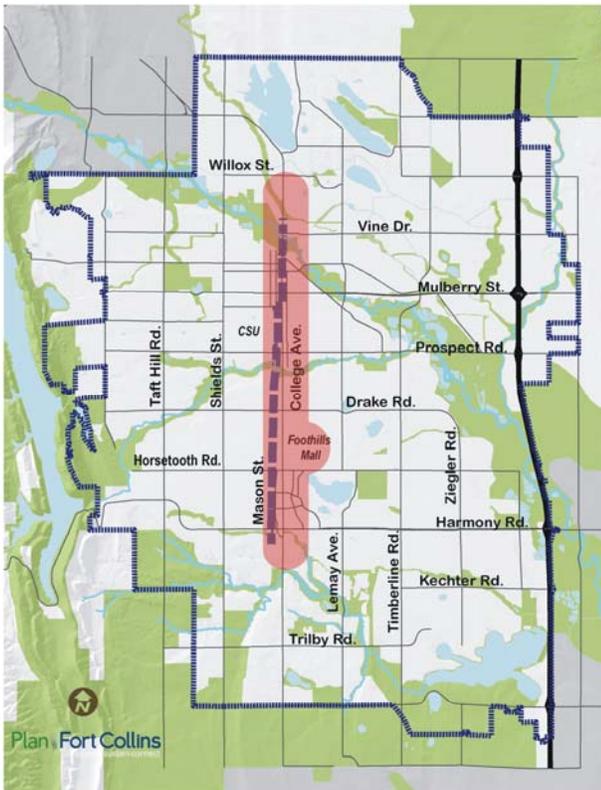
- Current land uses along the "spine" will change to allow increased housing and employment (e.g., half or more of new development will occur there).
- Other new development will disperse to vacant lands.
- Taller mixed-use buildings will be necessary.
- Increased pedestrian and bicycle connections and safety focus will be necessary, particularly near the Mason Corridor stations (e.g., like current Downtown and Campus West areas).

- This alternative relates to the Enhanced Travel Corridors/District Focus transportation system choice (on page 22).

What Would Alternative 2 Take?

The planning team will be developing more detail on implementation strategies over the next four weeks. In general it would take:

- Focusing public investment along the spine, especially transportation and parking improvements, as a “catalyst” for private development.
- Emphasizing mixed-use, higher density new development that fits the context and market.
- Removing barriers to infill and redevelopment.
- Addressing contextually-appropriate infill.
- Focusing on multiple modes of transit travel, including the Mason Corridor Bus Rapid Transit, and connections along Mason Corridor and higher priority than other travel corridors.

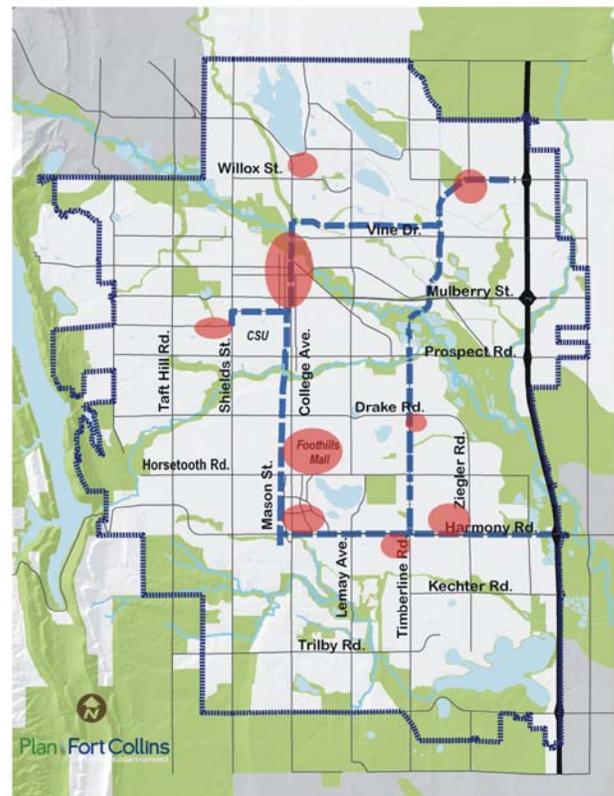


Alternative 2 Diagram: Strong City Core “Spine” Emphasis

Alternative 3: Activity Centers and Corridors Emphasis

Alternative 3 focuses emphasis on additional housing and employment primarily around activity centers and corridors. It is a bit less concentrated than Alternative 2, with more dispersed transportation improvements. This alternative assumes for 2035:

- Increases to land use intensity in major activity centers will allow increased housing and employment (e.g., half or more of new development would occur in activity centers).
- Some slightly taller buildings may occur around certain activity centers (like those in Downtown and Campus West).
- This alternative also relates to the Enhanced Travel Corridors/District Focus transportation system option.



Alternative 3 Diagram: Activity Centers (locations illustrative only) and Corridors Emphasis

What Would Alternative 3 Take?

The planning team will be developing more detail on implementation strategies over the next four weeks. In general it would take:

- Making public investment a “catalyst” for new private development in activity centers of emphasis.
- Emphasizing mixed-use, higher density new development that fits the context and market in activity centers.
- Removing barriers to infill and redevelopment.
- Addressing contextually-appropriate infill.
- Changing traffic level of service standards to allow intensification and pedestrian-friendly development.
- Investing in structured parking.
- Ensuring compatibility between new development and adjacent land uses.
- Changing the Adequate Public Facilities ordinance.
- Focusing on attractive street life.

(Note: See the Community and Neighborhood Livability choices on page 18.)

VISUALIZING CHANGE IN CERTAIN AREAS OF THE CITY

Description

The planning team is developing prototypical sketches to be focused around particular geographic locations or districts to “visualize change” and analyze implications of different options. The prototypes will be used to:

- Help the public and decision-makers understand implications of different land use, transportation, and other choices (e.g., building height and relationship to street).
- “Zoom in to” an area within the citywide alternatives, described in the previous section, to show potential change in three dimensions.
- Study potential necessary changes to standards or approaches (e.g., for stormwater or land use patterns or intensity).

Locations for Prototypes and Analysis

Sketches and additional quantitative and qualitative analysis will be prepared for the following prototypes:

1. An infill and redevelopment area along an Enhanced Travel Corridor
2. A Downtown/neighborhood edge area
3. A greenfield activity center

1: Infill and Redevelopment Area

Location:

- Mid-town area (along Mason and College Avenue corridors from Prospect to the Foothills Mall), centered around College/Drake.

Purpose:

- Simulate change from a low-density commercial corridor to higher intensity, mixed land use with housing and employment (illustrates Alternative 2, Strong City Spine).
- Address proposed stormwater improvements in an infill situation (necessary standards and issues).

- Show multi-modal transportation improvements on College, arterial intersections, and Mason corridor.
- Illustrate potential urban design improvements.

2: Downtown/Neighborhood Edge Area

Location:

- Magnolia Street corridor, west of College.

Purpose:

- Explore alternative options for transportation and stormwater retrofits to create a “green street” in a location where stormwater and street improvements are currently necessary.
- Demonstrate ideal land use transitions between Downtown commercial and neighborhoods.
- Demonstrate how the floodplain can be addressed on or adjacent to potential redevelopment site(s).

3: Greenfield Activity Center

Location:

- Mountain Vista at the future activity center.

Purpose:

- Illustrate a “Greenfield” development situation where best practices can be applied.
- “Zoom in” to an activity center in Alternative 3.

ECONOMIC HEALTH CHOICES

Foundation

The City's Economic Health Program applies four key economic Action Strategies:

1. Job creation through business retention, expansion, incubation and attraction.
2. Be proactive on economic issues.
3. Build partnerships.
4. Diversify the economy.

In each component, the City partners with other organizations, such as the Northern Colorado Economic Development Corporation, the Rocky Mountain Innovation Initiative, Northern Colorado Clean Energy Cluster, Colorado State University, the Downtown Development Authority, the Fort Collins Chamber of Commerce, and the Larimer County Workforce Center, among others.

The City focuses job creation efforts on its established Targeted Industry Clusters, including chip design, software, clean energy, biosciences, and emerging clean water cluster. In addition, the City supports those businesses that contribute to the overall character of the community through its efforts in the Uniquely Fort Collins Cluster.

Plan Fort Collins will carry forward these ongoing initiatives, policies, priorities, and strategies. Within this context, there are choices regarding the City's level of effort and priorities.

For more information, please see the draft *Snapshot Report*, Finance and Economy Section.

Choices

Based on the input and feedback received during Phase 1 of the Plan Fort Collins process, a number of economic policy choices emerged. The community should discuss, debate, and either support or eliminate some choices, because the City has finite resources to commit to fostering economic health. An effective commitment to each policy choice below would likely require an allocation of existing, limited resources or identification of new resources. While some or all of the choices listed below may be worthy of further

pursuit, each one has cost and resource consequences.

A—Economic Strategy Choices

JOB CREATION

Should the City maximize its business retention, expansion, incubation, and recruitment efforts on businesses that will bring jobs importing income or dollars to the community, particularly in the declared Target Industry Clusters and emerging industries tied to sustainability? Should the City put more emphasis on attracting a creative class of workers and smaller employers?

RETAIL RETENTION AND RECRUITMENT

Should the City maximize efforts to retain and recruit retailers or development projects with high impact on sales tax generation? These retailers or projects may do more than any other single activity to bolster the City's retail sales inflow (dollars spent by non-residents) and reduce leakage (dollars spent by residents outside the community), as long as the incentive package is measured and warranted.

LAND READY FOR NEW BUSINESSES

Some believe that the City does not have enough land suitable with infrastructure for large primary employers to newly locate or expand. Should the Economic Health Program create or facilitate the development of parcels suitable for large employers? Should the City provide incentives or infrastructure to make land ready for new businesses including redevelopment sites such as the mall?

LOCAL BUSINESSES

Citizens have expressed strong preference to buy local products and services and create an environment that enables entrepreneurs to thrive and compete with larger corporate and franchise retailers. Should the City's Economic Health Program cultivate growth among locally owned and operated businesses and entrepreneurs and/or adopt policies to make the City friendlier towards the locally owned business community? Should the City help facilitate the relocation of businesses in redeveloping areas?

WORKFORCE TRAINING

The Fort Collins unemployment rate has risen in the past few years, and a number of Fort Collins residents are unemployed and have skills that do not match up with job openings. Working in collaboration with the Larimer County Workforce Center, should the City intensify its efforts to craft and help fund technical training programs or networking to help the local unemployed secure jobs or offer to help support training programs for businesses in targeted industries or successful cluster industries that are likely to hire the locally unemployed? Should the City target employers to market the workforce skill-set that already exists in the City? Should the private sector take the lead?

B—Economic/Land Use Planning Choices

JOBS/HOUSING BALANCE

Should the City maintain the jobs/housing balance recommended in *City Plan*, (proactively planning for and reserve land for employment), or should it let the market drive development?

LOCATIONS FOR INDUSTRY AND JOBS

Analysis in the Advance Planning department indicates that the City generally has enough land zoned for employment uses through the year 2025, but the planned and zoned land can be rezoned or used for other purposes. In addition, 2035 forecasts for jobs may exceed the current planned land capacity. Choices might include: (a) Tightening standards for planned employment or industrial land to emphasize and ensure that jobs (not housing or retail) will occur in certain locations and that the City can accommodate Targeted Industry Clusters, or (b) Increasing allowed intensity of employment, mixed-use, and multi-family housing (e.g., medium density housing, which is in short supply) in certain locations (e.g., along “spine” in Alternative 2 or in “activity centers” in Alternative 3).

Sustainable Fiscal Efforts

RESOURCING OUR FUTURE

The City is currently engaging in a community dialogue about how to address pressing, immediate needs and keep pace with the demand for basic City operations and services in the future. Four key areas of the city government are in need of additional resources; Police Services (needing approximately \$4.6 million/year (\$5.5 million in first year); Poudre Fire Authority (needs approximately \$3.1 million/year) to serve growing demands in south Fort Collins; Transportation pavement (\$6.5 million/year for pavement maintenance to maintain current pavement quality standards); and Parks and Recreation (\$2 million/year for parks maintenance and to preserve recreation services).

The ongoing community dialogue will explore how to address the needs in these areas of government (a) either through pursuing new revenue options – such as sales tax, property tax, or fees for streets or parks maintenance, or (b) through cutbacks to services. The City is also currently assessing if current impact fees are sufficient.

Cross-Cutting Choices

- ✓ See the Community and Neighborhood Livability section for choices related to infill/redevelopment incentives, enhancing activity centers mixed-use development, and historic preservation.
- ✓ See Culture, Parks and Recreation for choices related to arts and culture to promote economic vitality and quality of life (attracting a creative class).
- ✓ See Transportation choices relating to funding.

ENVIRONMENTAL RESOURCE CHOICES

Foundation

This section builds on the challenges and opportunities identified in the Environment and Utilities section of the *Snapshot Report*, plus Phase 1 public input. The Environmental Resources section of the plan will address:

- Water
- Wastewater
- Electric service/energy and green building
- Stormwater
- Recycling and solid waste management
- Air, emissions, and climate protection
- Connected open lands
- Protection from hazardous materials
- Land conservation and stewardship
- Sustainability and performance

Relevant and current plans and policies in the Environmental Resources area will be carried forward, including the 2008 *Climate Action Plan (CAP)*, which sets forth community carbon reduction goals to reduce community-wide greenhouse gas emissions. Community goals from *City Plan* that address open lands acquisition, management, and stewardship, protection from hazardous materials, waste reduction, resource conservation, and other topics will also be carried forward. The *Snapshot Report* identifies a number of other current plans.

Choices

A—Energy Policy Choices

Plan Fort Collins can support and expand upon the City's carbon and energy initiatives through choices that address buildings, mobility, and City infrastructure. The primary goals of the City's 2009 Energy Supply Policy are to provide highly reliable electric service, support the City's carbon reduction goals, enhance economic health, and continue to collaborate with the Platte River Power Authority and member cities. Fort Collins Utilities has a number of initiatives planned or underway to support the Policy, including a home energy efficiency audit and retrofit program, onsite commercial energy assessments, and a proposed community solar garden, among other projects. The City is in the

process of developing a Green Building Program to address the residential and commercial sectors. The City has also received significant funding from the U.S. Department of Energy to "jump start" the FortZED project, and to install "smart meters" for every electric account in the City.

ENERGY USE REDUCTION

Building on the FortZED initiative, to what level should Fort Collins pursue net energy use reduction? Choices could include a continuum, from "net zero" energy to more modest energy use reductions. Projects could include a combination of increased energy efficiency, distributed energy sources, local renewable energy, and smart grid technologies? While this choice would provide for greater energy security for the future, it would also require significant upgrades to the City's electric grid and scaling up of renewable and distributed local energy generation sources.

ELECTRIC GRID MODERNIZATION

In addition to installing smart meters and other programs underway with federal funding, should the City take a leading role in modernizing the electric grid? This choice would require significant investments in upgrading grid infrastructure, but would allow for more efficient management of electric loads as well as effective integration of renewable and distributed energy sources.

LINKING TRANSPORTATION TO THE GRID

Should the City focus efforts on linking and integrating transportation systems with the electric grid, such as plug-in hybrid electric vehicles? Some people believe this is a pathway to energy independence as communities plan for 'peak oil'. This choice would require grid modernization but would position Fort Collins to be a leader in next-generation energy systems that use electricity more efficiency, support alternatives to fossil fuel vehicles, and help reduce carbon emissions.

IMPROVING PERFORMANCE OF EXISTING BUILDINGS

To what degree should the City focus on encouraging re-use and retrofitting the existing building stock to support the City's energy and carbon reduction efforts? Retaining the existing stock leverages energy embodied in the original construction process and materials of the building. However, many existing buildings perform much

more poorly than new buildings with respect to energy efficiency. Should the City provide incentives or focus on ways to mandate improvements over time to improve building performance?

B—Stormwater Policy Choices

The following are proposed key stormwater choices to achieve 21st Century Utility goals to achieve: restoration of streams, protect people and property from the impact of flooding, maintaining the Federal Emergency Management Agency (FEMA) Community Rating System (CRS) Class 4 rating, (which is a high rating, keeping flood insurance costs lower), and ensure all stormwater runoff is treated by a water quality best management practice. A study in 2009 (McBride) also included goals to improve ecological health of stream corridors. On-site stormwater management techniques on individual privately owned sites have been, until recently, the primary approach to the most advanced thinking in stormwater management because they were thought to be technically superior in performance and were less complicated to implement due to focus on individual responsibility. However, those approaches have been found to be less effective in treatment and protection of stream health than anticipated, tend to run counter to the concept of compact development and higher densities for infill, are difficult to maintain, and miss opportunities to create shared or multi-purpose open space, recreation, and habitat.

STORMWATER QUALITY AND CONVEYANCE

Should the City focus on solutions to flooding and water quality problems in a way that also enhances the natural environment and promotes the ecological health of our streams even if this results in higher costs, longer implementation timeframes, and less area removed from the floodplain for development (e.g., through standards or acquisition)? These solutions may require more land than conventional methods of pipes and channels but could also achieve better ecological health in streams, more social and recreational opportunities for the community, and curtail major public stormwater investments in the future.

STORMWATER TREATMENT LOCATIONS

Where should the City locate detention facilities to accommodate runoff from developed areas and

resulting from infill and redevelopment. Should they be part of multi-use systems such as being located in parks, open space lands, or street rights of way? Are there other innovative opportunities— such as complimentary network of “green streets” or “enhanced natural corridors”? Should the City restrict development or purchase certain parcels for stormwater detention to serve Targeted Redevelopment Area or regional needs?

STORMWATER PARTNERSHIPS

Should the plan promote strategies for public/private partnerships or districts that serve to consolidate stormwater facilities and thereby allowing greater localized densities of development? Should the City act as the lead agency and fund these improvements ahead of redevelopment through fees specific to the benefiting parcels? Consolidated stormwater facilities can provide multi-use benefits but will require ongoing public and private cooperation for management and maintenance of these facilities.

C—Water Resource Policy Choices

WATER SUPPLY PLANNING/CONSERVATION

The City’s water supply planning has been based on *City Plan* assumptions about growth and buildout. Key topics of the water demand and supply policy will include appropriate levels of use drought planning criteria, use of surplus supplies, effects of climate change, storage requirements and regional cooperation with local water districts and irrigation companies. The City and region are facing increased competition for regional water supplies. The City recognizes public concerns and the challenges related to meeting multiple objectives with this limited resource. To what degree should the plan explore choices to address water supply planning and provide flexibility in decision-making for the future? Should the City increase efforts to promote water conservation?

POUDRE RIVER INSTREAM FLOWS

Maintaining and enhancing the Cache la Poudre River has been a priority in previous *City Plans*. However, water flows have been significantly reduced from historic flows due to diversions for municipal, industrial, and agricultural uses. There are economic, recreation, health, and environmental benefits from maintaining high flows, year round flows, and minimum instream flows. What should be

the City's policy related to instream flows for the river? What level of City resources should be used to improve flows and riparian habitat?

LOCAL AGRICULTURE/WATER CONSERVATION

Should the City support agricultural easements and programs to support community food production? (Note: If the community decides to promote water conservation as the primary strategy to address future water supply, the policy might negatively affect the ability to support local agriculture, urban natural features, and other water-dependent features of the land use and comprehensive plans.)

CLIMATE CHANGE ADAPTATION

How much additional emphasis should the City place on efforts to adapt to climate change (e.g., to address water supply, habitat change, wildfire risk, etc.)?

WATER RECLAMATION ISSUE

How should the City innovatively finance federal and state water reclamation requirements and meet more stringent limits?

D—Air Quality Choices

(Note: Many choices that impact air quality are defined in the Transportation section, including regional transportation, trail linkages, parking, transit, and mobile source emissions.)

PRICE MECHANISMS

To what extent should the City employ price mechanisms to shift citizens and business choices towards actions that reduce the amount of driving and the environmental impacts of transportation (e.g., parking pricing, identifying and removing hidden cost subsidies of motor vehicle use)?

TRANSPORTATION FUELS AND EFFICIENCY

Net vehicle emissions are affected not only by distance driven, but by fuel type and vehicle efficiency. As sustainable alternative fuels emerge (possibly cellulosic ethanol, CNG, biofuels, electricity) and/or highly efficient vehicles emerge, to what extent should the City invest in infrastructure and otherwise promote and support the use of these fuels and vehicles?

E—Waste Choices

CARBON INTENSITY AND CONSUMPTION

Should the plan address the City's growing per-capita carbon intensity, primarily due to consumption? While the City has made progress in reducing carbon emissions through programs such as Climate Wise, per capita carbon intensity is growing due to the embodied carbon emissions in goods, from construction to food. Emphasizing local food production, for example, could help lower embodied carbon emissions associated with industrial-scale food production and transportation.

SOURCE REDUCTION/WASTE-TO-ENERGY

Should the City investigate local opportunities to shift more of the responsibility to retailers and manufacturers for better up-front engineering and design to reduce waste? Should the City contribute to investments in the construction of systems for agricultural/organic wastes?

COMPOSTING

Should the City increase efforts to develop infrastructure (collection and processing facilities) to help increase organic material that is commercially composted and locally used in agriculture and landscaping?

F—Open Lands Choices

MULTI-PURPOSE OPEN LANDS

In addition to pulling forward current plan goals related to interconnected open space and current refinements, the City's current focus is on filling in remaining "gaps" for a system of connected open lands and to protect natural features. Should the plan emphasize community gardens or other food production uses in parks, open lands, planting strips along streets or parkways, or detention ponds, or provide incentives to allow them in private development?

Cross-Cutting Choices

- ✓ See Community and Neighborhood Livability section related to affordable housing performance.
- ✓ See Safety and Wellness choices related to local agriculture and food.
- ✓ See the Transportation section for mobile emissions and air quality choices.

COMMUNITY AND NEIGHBORHOOD LIVABILITY CHOICES

Foundation

City Plan provides a solid foundation for the community livability section to address topics of this section, including:

- Land use, growth management, and compact development
- Activity center and corridors
- Neighborhoods and housing
- Appearance and design
- Open lands/natural areas
- Historic preservation
- Gateways

Within *City Plan*, the Structure Plan sets forth policies for future land uses, compact development, activity centers that are served by transit, an interconnected open lands system, growth management, and multiple means of travel. *City Plan* also designates Targeted Redevelopment Areas (i.e., North College Avenue, Midtown, areas along Mulberry Corridor), and Enhanced Travel Corridors (i.e., generally Mason Street, Harmony Road east to I-25, Timberline Road, Conifer Street, and Mountain Vista Drive).

Activity Centers are vibrant, walkable, bicycle-friendly commercial centers that contain a mix of housing, retail, culture, arts and dining. The community has shown support for these types of places; however, few real examples exist in Fort Collins other than Downtown. Activity centers are the best location for increasing density and infill to support transportation and transit improvements, especially the ones that are currently successful and well-located, or that have redevelopment potential near future transit stations.

Choices

A—Activity Centers and Corridors

CORE CITY - MASON CORRIDOR “SPINE”

To support economic health and livability, should the City craft policies, programs, and incentives to facilitate horizontal and vertical mixed-use housing

and employment development, mobility, and attractive development, along the Mason/College corridor from North College to Harmony Road, including Foothills Mall? (See Alternative 2.)

TRANSFORMING ACTIVITY CENTERS

Should the City focus investment and redevelopment in activity centers? Do the locations shown in Alternative 3 make sense as priorities for enhancements and revitalization (based on their relationship to the Enhanced Travel Corridors)? Which, if any, infill/targeted redevelopment locations or activity centers should have increased mix of uses or density (e.g., allow buildings over 5-stories), or infrastructure or other improvements to encourage and support community activity and neighborhood gathering (e.g., performing spaces, plazas, etc.)?

REDEVELOPMENT AND INFILL STRATEGIES

City Plan promotes infill and redevelopment, but regulations and infrastructure improvement requirements can be counterproductive. Plan Fort Collins participants have noted that changes will be necessary to make infill and redevelopment truly viable. Choices include: (a) make limited changes or no change, or (b) make some or all of the following changes to foster infill and redevelopment:

- Allow mixed uses and higher densities in certain locations (modify parking standards, setbacks, and height requirements).
- Consider fees that provide incentives in infill and redevelopment locations to go beyond basic standards and/or disincentives for other locations.
- Increase efficiency of development review process for focused areas.
- Develop flexible standards (to avoid one-size-fits-all standards typically geared to Greenfield development).
- Prioritize bicycle and pedestrian safety over auto speeds in certain areas.
- Provide infrastructure credits for transit/bicycle/pedestrian facilities to offset other infrastructure improvement requirements.
- Allow transitional uses and transportation improvements as areas redevelop, while considering how to lessen impacts on neighborhoods.

CITY GATEWAYS/EDGE DEVELOPMENT

Should the plan identify priority gateways that need enhancements to say “welcome home/welcome to our City?” What kind of character and land use mix is necessary at each gateway? What is the role of private development in addressing gateways?

B—Neighborhoods and Housing

NEIGHBORHOOD TRANSITIONS

The City’s Land Use Code provides standards to ensure compatibility between new and existing development. Should the City modify standards to ensure comfortable transitions between higher density “activity centers” or “corridors” and nearby neighborhoods?

NEIGHBORHOODS AND HOUSING TYPES

Which neighborhoods are generally stable, and which may need to evolve to meet the housing needs of future population (e.g., for families, seniors, students, etc.)? Are the areas that currently allow high density and mixed housing types appropriate or should they be refined?

HOUSING AFFORDABILITY

Given reduced federal, state, and local funding, what emphasis should the City put on ensuring affordable housing is available? Should the City increase its current level of emphasis on funding programs? At what level should the City contribute financial resources to subsidize housing to ensure that low-income households can afford and benefit from longer-term cost savings associated with energy efficient “green” units?

C—Historic Preservation Choices

As changes continue to occur in Downtown and surrounding older neighborhoods, the City has found that defining historic preservation and what the community is trying to preserve in older neighborhoods is necessary. Which neighborhoods should be defined as “historic” based on a local definition (not a state or federal definition)? Which structures and districts are significant, irrespective of the 50-year age threshold? Should the City establish stronger design standards for scale, setbacks, and style for defined historic neighborhoods?

D—Connected Open Lands Choices

NATURE IN THE CITY

How can the community encourage places for nature and wildlife within its urban fabric? Should the City encourage more natural landscaping, features such as green roofs, design for wildlife, acquiring “pocket-sized” natural areas, and achieving connected systems of parks, open lands, and waterways?

DOWNTOWN/CACHE LA POUFRE RIVER

City Plan emphasizes a balance of environment, development, and recreation values along the river near Downtown. Discussion about the river has also occurred during UniverCity Connections events and during the focus group for Plan Fort Collins. It remains to be decided, should the river area be designated as a Special District to plan for appropriate activities near the river (as long as development activity meets natural protection and floodplain standards)? Should east-west connections be established to connect the river to Downtown? Should the City promote a “river walk” urban edge on one side of the river near downtown or not?

FINANCING GROWTH

How should growth fund future infrastructure improvements? (See Economic Health and Transportation choices.)

Cross-Cutting Choices

- ✓ See Economic Health choices related to jobs/housing balance and locations and strategies for employment development. In the next steps of the planning effort, more discussion will occur about financing growth and infrastructure.
- ✓ See the Environmental Resources section related to building performance and energy, conservation, stormwater, and open lands.
- ✓ See Transportation choices related to priority improvement locations (e.g., corridors), multiple modes, and transit to connect affordable housing and destinations.

SAFETY AND WELLNESS CHOICES

Foundation

This section of the plan would address Fort Collins as a safe and healthy place to live, work, learn, and play, drawing from some of the values and community goals from *City Plan*, including a “safe, non-threatening, community.” This section builds on the *Snapshot Report’s* Health, Wellness, and Safety section that identifies challenges of active living, health of at-risk and low-income people, and accessibility to health care facilities communitywide. A focus group also recognized a lot of overlap between health and safety and transportation and other categories. For clarity, the City’s definition of “wellness” includes physical, mental, and spiritual components.

Choices

A—Safety

SAFE COMMUNITY

Fort Collins is recognized as a safe community, but it is becoming more challenging for Police Services and Poudre Fire Authority to carry out their missions and answer calls for service. The ratio of sworn police and firefighters per capita is lower than national averages. To address these issues, should the City adjust the Police, Fire, and/or Emergency Management protection levels of service to reflect limited funding, or should funding increase to maintain the current level of service? This topic is also being addressed as part of the City’s ongoing Resourcing our Future discussion.

B—Wellness

ACTIVE LIFESTYLES

The Centers for Disease Control, other health organizations, and cities are beginning to recognize that our auto-oriented transportation systems sometimes offset places for people to walk and bike outdoors and get exercise. This has been a factor contributing to increased obesity rates. What transportation investments and connections might help enhance pedestrian and bicycle activity and safety? To what degree should the plan suggest

additional parks, recreation, and trails facilities and offerings?

HEALTHY LIVING AND EDUCATION

Should the City increase policies to promote education about wellness and healthy living (e.g. bicycle and pedestrian safety, nutrition, tobacco and drug education, etc.) through coordination with local health and human services organizations (e.g., Coalition for Activity and Nutrition to Defeat Obesity (CANDO); Larimer County Health Department; Health District of Northern Larimer County; Poudre Valley Health Systems)?

HEALTH AND HUMAN SERVICES ACCESS

Should the City increase coordination with health and human services providers to leverage limited resources? Should the plan recommend improved transit and transportation access to health and human services clusters within the City and region (especially for disabled, lower-income, and other at-risk groups)?

LOCAL AGRICULTURE AND FOOD

Should the City support small-scale local agriculture/food production within the City on private and public lands (e.g., easements, community-supported agriculture, organic production, and farmer’s markets)? Should these functions increase on City-owned land (e.g., parks and open space, markets)? Should the City coordinate with other partners in the region on local agriculture and food accessibility (e.g., Larimer County and Poudre School District)?

Cross-Cutting Choices

- ✓ See Economic Health Choices related to Resourcing our Future (fire and police services).
- ✓ See Environmental Resources section choices related to water conservation and agriculture.
- ✓ See Transportation choices related to pedestrian and bicycle network (for physical activity and healthy lifestyles) and transit (as it relates to health and human services access).
- ✓ See the Culture, Parks, and Recreation choices related to active lifestyles and participation in arts, culture, and recreation for at-risk youth.

CULTURE, PARKS AND RECREATION CHOICES

Foundation

This section builds on the Arts and Culture and Parks and Recreation sections of the *Snapshot Report* and incorporates community comments. Plan Fort Collins will carry forward goals from the *Parks and Recreation Policy Plan*, the 2008 *Cultural Plan*, and the *City Plan* community goal that states, “the community will have a balanced system of recreational areas including parks, trails, recreational facilities...” and the *Cultural Plan*’s goal to identify Fort Collins as a nationally recognized arts and cultural destination.

Choices

A—Arts and Culture

INTEGRATION / INTERNATIONAL CULTURE

How much should the City increase emphasis on arts and culture and contribution to the economy, neighborhood livability, and diversity—beyond the Arts in Public Places Program? Should the City increase its role in encouraging private arts programs (e.g., fairs, events, shows, etc.), attracting artists, fostering the creative culture, and promoting using the arts as an economic driver? Should the City promote and publicize international and multi-cultural programs? And, should the City increase citywide access to arts and participation and in public improvement urban design projects?

FUNDING

What should be the City’s role in continuing resourcing and funding of arts and culture organizations, programs, and facilities? (e.g., Community members have suggested a Scientific and Cultural Facilities District (SCFD) around the Discovery Center/Museum and river district, like the Denver model.)

B—Park and Recreation

PARKS AND MULTI-PURPOSE OPEN SPACE

As densities increase, especially in redeveloping areas, parts of the City that are currently well-served by the existing parks network may become overloaded. Should the City consider new types of parks that are more urban and that might serve seniors and other aspects of our changing population? Should the Plan promote future multi-purpose open spaces that could also serve for stormwater management, recreation purpose, and bring natural qualities into the City?

YOUTH RECREATION PROGRAMS

To what degree should the plan promote recreation centers (like the senior center) or enhanced arts, cultural, and recreational programming or events for youth (in coordination with Boys and Girls Club, Beet Street, etc.)?

Cross-Cutting Choices

- ✓ See the Economic Health choices related to Resourcing our Future and options for parks and recreation funding.
- ✓ See the Environmental Resources choices related to stormwater conveyance and partnerships.
- ✓ See Safety and Wellness choice related to active lifestyles.

TRANSPORTATION CHOICES

Foundation

The *Transportation Master Plan* and transportation chapter of *City Plan* contain far-reaching goals, policies, programs, and investments that contribute to both mobility and quality of life. However, the current funding forecasts severely limit continued progress toward those goals.

Key choices will determine what refinements or prioritization of community goals might be necessary. In addition, the major policy choices for transportation are highly interrelated to the new policy choices presented in other sections, especially Community and Neighborhood Livability, Economic Health, Environmental Resources, and Safety and Wellness.

Choices

The following list of key choices outlines a range of options that could be thought of as stops along the way to the ultimate network. They can also be described as “bookends,” ranging from the system and services as they exist today to the full implementation of the Master Street plan, Transfort Strategic Plan, Bike Plan, Pedestrian Plan, and Capital Improvement Plan (CIP) and beyond on the other end. These choices are not mutually exclusive and could be combined into sets of choices.

- **Re-sizing** - This choice would limit expansion of and/or reduce the existing transportation facilities and level of service to focus limited resources primarily on maintenance and critical system needs.
- **Incremental System Enhancements** - This set of choices would also focus primarily on maintenance and critical system needs, but would add a range of options to expand or reallocate the existing system, ranging from reshaping the City’s street standards to accommodate a broader set of travel modes; focusing future resources on specific travel corridors and activity nodes; shifting the balance of future resources towards the needs of a changing population.
- **Current or Expanded Long-Term Vision** - This choice would recommit to the current or new long-term multi-modal vision based

on the City’s current land-use projections as well as to address additional future land-use changes. These choices would need to be coupled with a new funding approach that could help ensure its viability.

(Note: No priority implied by the order of choices.)

A–SERVICE REDUCTIONS (RE-SIZING)

This choice would represent a reduction of the existing transportation services – actually pulling back on services like snow removal, street and trail sweeping, and re-striping, fixing critical issues only, with no expansion of roadway capacity, transit service, bicycle facilities, or pedestrian systems to fit within diminishing resources. Options within this choice could include blanket cuts across the City or reductions in specific areas or districts or by mode of travel.

B–RESHAPE EXISTING STREETS

This choice would necessitate rethinking streets and standards to emphasize lower speeds and encourage walking, bicycling, and transit modes in the existing cross-section of roadways and trails. It would mean limited roadway expansion to increase vehicle capacity, improve safety, or minimize delays. In addition it would focus on a quality transportation experience that supports the context of the place (e.g. infrastructure in activity centers emphasizes pedestrian, bicycle, and transit safety and comfort versus arterials which emphasize speed and automobiles) rather than the current set of street standards that apply universally throughout the City.

C–ENHANCED TRAVEL CORRIDORS/DISTRICT FOCUS

This choice would focus the majority of future transportation investments along Enhanced Travel Corridors, districts, or activity centers. Emphasis would be priority areas that are economically vital and need a catalyst for infill or redevelopment. The mix of auto capacity, transit, bicycle, and pedestrian investments in these locations would continue to occur with no major shifts in the current balance among modes or could include a different prioritization of modes within these corridors/districts.

D-VEHICLE ALTERNATIVES/TRAILS

This choice would focus some of future investment on adapting the transportation system, including trails, to meet the needs of the future (e.g., new trail design standards for commuter trails, for alternative smaller/new types of vehicles, more and enhanced bicycle use, and transit for youth, seniors, disabled, and low-income community members). Emphasis for improvements would be on adapting streets to serve new vehicle types and improving trail linkages and connections between the trail system and key destinations across the City. The choice is not mutually exclusive of other choices, it could be combined with other transportation choices.

E-SYSTEM MANAGEMENT

This choice would build on the current system management approaches (e.g., signal retiming, intelligent transportation systems, carpooling, employer programs). Emphasis would be on increasing the utilization of the existing facilities, managing demand at peak times, and improving transportation information systems. The choice is not mutually exclusive of other choices, it could be combined with other transportation choices.

F-ADOPTED LONG-TERM VISIONS

This choice would focus efforts on the adopted long-term Master Street Plan, Transfort, Bike, Pedestrian visions, and CIP and identifying new funding approaches to achieve these visions in a reasonable time frame. This choice would reflect continued pursuit of the existing values and blend of multimodal, freight, and auto related choices. Emphasis would be on achieving the current vision by focusing matching the available revenues to adequately resource this envisioned future.

G-EXPANDED AND ENHANCED LONG-TERM VISIONS

This choice would develop an expanded or enhanced versions of the currently adopted Master Street Plan, Transfort, Bike, Pedestrian visions, with similar values and blends of multimodal, freight, and auto related choices to serve the build-out land use scenario. Additional emphasis would be needed to identify revenues to adequately resource the expanded transportation future.

Potential Specific Topic Areas

GREAT STREETS = GREAT PLACES

How can the City improve the function and feel of our streets to create enjoyable and connected places for people of all ages and abilities? Explore the concept of “Green Streets” to expand the purpose of our transportation infrastructure from just moving people and vehicles to better serve a wide range of utility needs and environmental functions.

REGIONAL TRANSPORTATION CHOICES

To what extent should the City foster, support, and/or pursue regional multimodal connectivity? What sorts of policies and partnerships should the City explore and/or commit to? For example, more or less emphasis on regional trail and transit connections? Regional corridors and community gateways?

TRAIL LINKAGES

Should the City more fully integrate the system of multiuse trails for transportation (commuter) use? If further integrating, what new policies and design standards might be necessary for construction and on-going operations and maintenance (O&M) as well as funding implications? Where are links needed to activity centers, special districts, neighborhoods, and Enhanced Travel Corridors to support commuting/transportation trail use?

PARKING

What is the appropriate degree and type of parking management downtown as well as other areas (e.g., Enhanced Travel Corridors, special districts, neighborhoods that border activity centers, etc.)? What should be the role of the City versus the role of the private sector? What policy choices should be pursued? What partnerships should be explored?

TRANSIT

What is the appropriate role of the City in supporting/ promoting different types of public and private transit? What different transit types should Fort Collins explore (e.g., Bus Rapid Transit, street cars, paratransit, regional transit (bus and rail))?

TRANSPORTATION RELATED ENERGY USE

What is the appropriate role of the City in supporting/ promoting low carbon, low energy and fuel efficient transportation choices?

MODAL PRIORITY

What is the appropriate role of the City in supporting/ promoting pedestrian and bicycle improvements as a priority relative to transit, and auto related projects and programs? Should this apply citywide or be focused in neighborhoods, school areas, and activity centers?

TRANSPORTATION RELATED EMISSIONS

On-road mobile sources (e.g., vehicle tailpipe emissions) are the second largest contributor to greenhouse gas emissions and ground level ozone. Should City policies and programs place increased emphasis on reducing these emissions by reducing current single occupant travel demand or creating more current single occupancy vehicle capacity? Given limited resources, what is the appropriate balance? What is needed to ensure better alignment with City transportation policies and environmental policies?

Choices for Funding Transportation

The Resourcing Our Future community dialogue will address the City's pressing, immediate needs and a long-term vision for a stronger, sustainable community, including transportation, where a substantial shortfall exists today. The City has identified a minimum resource need of \$6.5 million annually to address pavement maintenance to keep streets in a condition that avoids higher costs associated with deferred maintenance and increased deterioration. The funding shortfall to address transit, bicycle, pedestrian, bridges, and other capital projects and on-going operations and maintenance is much larger.

The list below represent a range of types of potential funding choices and are not mutually exclusive. It is unlikely that there is one "magic answer" to provide the community's transportation resources. Solutions could involve a variety of potential combinations, indicated in A through D.

A-RELY ON INCREASED COST RECOVERY FROM NEW DEVELOPMENT TO COVER COSTS

This choice would explore the implications of having development pay a greater share of improvements and operations and maintenance.

B-CITY ADJUSTS LEVEL OF SERVICE STANDARDS CITYWIDE

This choice would assess the implications of having the City reduce level of service standards—for example in terms of pavement maintenance and/or mobility—recognizing that in challenging economic times a reduced level of service for all modes might be a way to balance needs.

C-CITY ADJUSTS LEVEL OF SERVICE STANDARDS BY DISTRICT TO HELP ACHIEVE SPECIFIC GOALS

This choice would assess options for the City to adjust standards, fees, and requirements specific to certain locations. For instance, development on the edges of the community might pay higher impact fees to account for greater impacts to the transportation system or because of greater distance from utilities. Conversely, more efficient locations may receive preferential funding for transportation investments. Level of service standards may be lower for autos and higher for pedestrian, bicycles, or transit service in activity centers as compared with less dense areas.

D-PURSUe ADDITIONAL REVENUE OPTIONS TO FUND THE TRANSPORTATION SYSTEM

This choice would pursue new options and mechanisms to fund both capital and on-going operations and maintenance costs needed to support and expand the transportation system. This choice is not mutually exclusive from other funding choices.

Cross-Cutting Choices

- ✓ See the Economic Health section related to funding choices.
- ✓ See the Environmental Resources section for choices related to grid infrastructure and air quality.
- ✓ See Community and Neighborhood Livability section related to core city and activity centers focus.

HIGH PERFORMING COMMUNITY

Foundation

This category is new—it was added at the end of Phase 1, as the project team began to realign the Plan Fort Collins vision with the Budgeting for Outcome categories. Consequently, it does not contain policy choices yet, but it includes some potential topics to be addressed, focusing on the process of governing and community interaction.

Potential New Topics

Sense of Community

Includes:

- World Class Community – where people will choose to live.
- Unified yet diverse community.
- Engagement reflecting the diversity of the community.
- Connections among people.
- Promoting self-sufficiency and the ability to age in place (e.g., Senior Housing).
- Not just design, but on-going maintenance.
- Range of services (single-person, elderly households).

Technology

Addresses:

- Access to technology infrastructure.
- Access across generations and cultures.
- Competitive advantage of technology.
- Multi-lingual options and infrastructure (e.g., that could benefit employers seeking to locate in the City).

Effective Local Governance

To address future form and role of local government in 25 years and beyond, including:

- Role of the City of Fort Collins government in implementing the vision.
- Effective structure of local government.
- Appropriate size of local government.
- Levels of engagement (e.g., role of Boards and Commissions and other public engagement).
- Government transparency.
- How to address challenges of multi-lingual population.

- Intergovernmental relations with other jurisdictions, such as Larimer County and neighboring cities.

Collaborative, Community-Based Problem Solving

Including:

- Civility in interactions among community members and between government representatives and citizens.
- Role of community members and organizations in implementing the vision.
- Increasing role of volunteers to accomplish goals.
- Best practices, adapted from other communities and from within our own community (e.g., UniverCity Connections, Pathways Past Poverty).
- Partnerships—public, private, and non-profit—to achieve the vision.

Cross-Cutting Choices

- ✓ See Health and Wellness choice related to diversity and community engagement.
- ✓ See the Community and Neighborhood Livability, neighborhoods and housing choices.
- ✓ The concepts of regionalism and partnerships appear in many of the sections.
- ✓ Sustainability relates to all the topics and is part of the triple bottom line approach to measuring choices, addressed in the next part of this outline.

4—Triple Bottom Line Evaluation

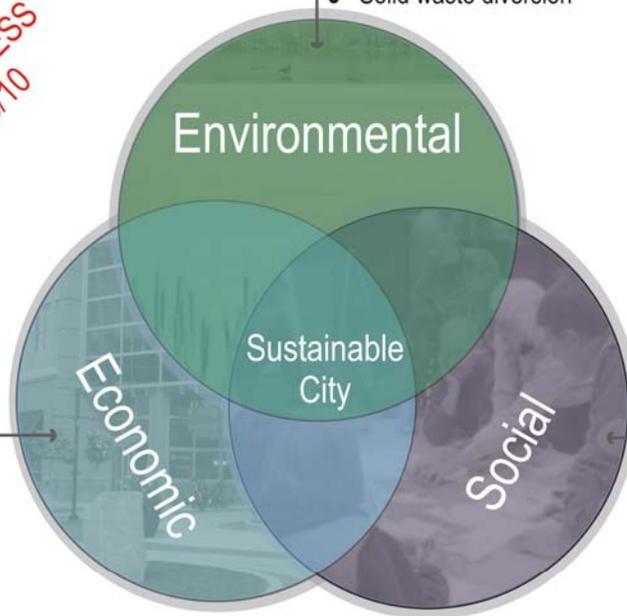
The planning team is currently developing a model to measure the triple bottom line outcomes of each of the policy choices. The model takes into account land use and Geographic Information Systems (GIS) data, the transportation model, and a cost recovery model customized for the City.



Triple Bottom Line Screening Indicators

*WORK IN PROGRESS
Draft - 05/18/10*

- Carbon emissions
- Energy consumption
- Stormwater runoff quality
- Water use per capita
- Air quality/mobile emissions
- Protected open space
- Wildlife habitat protected/restored
- Development efficiency
- Vehicle miles traveled
- Solid waste diversion



- Businesses and jobs (retained, new)
- Diversity of sectors
- Local business
- Retail mix
- Jobs-housing ratio
- Housing affordability
- Price of government services
- Revenues per capita
- Access to markets/freight mobility
- Life-long learning

- Fire and police protection
- Sense of community indices
- Public engagement/voting
- Facilities for physical activity (parks, trails, recreation)
- Proximity/access to health care (physical, mental)
- Agricultural lands/local food
- Self-sufficient households
- Housing unit mix
- Arts and culture availability
- Mobility/travel modes

Definitions

This section includes definitions for terms used in this outline. The planning team will be adding additional definitions for the public materials in June. In addition, *City Plan* has a much more complete glossary of planning terms that will be carried forward as part of the plan.

Activity Centers

Activity Centers, as defined in *City Plan*, are commercial centers that contain a mix of housing, retail, culture, arts and dining. They are intended to be vibrant, walkable, bicycle-friendly, livable places.

Carbon Emission / Footprint

The total amount of greenhouse gases caused by an organization, event, or product, usually expressed in equivalent tons of carbon dioxide (CO₂).

Compost

The purposeful biodegradation of organic matter (such as yard clippings and food waste) that decays into fertilizer.

Density

Density refers to the number of dwelling units per acre of residential land development. Some typical densities for various types of housing are: single-family is 3 to 5 units per acre, townhomes are 7 to 10 units per acre, and apartments are 10 to 25 units per acre (and higher).

District

A district is an area which is large in size and has a distinct purpose, such as the Downtown and CSU Campus areas. Districts, as referenced in this compilation of documents, are more general in nature, and are not intended to precisely correspond to existing or future zoning districts.

FortZED

Fort Collins Zero Energy District, is a set of active projects and initiatives, created by public-private partnerships, which uses Smart Grid and renewable energy technologies to achieve local power generation and energy demand management.

Greenfield

A greenfield is agricultural land or undeveloped site planned for future urban uses, such as commercial or residential.

Enhanced Travel Corridors

The purpose of an Enhanced Travel Corridor (ETC) is to provide multi-modal connections between two or more major activity centers. ETCs promote safe, convenient, and direct travel, with an emphasis on high frequency transit service and bicycle and pedestrian facilities. ETCs are intended to integrate with adjacent land uses to encourage transit ridership and the ability to walk or ride a bicycle.

Infill Development

The development of new housing or other buildings on scattered vacant sites in a built-up area.

Instream Flow

Water flowing in a stream or river to adequately provide for downstream uses occurring in the stream channel.

Paratransit

Alternative mode of flexible passenger transportation that does not follow fixed routes or schedules, usually in the form of mini-buses.

Resourcing our Future

The current City dialogue about how to address pressing, immediate needs and government services.

Stormwater

Water that originates during precipitation (e.g., rain and snow) some of which becomes surface run off that flows into storm sewers or surface waterways. Stormwater is of concern because of flood control and water pollution, due to contaminants that the water carries.