

City of
Fort Collins



Plan Fort Collins

PLAN SUMMARY
February 2011



innovate · sustain · connect

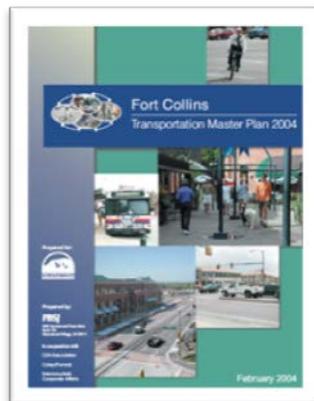
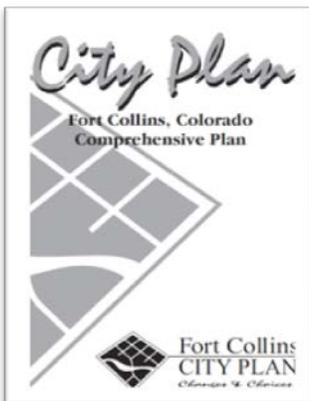
PLAN FORT COLLINS: 2010 UPDATE TO CITY PLAN AND THE TRANSPORTATION MASTER PLAN

TWO PLANS, ONE PROCESS

The name *Plan Fort Collins* refers to the integrated process to prepare major updates to two key documents: *City Plan* and the *Transportation Master Plan*.

City Plan is the comprehensive plan for the City of Fort Collins, and illustrates how we envision Fort Collins over the next 25 years and beyond, showing us how we can get there step by step.

The *Transportation Master Plan* (TMP) serves to document a bold vision for the long-term multimodal transportation system that will support the Fort Collins community well into the future. The TMP provides policy direction for decisions regarding the implementation of the transportation system to achieve the community's vision.



Plan Fort Collins is the 2010 Update to *City Plan* and the *Transportation Master Plan*. Both of these documents were originally adopted in 1997 and were last updated in 2004.

Plan Fort Collins allowed the City to maximize efficiency and share resources for public events and presentations. The 2010 update was prepared with extensive involvement from the City's Utility Service Area, leading to close integration of a variety of topics – energy, water, stormwater – that previous *City Plan* efforts had incorporated in a more cursory manner. Re-branding these two efforts as *Plan Fort Collins*, a more simplified, recognizable name, afforded even greater public awareness and understanding of the two projects. And like the shared name, the process to update the two plans was unified around the tenets of innovation, sustainability, and connections, so that the long range visions and policies for *City Plan* and the *Transportation Master Plan* would be mutually supportive and comprehensive.

PUBLIC PROCESS

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

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

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

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



Approximately 750 people attended the *Plan Fort Collins* kickoff event in March 2010.

ORGANIZATIONAL STRUCTURE

CITY PLAN

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



Economic Health



Environmental Health



Community and Neighborhood Livability



Safety and Wellness



Culture, Parks, and Recreation



High Performing Community



Transportation

In this plan summary the transportation section reflects the entire *Transportation Master Plan* and all of its components.

PLAN COMPONENTS

Vision

A vision reflects the community we desire to become in the future. *Plan Fort Collins* embraces a vision for a world-class community centered around three themes – innovate, sustain, connect.

Principles and Policies

The bulk of each topic-based chapter of *City Plan* and a chapter within the *Transportation Master Plan* are allocated to principles and policies. Principles provide general rules or directions for the City or community to follow, whereas policies specify a more definite course to follow for future decisions or actions.

Sustainability

In addition to sustainability being a core component of the community vision and planning process (see page 6 of this plan summary), the topic of sustainability is integrated throughout the plan documents. Each topic-

based chapter of *City Plan* features a section on how the topic relates to sustainability in the following ways:

- The topic's relationship to the economic, environmental, and human aspects of sustainability.
- A list of possible indicators that could be used to measure progress related to the topic.
- A summary table that details how the topic closely connects and relates to principles and policies in other chapters.

Action Plan

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

Amendments, Updates, and Monitoring Plan

These chapters include guidelines and procedures for plan updates and revisions, and recommendations for a monitoring program to ensure that the plan is both implemented and effective.

TRANSPORTATION MASTER PLAN

The 2010-II *Transportation Master Plan* (TMP) provides the highlights for each element of the TMP and provides connections to the transportation information available; it does not embed all of the information in the document. The plan provides high level summaries to describe the new directions that have come forward during this update with direction to more detailed information for further reference as needed by various internal and external customers of the TMP over time. The intent is to make the TMP an easy reference guide and living document for City staff, Board, Commissions, and City Council, as well as the community at-large.

Key sections contained within the TMP include:

- Vision, Principles, and Policies (also reflected within the Transportation chapter of City Plan)
- Special Focus Areas
- Pedestrian Plan
- Master Street Plan
- Capital Improvements Plan
- Bicycle Plan
- Transport Strategic Plan

FORT COLLINS THEN, NOW, AND BEYOND

It was not long ago that Fort Collins was a small community, centered on Old Town and its neighborhoods. In the last 50 years the city has grown from 25,000 people in 1960 to about 140,000 people in 2010. Think how much the community has changed—how we conduct business, recreate, travel, live, and interact with the broader region and beyond. Now anticipate what kinds of trends might influence our future 50 years from now. What kind of jobs will people have? How will we travel? How will our lifestyles change? How will changes in our population affect City recreation, cultural services, and programs? How will neighborhoods and buildings adapt to meet a changing population? Will the City be called on to provide new services, or reduce or change others? Following is an overview of trends that will influence Fort Collins in the future.¹

NATIONAL AND REGIONAL GROWTH TRENDS

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

DEMOGRAPHIC SHIFTS

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

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



What trends will influence Fort Collins in the future?

RESOURCE LIMITATIONS

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

COMMUNITY VISION

INNOVATE, SUSTAIN, CONNECT

A vision represents a desired future as defined by the community. Three major themes of *Plan Fort Collins* provide direction for the vision for the next 25 years and beyond: **Innovate, Sustain, and Connect.**

Innovate

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

Sustain

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

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

Connect

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

VISION FOR A WORLD CLASS COMMUNITY

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

WHAT WILL IT TAKE TO BECOME A WORLD CLASS CITY?

Quality of Place

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

Great Facilities and Institutions

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

An Educated, Creative Workforce

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

Sense of Community

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

WHAT DOES SUSTAINABILITY MEAN FOR PLAN FORT COLLINS?

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

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

Systems Approach

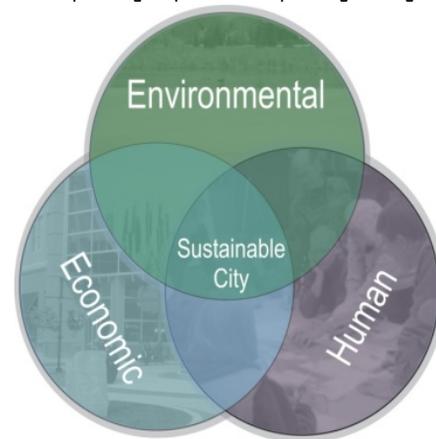
Plan Fort Collins recognizes that principles, policies, strategies, and actions should not be developed and implemented in isolation from one another or work at cross-purposes. Throughout the update process, the project team used and encouraged systems thinking to recognize and emphasize the interrelationships among the plan components. As a result, *Plan Fort Collins* highlights the interrelationships between topics throughout the plans, from broad topic areas to specific principles and key policy choices. In this context, sustainability functioned as a unifying concept—a way to integrate and connect topics across City service areas and departments, and throughout the community to explore options to address current and future needs efficiently and effectively.

Triple Bottom Line Analysis

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

Continuous Improvement

In order to be effective, planning must not be static but rather always dynamic, incorporating a process of planning, taking action, checking



progress, and acting to change course where needed. While the City generally has a continuous improvement model already in place, this update of *Plan Fort Collins* establishes a more effective framework for decision-making and continuous improvement by creating stronger links between monitoring tools and indicators, ongoing plan refinements and policy adjustments, and implementation. As illustrated by the diagram below, *Plan Fort Collins* advocates such a continuous improvement model, whereby the City monitors and adjusts its actions over time to move toward its desired vision.



A continuous improvement model that incorporates monitoring and adjustments.

ECONOMIC HEALTH

VISION

A healthy and resilient economy:

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

NEW IDEAS AND DIRECTIONS

Most principles and policies in this chapter of *City Plan* find their origins in the adopted *Economic Action Plan (2005)*. New topics addressed in each sub-section are as follows:

Economy

- A balanced and targeted approach to business retention, expansion, incubation and attraction.
- A proactive role of the City in supporting the economic health of the community. Partnership building with local and regional organizations and the private sector to further enhance economic health.
- Diversifying the local economy by focusing on new job creation, leveraging the unique Fort Collins brand, and evaluating opportunities for diversifying the City's revenue sources.
- Supporting the retention and recruitment of businesses that have a high impact on sales tax generation, and programs that encourage residents to spend locally first.
- Developing fee schedules for redevelopment that are fair and equitable and account for differences between redevelopment and greenfield development.



The economy policies emphasize job creation within the five adopted Targeted Industry Clusters, including: Clean Energy, Water Innovation, Bioscience, Technology, and Uniquely Fort Collins. Industry clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters also include the institutions and professional organizations that provide research assistance and support to the industry. For instance, the Bioscience Cluster is comprised of 45 companies and close associations with Colorado State University.



The Rocky Mountain Innovation Initiative (RMI2) building (currently under construction) will incubate, support and accelerate the success of innovation-based startup companies in Northern Colorado.

ENVIRONMENTAL HEALTH

VISION

A healthy and sustainable environment:

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

- Increased support for community horticulture, including community gardens and other horticultural projects.

Energy

- Increased emphasis on energy conservation for new buildings as well as existing buildings.
- Pursuing efforts to modernize the City's electrical grid.



Environmental resources policies emphasize pursuing partnerships and opportunities for multi-functional open lands. The Canal Importation Ponds and Outfall (CIPO) Drainage Improvement Project, shown above, is an example of such partnership that will reduce flooding risk, improve water quality, and restore and enhance the Red Fox Meadows Natural Area.

NEW IDEAS AND DIRECTIONS

Previous versions of *City Plan* addressed some topics related to environmental resources including open lands, wildlife habitat, air quality, water quality, resource conservation, waste management, and the Cache la Poudre River. The Environmental Resources chapter carries forward and updates many of those existing goals and policies. Moreover, it integrates them with new ideas from the City's Utilities for the 21st Century initiative, *Climate Action Plan*, *Land Conservation and Stewardship Master Plan*, and many other adopted plans and policies related to the natural environment and City utilities. Major subsections and new topics addressed in the principles and policies within each subsection include:

Open Lands

- Pursuing new opportunities for partnerships between Stormwater, Parks and Recreation, Transportation, and Natural Areas, to acquire and manage open lands for multiple uses.
- Pursuing opportunities for Stormwater, Parks and Recreation and Natural Areas to partner on stream restoration and water quality projects.



Air Quality

- Additional emphasis on air quality, based on concepts coming from the City's *Air Quality Policy Plan* update, including regional coordination, ozone compliance, and alternative and efficient transportation fuels and vehicles that improve air quality.

Climate Change

- Incorporating policy directions from the City's *Climate Action Plan*, integrating strategies to adapt to a changing climate into City operations, and promoting climate adaptation actions in the community.

Waste Resources Management

- Increased emphasis on providing the community with information and education about waste management, including waste reduction, diversion, and proper disposal.
- Focus on composting, economic use of waste stream, and energy production.



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

Stormwater and Flood Management

- Protecting and restoring the natural function of watersheds and streams.
- Focus on Low Impact Development approaches to stormwater management.

- Increased emphasis on multi-functional stormwater facilities.
- Use of the street right-of-way for stormwater management ("green streets").



The image above illustrates the use of excess road width to convey, treat and possibly detain stormwater reducing the need for larger pipes and larger dedicated stormwater treatment facilities.

Water Resources

- New focus on monitoring and evaluation of changes to state and federal regulatory requirements in order to anticipate the effect of these changes on operational costs.

Poudre River Corridor

- Emphasis on supporting a healthy river ecosystem that is ecologically resilient i.e., a river ecosystem that has the capacity to persist and adapt over time in the face of natural and human-caused challenges.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

VISION

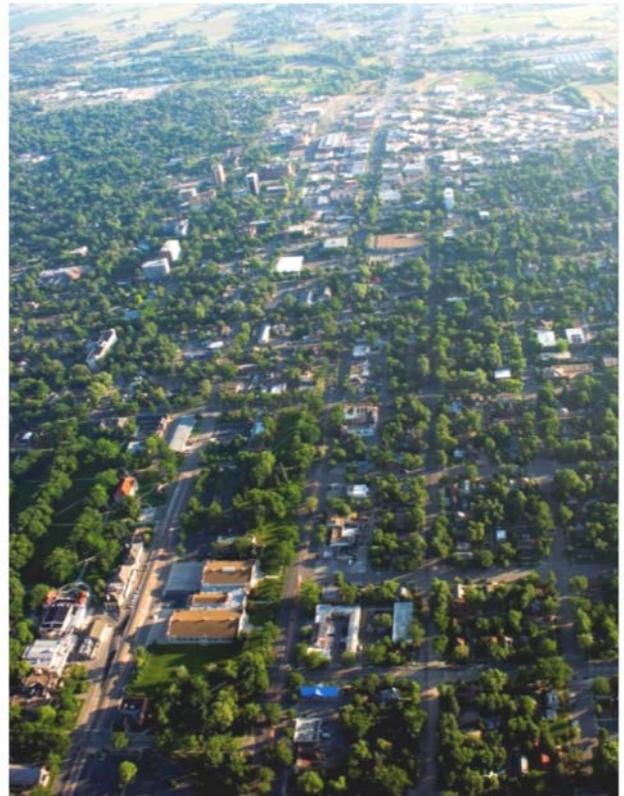
A high quality built environment:

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

NATURE VISIBLE AND ACCESSIBLE IN THE CITY. NEW IDEAS AND DIRECTIONS

The Community and Neighborhood Livability chapter continues the shift of policy emphasis that began in the 2004 update of *City Plan* from managing the outward expansion of the edges of the community to managing appropriate infill and redevelopment of strategic areas. This emphasis highlights the critical importance of the “spine” of the community (College Avenue and the parallel Mason Corridor) and the other major activity centers. The major sub-sections of Community and Neighborhood Livability are: Growth Management; Infill and Redevelopment; Housing; Community Appearance and Design; Historic Preservation; Noise Pollution Mitigations; City Structure Map; Neighborhoods; Districts; Edges; and Corridors. The principles and policies generally reflect those in the adopted *City Plan* or in other adopted plans.

New topics addressed in the principles and policies within each sub-section are as follows:



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

Infill and Redevelopment

- Encourage redevelopment and infill in Activity Centers and Targeted Infill and Redevelopment areas identified on the *Targeted Infill and Redevelopment Areas Map*.

Housing

- Maintain current funding and programs for affordable housing.
- Increase the water and energy efficiency of new housing and upgrade existing ones.



The housing principles and policies emphasize a variety of housing types and densities for all income levels throughout the community.

Gateways

- More specific new ideas and policies about locations and the kinds of elements that should be considered in the design of gateways.

Landscape Design

- New ideas and policies for integrating natural features, landscapes, and settings into the design of new development and capital projects, and emphasis on low maintenance landscapes.

Districts

- Heightened emphasis on commercial districts having a mix of uses and features that encourages pedestrian, bicycle, and transit activity, and reinforce the identity of the District.
- Emphasis on creating inviting destinations for surrounding neighborhoods, and focusing on building scale, buffering, design and placement of uses in relation to adjacent neighborhoods.



The principles and policies for commercial districts emphasize a mix of uses in an attractive and pedestrian-oriented setting.

CITY STRUCTURE PLAN MAP

The *City Structure Plan Map* provides direction about where the city will change over time – how to grow, where to develop, and how to shape growth so that it benefits overall quality of life. The City Structure Plan Map and its accompanying districts, neighborhoods, edges and corridors are shaped by the following key themes:

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

Key revisions to the *City Structure Plan Map* include:

- Revised and additional Enhanced Travel Corridors (ETCs) – see *Transportation Master Plan* for greater details on ETCs.
- Consolidation of the former “Open Lands, Parks, Stream Corridors” and “Poudre River” designations into one category, “Open Lands, Parks, and Water Corridors.”
- Updated land use designations in the area near the northwest corner of Interstate 25 and State Highway 392 (Carpenter Road) to reflect the framework plan contained in the *I-25/SH392 Interchange Improvement Plan*.

INFILL AND REDEVELOPMENT MAP

The *Infill and Redevelopment Map* shows areas where infill and redevelopment is expected to occur in the future. The map identifies existing and future activity centers, and also denotes targeted activity centers and redevelopment areas – places where infill and redevelopment will be encouraged and targeted for public and private investment. Major updates to this map are proposed in order to align with community feedback and requests for a map that emphasizes infill and redevelopment activities along the City’s “spine” and in key activity centers.



SAFETY AND WELLNESS

VISION

A safe and healthy community:

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

NEW IDEAS AND DIRECTIONS

The Safety and Wellness chapter is a new section of *City Plan*. The major sub-sections of Safety and Wellness are: Community Safety and Community Wellness. Topics addressed in the principles and policies in this chapter include:

Community Safety

- Emphasis on fostering a safe community through police, fire, and emergency management services (EMS).

Community Wellness

- Supporting opportunities for residents to lead healthy and active lifestyles through recreation, physically active transportation (such as walking and biking), and coordination of local health organizations.
- Increased emphasis on locally-produced food.



The wellness policies address enforcement of health and safety ordinances, coordination with health and human service providers, and providing opportunities for citizens to lead active lifestyles, through parks, trails, recreational facilities, and active transportation options.



The safety policies emphasize maintaining a safe city through continued police, fire, and emergency management, neighborhood involvement, and safety through design.



Community gardens and markets help to increase options and availability of healthy and local food options.



CULTURE, PARKS, AND RECREATION

VISION

A diverse range of cultural and recreational options:

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



Arts and cultural events such as Downtown concerts can help enhance the identity of Fort Collins and attract visitors.

NEW IDEAS AND DIRECTIONS

Some of the ideas in this chapter are carried forward from previous iterations of *City Plan*, although most have been updated to reflect the adopted *Cultural Plan* and *Parks and Recreation Policy Plan*. The major sub-sections of the Culture, Parks, and Recreation chapter are: Arts and Culture; and Parks and Recreation. The principles and policies in this chapter address:

Arts and Culture

- Promote, encourage, and stimulate cultural growth and participation through cultural facilities and programming; public art; and acquisition and display of arts and artifacts.
- Employ arts and culture as an economic driver for the community and Downtown.
- Encourage partnerships to improve opportunities for learning and expanding creative industries employment base.
- Support opportunities for arts education programming.

Parks and Recreation

- Provide a variety of high quality recreation opportunities as identified in the *Parks and Recreation Policy Plan* (2008).
- Use best practices management for the maintenance of parks and recreation facilities.
- Interconnect local and regional systems of parks, trails and open lands. When appropriate, use irrigation ditches and stormwater drainageways to connect existing trails to neighborhood and community destinations.
- Forge public and private partnerships to provide a comprehensive system of parks, open lands, and outdoor spaces.
- Adapt facilities and programs to meet the needs of a changing population and community (e.g. aging population).
- Continue partnerships to provide multi-purpose parks and open lands.



HIGH PERFORMING COMMUNITY

VISION

A city of choice:

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

NEW IDEAS AND DIRECTIONS

This is a new chapter of *City Plan*. The major subsections of High Performing Community are: An Active and Engaged Community, Effective Local Governance, and Communications and Technology. The new ideas include:

Active and Engaged Community

- Encourage volunteerism and community service.
- Promote the qualities that make Fort Collins a choice city.

Effective Local Governance

- Promote acceptance, inclusion and respect for diversity.
- Serve as a model and encourage respectful and open dialogue.
- Forge partnerships between the City and other groups.
- Ensure responsiveness and transparency in government operations.
- Ensure effective boards and commissions.
- Implement continuous improvement in the City organization.
- Strive to balance desired service levels against changing costs, and provide clear information about the budget.

Communications and Technology

- Seek feedback from the public using a wide range of methods; and, explore new communication technologies.



The effective local governance policies stress collaboration and partnerships to resolve problems and maximize efficiency and innovation.



The communications and technology policies stress employing various options for communicating with and soliciting feedback from citizens, and exploring the feasibility and benefits of future communications technologies. The City of Fort Collins Facebook page (above) is gaining popularity as a new way for citizens to interact with local government.

TRANSPORTATION

VISION

A connected community:

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

NEW IDEAS AND DIRECTIONS

The updated draft TMP document includes recommendations for updated vision, principles, policies, and proposed implementation strategies. The intent is to organize the TMP subject areas to align with the City's Budgeting for Outcomes Transportation goals based on the Transportation results map:

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

In addition to the vision, principles and policies, key sections contained within the TMP include:

- Master Street Plan
- Special Focus Areas
- Pedestrian Plan
- Bicycle Plan
- Transport Strategic Plan
- Minor update areas include parking, aviation, and regional connections
- Capital Improvements Plan

MASTER STREET PLAN

The process for the 2010-II update of the Master Street Plan (MSP) is different than previous TMP updates. There are several proposed amendments that reflect built alignments, approved development plans, and Colorado Department of Transportation studies. Other locations have been selected for additional evaluation during the update to the MSP. Each of these locations is being evaluated to understand the impact of changing the functional classification (e.g. two-lane arterial, collector) of



The transportation vision, principles, and policies emphasize multiple modes of safe, affordable, easy, and convenient travel to ensure mobility for people of all ages and abilities.

the streets. The evaluation was completed using the Triple Bottom Line indicators, the regional travel demand model, and input from City staff, the public, the transportation subteam, the Bicycle Advisory Committee, Planning and Zoning Board, Transportation Board, and City Council. There are 14 locations being evaluated to understand the impact of rightsizing the street classification or grade separation designations. One of the major outcomes of the 2010-II update is that no locations indicate that the current MSP classifications should be expanded to widen the roadways beyond their current planned street classification. For example, there

are not any street classifications that are proposed to increase from a four lane arterial classification to a six lane arterial classification.

In some cases, the update process is proposing to reduce the classification for specific street segments on the MSP. For example, Lincoln Avenue between Jefferson Street and Lemay Avenue, the project team is proposing that this segment of Lincoln Avenue be downgraded from a four lane arterial street classification to a two lane arterial street classification. It is important to note that the proposed amendments to the MSP network will continue to provide adequate transportation capacity for the City's short term and long-range travel needs.

The update also provides a new overlay map to proactively designate locations where the Larimer County Urban Area Street Standards (LCUASS) regulations may require revisions to achieve the vision of Enhanced Travel Corridors, reshaping street, and alternative vehicles & trails. These corridors may need to do more to address the street's adjacent land uses or better fit the unique needs of the area (Downtown, North College, Lincoln, etc.) as well as service all modes of transportation (cars, bikes, pedestrians, transit, freight, parking, etc.).

SPECIAL FOCUS AREAS

Enhanced Travel Corridors

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

The City's current ETCs include:

- Harmony Road (from I-25 to Front Range Community College [FRCC] - the Harmony Corridor is being extended from Mason Corridor to the west to connect with FRCC)
- College Avenue/Mason Corridor (Downtown to approximately ½ mile south of Harmony Road)
- Mountain Vista/North College Corridor (from Downtown Transit Center to Mountain Vista)
- Timberline Road/Power Trail (from Harmony Road to Mountain Vista)

The new, long-term ETCs proposed include:

- Prospect Road (from CSU/Mason to I-25)
- West Elizabeth Street

Reshaping Streets

Reshaping streets is an idea that emerged to create streets that fulfill the triple bottom line goals of economic, human, and environmental sustainability. In addition, focus shall be on a quality transportation experience that supports the surrounding context. For example, street design in activity centers could emphasize pedestrian, bicycle, and transit safety and comfort while street design in other locations could emphasize travel time and automobile mobility.



The photo simulation at right illustrates a hypothetical street reshaping project to emphasize pedestrian and bicycle safety and comfort, in combination with a new landscaped median to treat and convey stormwater.

Alternative Vehicles and Trails

A variety of new vehicle types have sprung into the market since the 2004 updates to the City's planning efforts. Scooters, mopeds, longboards and skateboards have become increasingly popular vehicles for getting around Fort Collins. Additionally, electric assist bicycles have helped people embark on longer bicycle commutes and try bicycling again.

Currently, the City does not provide specific locations for new alternative vehicle types to travel. Clarifying where alternative vehicle travel could be appropriate in Fort Collins includes a distinction between commuter trails and trails in natural areas. Trails in natural areas will continue to focus on recreational activity and minimize impacts to sensitive natural areas and wildlife habitat. Commuter trails and streets will be considered for redesign to incorporate new vehicle types while respecting the variety of existing trail users.

To accommodate new vehicle types, new standards and/or regulations and policies, as well as educational and awareness programs, may need to be created. To create appropriate locations and policies for all vehicle types, a variety of factors will need to be considered. When developing new standards, considering vehicle speed, weight, licensing, crashworthiness, and safety education will be critical to creating a safe travel environment for everyone moving around and through Fort Collins.



A variety of new alternative vehicle types have entered the market since the last update to the Transportation Master Plan.

PEDESTRIAN PLAN

First developed in 1996, the Pedestrian Plan addresses citywide pedestrian needs like gaps in the sidewalk, safer ways to cross the street and better ramps at street corners. The Pedestrian Plan outlines issues and proposes solutions to problems for pedestrians; the ultimate goal is to create safe, easy, and convenient pedestrian travel for all members of our community. The update to the Pedestrian Plan is part of the *Plan Fort Collins* process, including updates to *City Plan* and the *Transportation Master Plan* in 2010-11. It has been almost 15 years since the 1996 plan, and new thinking and techniques have evolved.

Pedestrian Level of Service

The City of Fort Collins has level of service (LOS) standards for each travel mode including motor vehicle, public transit, bicycle, and pedestrian. As part of the 2010-11 update to the Pedestrian Plan, the Pedestrian Level of Service was evaluated to ensure that it still meets the needs of the City of Fort Collins. After evaluating the Pedestrian LOS against several other Pedestrian LOS methodologies, City staff determined that the majority of the existing Pedestrian LOS is still relevant and will continue to be used. The sections of the Pedestrian LOS that relate to unsignalized and mid-block crossings are being updated to more accurately reflect the City's strategies for implementing these types of crossings. The Pedestrian LOS will retain the five criteria that were previously developed. These areas are:

- 1) Directness
- 2) Continuity
- 3) Street Crossings (Signalized only)
- 4) Visual Interest and Amenity
- 5) Security

Crosswalk Identification Tool

An Excel-based treatment-identification tool will accompany the Pedestrian Plan. Based on research from the National Cooperative Highway Research Program and Federal Highway Administration, among other best practice documents, the tool provides guidance about the type of treatments appropriate on various streets and under various conditions. Preferred and enhanced options are provided for signalized locations, stop-controlled locations, and uncontrolled locations. While the

strategies reflect best practices and local priorities, the guidance is not meant to replace engineering judgment. Each situation is unique and pedestrian safety improvements must be selected on a case-by-case basis. Potential education and enforcement strategies are also included to complement the engineering strategies and provide a comprehensive approach to improving pedestrian safety in Fort Collins.

The tool uses simple inputs from a field survey such as number of lanes, posted speed, and average daily traffic, to provide a candidate crosswalk treatment at mid-block and uncontrolled locations. The tool is meant to complement but not replace engineering judgment.

Pedestrian Facilities Plan Map

As part of the 2010-2011 Pedestrian Plan update, the Pedestrian Facilities Plan map (PFP) is being updated to reflect changes to the original map developed in the 1996 Pedestrian Plan document. This updated PFP map incorporates layers from the 1996 Plan map, the Plan Fort Collins Targeted Infill and Redevelopment Areas map, City Plan Structure Plan map, Enhanced Travel Corridors map, and the Pedestrian Demand Management map.

The Pedestrian Facilities Plan map is used for applying the LOS standards to different locations in the City. There is one set of LOS measurements for all pedestrian facilities. However, acceptable LOS thresholds vary by type of activity area. It would not be logical to require the same LOS standards everywhere. As an example, the needs and standards for a downtown area which is highly pedestrian-dependent, is significantly different in character and need than an outlying industrial area. Therefore the Pedestrian Facilities Plan has been developed to identify the existing and anticipated pedestrian activity areas from which to assign LOS Standards. There are five pedestrian activity areas defined on the map.



The purpose of the Pedestrian Plan is to promote a pedestrian-friendly environment that will encourage the choice to walk for visitors, students, and residents.



IMPLEMENTATION

Capital improvement Plan

Like the overall TMP update, the transportation Capital Improvement Plan (CIP) is being updated using an inter-disciplinary team and “triple bottom line” approach that includes environmental, economic, and social factors as project prioritization criteria in conjunction with the traditional transportation criteria. The TMP update organizes the Vision, Principles, and Policies in a logical, concise manner that allows easy identification of pertinent criteria. Each criterion directly supports the evaluation of one or more policies. For example, the list of project prioritization criteria for street projects will include typical criteria such as travel time, Level of Service data, safety data, etc. It will also include new criteria such as cost for capital and operations/maintenance, regional connectivity, economic development and partnership/leverage opportunities, air quality benefits, impact to natural areas and other environmental considerations, plus factors such as context sensitivity and access for special populations. The project team is in the process of developing updated criteria to support each of the Vision, Principles, and Policies in the TMP. Through this process a number of “new” ideas have emerged, including:

- Development of new criteria for each project category to reflect the Triple Bottom Line approach
- Establishing more direct connection between the CIP criteria and the TMP Vision, Principles, and Policies
- Developing a cross-cutting short-term CIP project list (five to six years)
- Implementing a two-year update cycle to more regularly update the project list
- Development of an improved CIP project evaluation tool

Measuring Progress

The 2010-II update is coordinating and updating the performance management system with *Plan Fort Collins* and *Transportation Master Plan* evaluation. The effort is intended to ensure consistency and identify new metrics to address triple bottom line areas of emphasis. As part of this effort for the TMP update, City staff compiled a list of all of the transportation related data that is being collected by City departments. These data sources can be used to measure the progress of the TMP with more detail than the current BFO indicators provide. The FC Moves program is not intended to replace the BFO outcomes or Community Scorecard. Rather, it is intended to provide more detailed feedback on the progress being made toward the TMP vision.

ACTION PLAN

The Action Plan sets forth key actions and strategies to implement and achieve the vision of *Plan Fort Collins*. The Action Plan is comprised of two main components: Priority Actions and Strategies, and Catalyst Projects, described in detail in the following sections.

PRIORITY ACTIONS AND STRATEGIES

Included in this document is a sampling of some of the high-priority actions and strategies identified within the plans. They are organized into three key time frames:

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

Please refer to the full draft plans for a complete list of action strategies.

IMMEDIATE ACTIONS

- Update the Transportation Capital Improvements Plan and Master Street Plan.
- Consider revisions to the Land Use Code.
- Adopt amendments to “green” the 2009 International Building Codes.
- Align the *Air Quality Plan* with updated *Plan Fort Collins* documents.
- Develop and evaluate a “Reshaping Street” case study along LaPorte Avenue from Howes to Wood Street.
- Form new interdepartmental teams to explore opportunities and address issues related to multi-purpose open lands, watershed protection and stream restoration, redevelopment and infill, and new vehicle types and fuel sources.

NEAR-TERM ACTIONS

- Update related plans and policies: *Economic Action Plan*, *Harmony Corridor Plan*, *Downtown Parking Plan*, *Water Supply and Demand Management Policy*.
- Develop a Citywide Capital Improvement Plan.
- Update the Master Street Plan Classifications and related Larimer County Urban Area Street Standards to address needs for more context-sensitive design elements.
- Review and amend the Land Use Code to address issues including neighborhood transition and compatibility

standards, barriers to infill and redevelopment, and Transit-Oriented Development Overlay Zone standards in the Midtown area.

- Adopt the Urban Drainage and Flood Control (UDFCD) rules to provide flexibility for infill and redevelopment and standardize requirements.
- Develop a Plan Monitoring Program.
- Coordinate with Colorado State University, Front Range Community College, and others to develop a plan that identifies future locations and other desirable characteristics of future student housing development.
- Develop an on-bill financing option for energy efficiency improvements and income-qualified incentives for energy efficiency upgrades.
- Convene a representative group of Boards and Commissions members to assess and suggest improvements to Boards and Commissions processes.
- Expand education campaigns about reducing waste at the source.

LONGER-TERM ACTIONS

- Update related plans and policies: *Climate Action Plan*, *Energy Policy*, *Land Conservation and Stewardship Master Plan*, *Transportation Capital Improvement Plan*, *Transport Strategic Plan*, *Fort Collins/Loveland Airport Business Master Plan*
- Develop design standards for three I-25 gateways (Prospect, Mulberry, and Mountain Vista).
- Consider amending the Pay-as-you-throw system to include all commercial customers.
- Design and implement a “Green Street” demonstration project.
- Support development of an Arts Council to serve as a “chamber of commerce” for the arts and culture industry.
- Develop real-time energy use displays in public buildings and provide for Light and Power vehicle charging capability in new City buildings.
- Improve streetlight efficiency.
- Invest in infrastructure and promote and support the use of alternative fuels and vehicles.

CATALYST AREA CASE STUDIES

INTRODUCTION

During the *Plan Fort Collins* process, project team members identified areas throughout the City that have the potential to “showcase” opportunities to embrace the *Plan Fort Collins* vision themes --- Innovate, Sustain, and Connect. Through a combination of public and private actions that complement and build upon one another, these areas have the potential for lasting, desirable change. Catalyst areas are viewed as places for ongoing and new public and private sector initiatives that use a multi-disciplinary and triple bottom line approach, addressing economic, environmental and social factors in a balanced manner. While each area requires City and private sector engagement, *Plan Fort Collins* focuses on City actions that can inspire private sector response and create catalytic change.

The intent of this section of *City Plan* is to identify areas that are positioned for catalytic change, and to use several case studies as examples to illustrate how change might occur in a synergistic manner. The timing and pace of activity in these areas will ultimately be determined by market forces, community interest, and City and private sector investment.

There are multiple areas and projects that can be viewed as catalyst areas throughout the city. The planning team initially identified 12 areas, and others may surface during the plan review process:

- Downtown hotel/convention center area
- Foothills Mall area
- Fort ZED
- Harmony/College area
- Highway 392/I-25 Gateway
- Lincoln Avenue Area
- Mason Corridor
- Mountain Vista
- Mulberry/I-25 Gateway
- North College area
- Prospect/I-25 Gateway
- South College Corridor

For purposes of illustrating the concept of how a triple bottom-line approach could be applied to suggest how beneficial change might occur in these areas, the project team selected three project areas to serve as case studies: FortZED, Lincoln Triangle Area, and Mason/Midtown Corridor. A brief overview of these case studies is provided on the following pages.

FORTZED

Led by Fort Collins Utilities, UniverCity Connections, and the Colorado Clean Energy Cluster, FortZED’s mission is to transform the downtown area and the main campus of Colorado State University into a model net Zero Energy District through conservation, efficiency, renewable sources and smart technologies. FortZED will foster local innovation and entrepreneurship, and complement the City’s adopted Climate Action Plan and energy policy. . The FortZED district encompasses approximately two

square miles that includes downtown Fort Collins extending from the Poudre River on the north and extending south and west to the campus of Colorado State University (see area map). A large portion of the homes and businesses within the FortZED district are historic and many have been or will be renovated and/or restored, making the area an attractive location for catalytic change.



The FortZED Steering Committee oversees a range of existing projects in various stages of completion and is also charged with creating the long-term strategic plan and associated new projects for realizing the FortZED vision. Existing projects include the Jump Start Project, Community Energy Challenge, Smart Grid Investment Grant Project, and Public Buildings Project.

LINCOLN TRIANGLE AREA

The Lincoln Triangle Area contains a rich mix of historic and new development as well as substantial vacant and underdeveloped parcels. Within the area there are opportunities to showcase the area’s rich history and culture, strengthen residential neighborhoods, expand housing opportunities in appropriate locations, leverage and build on existing economic activities, link to and enhance the Poudre River corridor, and improve circulation and enhance connections between the area and Downtown.

It is a triangular area on the north side of Fort Collins, generally bounded by Riverside Avenue/Jefferson Street on the west, Lincoln Avenue on the South, South Lemay Avenue on the east, and East Vine Drive on the north.



MASON/MIDTOWN CORRIDOR

The Mason Corridor is a five mile north-south byway within the city of Fort Collins which extends from Cherry Street on the north to south of Harmony Road. The corridor is centered along the Burlington Northern Santa Fe Railway corridor, located a few hundred feet west of College Avenue (US 287).

The Mason Corridor will link major destinations and activity centers along the corridor including the Downtown commercial, cultural, and business centers, Colorado State University, Foothills Mall, and South College retail areas. Additionally, regional transit connections such as the FLEX regional transit route will link to the Mason Corridor.

The Mason Corridor is much more than the sum of the many transportation improvements: its primary goal is to support economic development, encourage active lifestyles, and connect our community's primary activity centers such as Downtown, CSU, Midtown, and many neighborhoods.

To further the vision of the Mason Corridor, the City completed the first redevelopment study of the College Avenue retail corridor, as a natural extension of Mason Corridor. The study represents the beginning of a forward-looking conversation about the future of Midtown: one that is grounded in real estate economics, and addresses community aspirations.

The Mason/Midtown Corridor represents a valuable opportunity for the positive evolution and reinvention of the area. Opportunities in the area include revitalization of the Foothills Mall and the Midtown retail and commercial corridor, increasing multi-modal transportation options with the existing bike/pedestrian trail and future Bus Rapid Transit (BRT) system, improving connectivity to other destinations and the region, and fostering public and private partnerships.



The future Mason Corridor Bus Rapid Transit (BRT) system will connect the new South Transit Center, south of Harmony Road, to Downtown. Along the Mason/Midtown corridor, the Transit Oriented Development (TOD) Overlay zone district is intended to incentivize higher density, pedestrian-friendly mixed use development along the BRT corridor, with particular emphasis at station areas.



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