



# PRINCIPLES & POLICIES

City Plan establishes the overall policy foundation for the City of Fort Collins. This chapter includes principles and policies for each of the seven outcome areas. These principles and policies should be used as a reference as questions arise or when general guidance is needed about the City's policy on a particular topic during day-to-day decision-making. Supporting information in each outcome area also provides the user with relevant background information and more detailed policy guidance, where applicable. While Part 6 contains recommended strategies to support principles and policies in each outcome area, it is important to note that not every policy in this section has a corresponding strategy. Many of the broader policy objectives in City Plan will be, or are already being, carried out through the day-to-day actions of City staff, City Council and the Planning and Zoning Board.



**“Livability to me means affordable housing, access to exercise and nature, the ability to raise a family and a feeling of inclusion.”**

**-Fort Collins resident**



## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

Neighborhood Livability and Social Health refer to the overall physical character of the community, and the ability of residents to live happy, healthy and fulfilling lives. Strong neighborhoods result from a combination of factors, including investments in services and infrastructure; access to high-quality amenities; and housing that is attainable to residents from a range of incomes and backgrounds. Principles in this outcome area build on and support ongoing public- and private-sector initiatives, focusing specifically on:

- » **Increasing the Availability of Affordable Housing.** The City and its housing partners are pursuing a range of strategies to expand affordable and workforce housing options, and are active participants in ongoing discussions with other communities in the region. Overall, the City is striving for 6% of all housing units to be affordable (deed/income restricted units) to households earning less than 80% of the area median income by 2020 and for 10% of units to be affordable by 2040. In addition, the City emphasizes assistance priority to the lowest wage earners, those earning less than 30% of the area median income. Still, the production of affordable housing is lagging. Principles and policies support ongoing efforts and set the stage for exploring additional strategies to confront our housing challenges.

- » **Managing Growth.** Fort Collins is expected to grow by 70,000 residents by 2040. Playing a major part in maintaining livable neighborhoods are how the community manages this growth and where it directs the development of new housing, areas for retail stores and services, employment and other uses. Long-standing policies direct new growth to targeted infill and redevelopment areas, although past residential growth has mainly occurred at the periphery of the city. With diminishing supply of vacant land, a larger percentage of future growth will probably occur in already developed areas. These principles help the City to manage growth by encouraging infill and redevelopment, ensuring this development is compatible with the character of the surrounding neighborhood or area, requiring the provision of adequate public facilities before development occurs and continuing the policy of new growth paying its fair share for new services and infrastructure.
- » **Supporting a Sustainable Pattern of Development.** Beyond managing growth, principles and policies for this outcome area encourage a pattern of growth and development that aligns with the City's adopted goal to be carbon neutral by 2050. The Structure Plan provides additional guidance on where different land uses and densities/intensities should be encouraged in the future in order to help us reach our climate action goals.



**Principles and policies support our Core Values by:**



**Principles and Policies**

**Principle LIV 1: Maintain a compact pattern of growth that is well served by public facilities and encourages the efficient use of land.**

**POLICY LIV 1.1 - GROWTH MANAGEMENT AREA**

Continue to utilize the GMA surrounding Fort Collins as a tool to guide and manage growth outside of the City limits and delineate the extent of urban development in Fort Collins.

**POLICY LIV 1.2 - AMENDMENTS TO THE GROWTH MANAGEMENT AREA**

Maintain the GMA generally as currently configured. Evaluate limited amendments in accordance with the following criteria to determine whether proposed amendments:

- » Are consistent with community goals, principles and policies as expressed in City Plan;
- » Would have positive net fiscal benefit to the community;
- » Are necessary to accommodate an activity that cannot be reasonably accommodated on lands within the GMA;
- » Include land that contains any environmental factors or hazards that make the area unsuitable for inclusion within the GMA;
- » Would allow for the logical, incremental extension of urban services;
- » Would offer a desirable new “edge” to the community;
- » Are contiguous to existing developed areas of the city; and
- » Contribute to the compact urban form of the city.

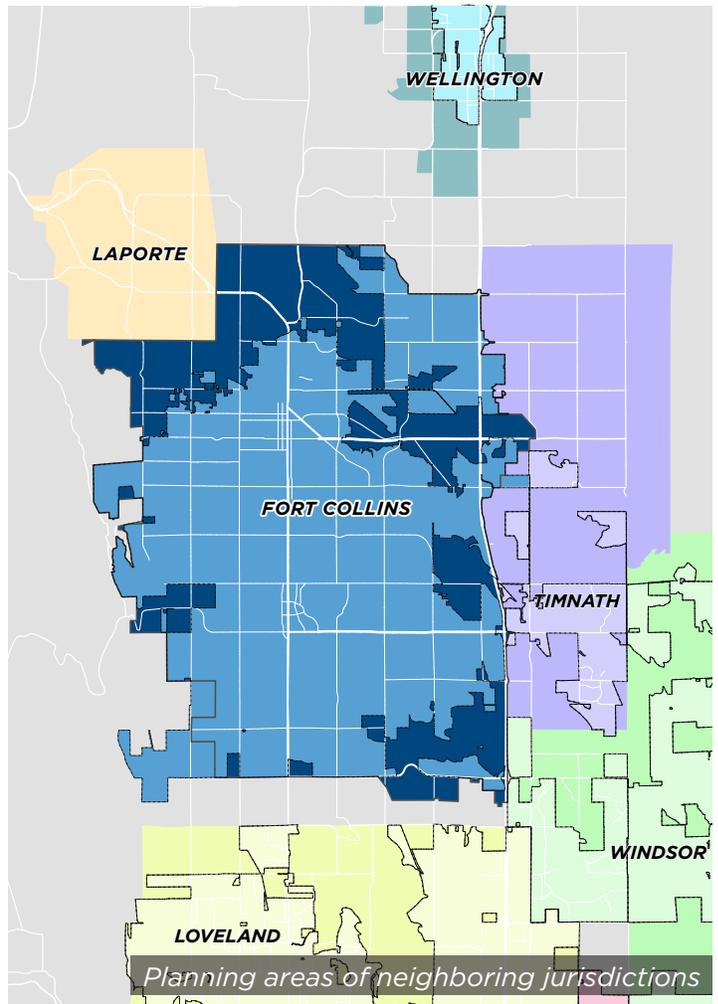
**POLICY LIV 1.3 - COMMUNITY EDGES**

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

**POLICY LIV 1.4 - INTERGOVERNMENTAL AGREEMENTS**

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

- » Institute a consistent and coordinated system of fees and standards for development located inside and outside the GMA.
- » Encourage Larimer County to adopt development standards for projects within the GMA to be in conformance with City Plan and the Land Use Code.



**POLICY LIV 1.5 - CAPITAL IMPROVEMENT POLICIES**

Operate under the following Capital Improvement Policies:

- » Develop a multiyear plan for capital improvements and update it annually.
- » Use a variety of different sources to fund capital projects with an emphasis on the “pay-as-you-go” philosophy.
- » Identify funding for operating and maintenance costs for approved capital projects at the time projects are approved.

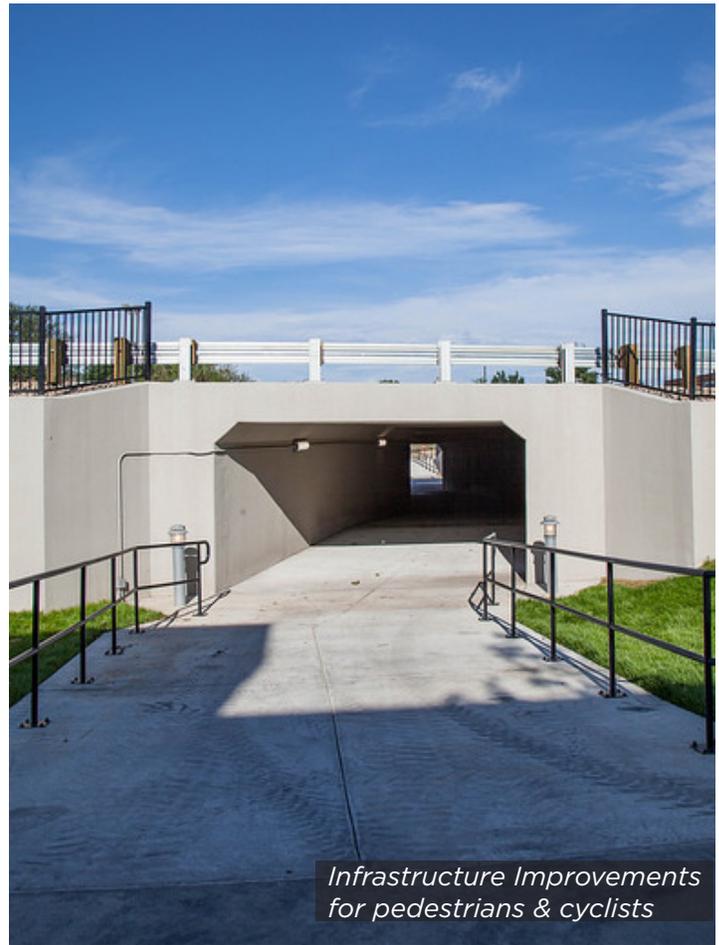
**POLICY LIV 1.6 - ADEQUATE PUBLIC FACILITIES**

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

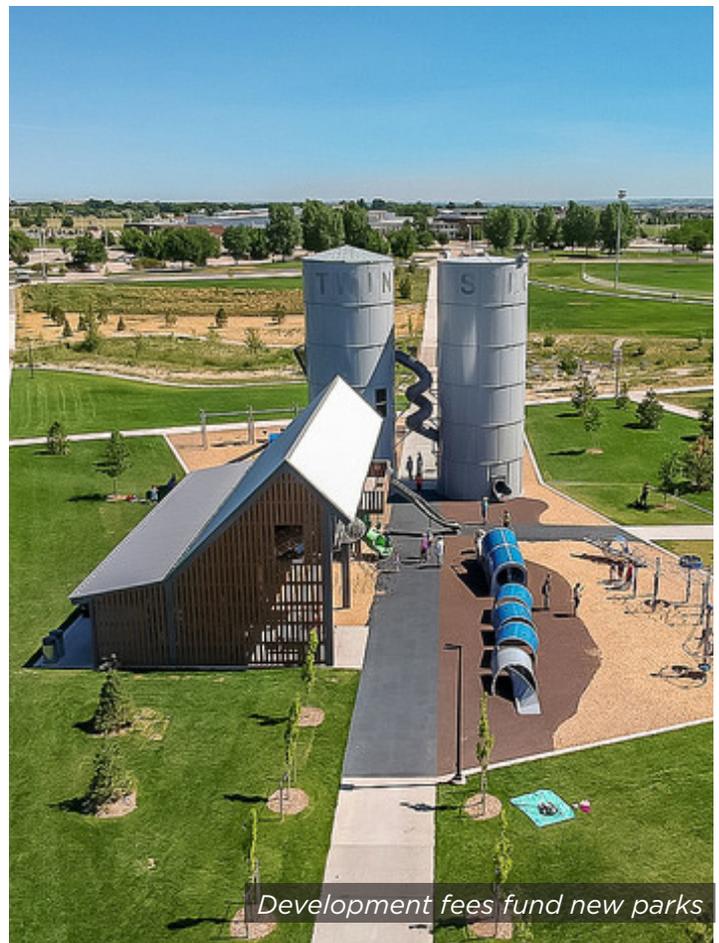
- » Direct development to locations where it can be adequately served by critical public facilities and services such as water, sewer, police, transportation, schools, fire, stormwater management and parks, in accordance with adopted levels of service for public facilities and services.
- » Give preferential consideration to the extension and augmentation of public services and facilities to accommodate infill and redevelopment before new growth areas are prepared for development.
- » Review applications for the creation of new special service agencies and the expansion of existing special service agencies for conformance with these City Plan principles and policies.
- » Work with Larimer County to develop plans and policies for public services and facilities required for new and existing development located in unincorporated areas of the GMA.

**POLICY LIV 1.7 - FEES AND DEVELOPMENT REQUIREMENTS**

Maintain an efficient and fair system of fees and development requirements that assesses the costs and benefits of financing public facilities and services, the need for which is generated by new development and redevelopment. Requirements should emphasize growth paying for its own impacts.



*Infrastructure Improvements for pedestrians & cyclists*



*Development fees fund new parks*

## Principle LIV 2: Promote infill and redevelopment.

### POLICY LIV 2.1 - REVITALIZATION OF UNDERUTILIZED PROPERTIES

Support the use of creative strategies to revitalize vacant, blighted or otherwise underutilized structures and buildings, including, but not limited to:

- » Adaptive reuse of existing buildings (especially those that have historic significance);
- » Infill of existing surface parking lots—particularly in areas that are currently, or will be, served by bus rapid transit (BRT) and/or high-frequency transit in the future;
- » Public/private partnerships;
- » Infrastructure improvements/upgrades;
- » Streetscape enhancements; and
- » Voluntary consolidation and assemblage of properties to coordinate the redevelopment of blocks or segments of corridors where individual property configurations would otherwise limit redevelopment potential.

### POLICY LIV 2.2 - PRIORITY LOCATIONS FOR INFILL AND REDEVELOPMENT

Ensure appropriate use of the City’s public investments in infrastructure/improvements in the following areas to achieve the City’s strategic goals:

- » Downtown District;
- » Urban Mixed-Use Districts;
- » Mixed-Employment Districts; and
- » Metro Districts.

Make regulatory and other incentives, within the City’s control, available only to projects that are consistent with the long-term vision for these districts in terms of density, intensity, overall mix of uses and affordability.

### POLICY LIV 2.3 - TRANSIT-ORIENTED DEVELOPMENT

Require higher-density housing and mixed-use development in locations that are currently, or will be, served by BRT and/or high-frequency transit in the future as infill and redevelopment occurs. Promote a variety of housing options for all income levels.



*The Farmhouse at Jessup Farm*

## FORT COLLINS URBAN RENEWAL AUTHORITY

The Urban Renewal Authority (URA) focuses on the redeveloping urban core, with particular attention toward areas with aging infrastructure and unsafe conditions. Through financial incentives and strategic partnerships, the URA attracts private-sector investment to the urban core to achieve the community’s desired vision. Specifically, the URA is authorized to use TIF to stimulate development. TIF is a tool to remove blight and finance public improvements. This is done through the diversion of future property-tax revenue into the URA to pay for public infrastructure improvements such as sidewalks, recreation centers and other public facilities within the district.

## Principle LIV 3: Maintain and enhance our unique character and sense of place as the community grows.

### POLICY LIV 3.1 - PUBLIC AMENITIES

Design streets and other public spaces with the comfort and enjoyment of pedestrians in mind. Incorporate features such as plazas, pocket parks, patios, children’s play areas, transit facilities, sidewalks, pathways, “street furniture” (such as benches and planters) and public art as part of development projects.

### POLICY LIV 3.2 - ACCESS TO OUTDOOR SPACES

Incorporate Nature in the City principles and other outdoor amenities into the design of high-density projects, particularly in areas lacking convenient and direct access to nature.

### POLICY LIV 3.3 - GATEWAYS

Enhance and accentuate the community’s gateways, including Interstate 25 interchanges and College Avenue, to provide a coordinated and positive community entrance. Gateway design elements may include streetscape design, supportive land uses, building architecture, landscaping, signage, lighting and public art.

### POLICY LIV 3.4 - DESIGN STANDARDS AND GUIDELINES

Maintain a robust set of citywide design standards as part of the City’s Land Use Code to ensure a flexible, yet predictable, level of quality for future development that advances the community’s sustainability goals, e.g., climate action. Continue to develop and adopt location-specific standards or guidelines where unique characteristics exist to promote the compatibility of infill redevelopment.

### POLICY LIV 3.5 - DISTINCTIVE DESIGN

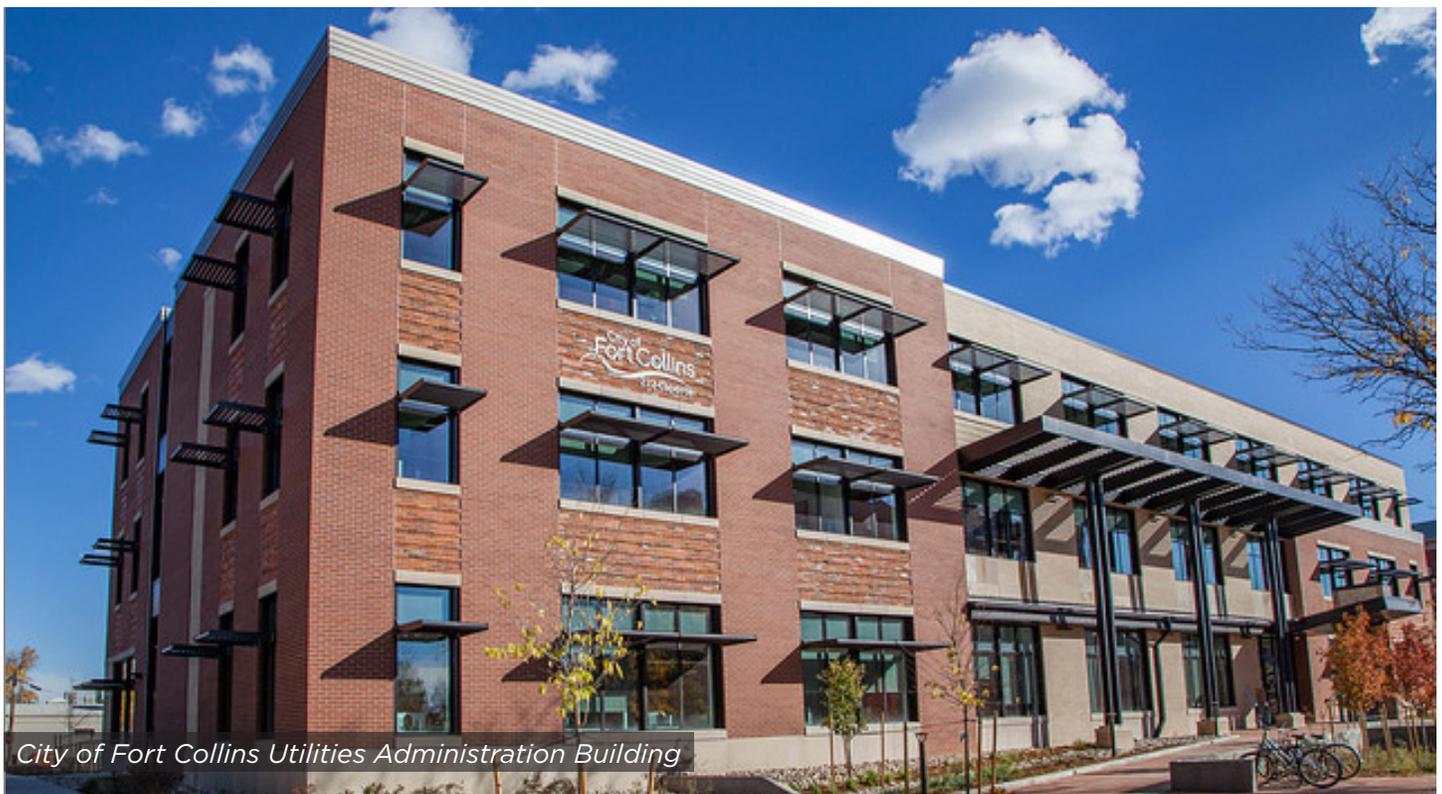
Require the adaptation of standardized corporate architecture to reflect local values and ensure that the community’s appearance remains unique. Development should not consist solely of repetitive design that may be found in other communities.

### POLICY LIV 3.6 - CONTEXT-SENSITIVE DEVELOPMENT

Ensure that all development contributes to the positive character of the surrounding area. Building materials, architectural details, color range, building massing, and relationships to streets and sidewalks should be tailored to the surrounding area.

### POLICY LIV 3.7 - CIVIC BUILDINGS AND GROUNDS

Locate prominent civic facilities and grounds—such as community buildings, government offices, recreation centers, Post Offices, libraries, schools and plazas—in prominent and central locations as highly visible focal points. They should be close to major transit stops and be designed to support sustainability outcomes.



*City of Fort Collins Utilities Administration Building*

## Principle LIV 4: Enhance neighborhood livability.

### POLICY LIV 4.1 - NEW NEIGHBORHOODS

Encourage creativity in the design and construction of new neighborhoods that:

- » Provides a unifying and interconnected framework of streets, sidewalks, walkway spines and other public spaces;
- » Expands housing options, including higher-density and mixed-use buildings;
- » Offers opportunities to age in place;
- » Improves access to services and amenities; and
- » Incorporates unique site conditions.

### POLICY LIV 4.2 - COMPATIBILITY OF ADJACENT DEVELOPMENT

Ensure that development that occurs in adjacent districts complements and enhances the positive qualities of existing neighborhoods. Developments that share a property line and/or street frontage with an existing neighborhood should promote compatibility by:

- » Continuing established block patterns and streets to improve access to services and amenities from the adjacent neighborhood;
- » Incorporating context-sensitive buildings and site features (e.g., similar size, scale and materials); and
- » Locating parking and service areas where impacts on existing neighborhoods—such as noise and traffic—will be minimized.

### POLICY LIV 4.3 - NEIGHBORHOOD SERVICES AND AMENITIES

Encourage the addition of new services, conveniences and/or gathering places in existing neighborhoods that lack such facilities, provided they meet applicable performance and design standards. Consider additional tools such as a conditional-use permit process and expanding home occupation provisions.

### POLICY LIV 4.4 - CULTURALLY RELEVANT GATHERING PLACES

Promote the addition and retention of culturally relevant businesses, gathering places and services in existing neighborhoods and commercial areas to maintain and enhance a sense of welcome and inclusion as redevelopment occurs.

## Principle LIV 5: Create more opportunities for housing choices.

### POLICY LIV 5.1 - HOUSING OPTIONS

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

### POLICY LIV 5.2 - SUPPLY OF ATTAINABLE HOUSING

Encourage public and private sectors to maintain and develop a diverse range of housing options, including housing that is attainable (30% or less of monthly income) to residents earning the median income. Options could include ADUs, duplexes, townhomes, mobile homes, manufactured housing and other “missing middle” housing types.

### POLICY LIV 5.3 - LAND FOR RESIDENTIAL DEVELOPMENT

Use density requirements to maximize the use of land for residential development to positively influence housing supply and expand housing choice.

### POLICY LIV 5.4 - LAND SUPPLY FOR AFFORDABLE HOUSING

Continue to grow and utilize the Affordable Housing Land Bank Program and other programs to create permanently affordable housing units.

### POLICY LIV 5.5 - INTEGRATE AND DISTRIBUTE AFFORDABLE HOUSING

Integrate the distribution of affordable housing as part of individual neighborhoods and the larger community.

### POLICY LIV 5.6 - EXISTING NEIGHBORHOODS

Expand housing options in existing neighborhoods (where permitted by underlying zoning) by encouraging:

- » Infill development on vacant and underutilized lots;
- » Internal ADUs such as basement or upstairs apartments;
- » Detached ADUs on lots of sufficient size; and
- » Duplexes, townhomes or other alternatives to detached single-family homes that are compatible with the scale and mass of adjacent properties.

**Principle LIV 6: Improve access to housing that meets the needs of residents regardless of their race, ethnicity, income, age, ability or background.**

**POLICY LIV 6.1 - BASIC ACCESS**

Support construction of housing units with practical features that provide access and functionality for people of all ages and widely varying mobilities.

**POLICY LIV 6.2 - SPECIALIZED HOUSING NEEDS**

Plan for populations who have specialized housing needs. Integrate residential-care and treatment facilities, shelters, permanent supportive housing, group homes and senior housing throughout the GMA in areas that are well served by amenities and public transportation.

**POLICY LIV 6.3 - STUDENT HOUSING**

Plan for and encourage new housing for students on and near campuses and in areas well-served by public transportation. Coordinate with CSU, Front Range Community College (FRCC) and other educational institutions.

**POLICY LIV 6.4 - PERMANENT SUPPLY OF AFFORDABLE HOUSING**

Create and maintain an up-to-date inventory of affordable housing in the community. Pursue policy and regulatory changes that will encourage the rehabilitation and retention of affordable housing in perpetuity.

**POLICY LIV 6.5 - AGING IN PLACE**

Retain attainable housing options in existing neighborhoods so residents can “age in place.”

**HOUSING OPTIONS**

As the community’s demographics change, Fort Collins and local partners are committed to finding solutions and new ideas that promote housing options to meet the needs of all residents. Access to and options for housing that suits different income levels, abilities, ages, and backgrounds are critical elements of creating a community where residents feel welcome, safe and valued. Fort Collins’ Social Sustainability Department, alongside nonprofit and private stakeholders, plays an important role addressing the root causes of homelessness, creating stable housing opportunities, providing homebuyer assistance, allocating resources for affordable housing and ensuring equal housing access through the National Fair Housing Act.

**POLICY LIV 6.6 - AFFORDABLE HOUSING PROGRAMS**

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

**POLICY LIV 6.7 - INCENTIVES**

Support and encourage the private development of affordable housing by offering incentives, such as special assistance to offset the costs of the City’s impact fees and development requirements, rebates for energy-saving features, and reducing barriers to the construction and rehabilitation of long-term affordable housing units.



*Bucking Horse Apartments*

**POLICY LIV 6.8 - MONITOR HOUSING AFFORDABILITY**

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

**POLICY LIV 6.9 - PREVENT DISPLACEMENT**

Build the capacity of homeowner groups, affordable housing providers and support organizations to enable the purchase, rehabilitation and long-term management of affordable housing. Particular emphasis should be given to mobile home parks located in infill and redevelopment areas.

**POLICY LIV 6.10 - MITIGATE DISPLACEMENT IMPACTS**

Consider mitigation strategies to assist residents displaced through the closure of manufactured housing parks or conversion of rental apartments, including single-room-occupancy units, to condominiums or other uses.

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**Principle LIV 7: Promote a more inclusive and equitable community that encourages and celebrates diversity.**

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**POLICY LIV 7.1 - ACCEPTANCE, INCLUSION AND RESPECT**

Identify opportunities to promote acceptance, inclusion and respect for diversity. Discourage all forms of discrimination, in addition to the specific characteristics that are protected by law.

**POLICY LIV 7.2 - DIVERSITY**

Celebrate Fort Collins' diverse community through activities that promote learning and understanding of different ethnic and cultural groups, such as working with partners and cultural leaders, co-creation of cultural events and activities, and responsiveness to community vision.

**POLICY LIV 7.3 - CULTURAL COMPETENCY**

Provide City services and share information in a manner that is culturally and linguistically relevant to a range of residents.

**POLICY LIV 7.4 - EQUITY CONSIDERATIONS**

Include considerations for equity in decision-making processes across the City organization to ensure that the benefits and/or burdens of City actions or investments are shared fairly and do not disproportionately affect a particular group or geographic location over others.



*Special Olympics*

## Principle LIV 8: Develop an equitable, comprehensive, coordinated and efficient system of health and human services that is accessible to all residents in need of assistance.

### POLICY LIV 8.1 - HEALTH AND SAFETY ORDINANCES

Foster healthy and safe environments by continuing enforcement of current health and safety ordinances related to tobacco and alcohol use, noise, snow removal, dismount zones, and other health, environmental and nuisance topics.

### POLICY LIV 8.2 - HEALTH AND HUMAN SERVICE PROVIDERS

Rely upon Larimer County to provide community health and human services in partnership with local service providers. Focus on improving communication, education, accessibility and collaboration in order to enhance overall physical and mental health, safety and wellness of the community.

### POLICY LIV 8.3 - PARTNER ORGANIZATIONS

Partner, fund and collaborate with local service providers to ensure adequate levels of assistance for human-services needs, including affordable childcare; homelessness services; mental illness and substance use disorders; food access; workforce development; and education.

### POLICY LIV 8.4 - CITY REAL ESTATE

Continue leveraging underutilized City facilities and real estate assets for use by local nonprofit and partner agencies providing community benefits such as childcare, supportive housing, food access and other services. Consider competitive short- and long-term lease or sale opportunities while balancing the City's financial responsibilities.

### POLICY LIV 8.5 - FACILITY SITING AND ACCESS

Encourage health- and human-services providers to carefully consider locations of new facilities and transportation implications, provide transportation to services and coordinate with the public transportation system, particularly areas that are, or will be, served by high-frequency transit.

### POLICY LIV 8.6 - HOMELESSNESS

Continue to collaborate with partner organizations on the implementation of Fort Collins' plan to make homelessness rare, short-lived and nonrecurring.



Permanent supportive housing



Human services partner event

**Principle LIV 9: Encourage development that reduces impacts on natural ecosystems and promotes sustainability and resilience.**

**POLICY LIV 9.1 - EFFICIENCY AND RESOURCE CONSERVATION**

Reduce net energy and water use of new and existing buildings through energy-efficiency programs, incentives, building and energy code regulations, and electrification and integration of renewable energy technologies.

**POLICY LIV 9.2 - OUTDOOR WATER USE**

Promote reductions in outdoor water use by selecting low-water-use plant materials, using efficient irrigation, improving the soil before planting and exploring opportunities to use nonpotable water for irrigation.

**POLICY LIV 9.3 - URBAN HEAT ISLAND EFFECT**

Encourage the use of site and building features, such as shade trees and reflective materials, to reduce heat absorption by exterior surfaces, provide shade or otherwise mitigate the urban heat island effect.

**POLICY LIV 9.4 - SOLAR ORIENTATION**

Orient buildings, streets and public spaces to take advantage of active and passive solar energy. Consider factors such as landscaping, window placement, overhangs and building location to heat homes, reduce snow and ice buildup on neighborhood streets and to enhance the comfort of public spaces.



*Habitat for Humanity project with solar integration*



*Xeriscape Garden Party*

## Principle LIV 10: Recognize, protect and enhance historic resources.

### **POLICY LIV 10.1 - IDENTIFY HISTORIC RESOURCES**

Determine through survey techniques what historic resources exist within the GMA; how significant these resources are; the nature and degree of threat to their preservation; and methods for their protection.

### **POLICY LIV 10.2 - PRESERVE HISTORIC RESOURCES**

Preserve historically significant buildings, sites and structures throughout Downtown and the community. Ensure that new construction respects the existing architectural character of the surrounding historic resources without artificially duplicating historic elements.

### **POLICY LIV 10.3 - INCREASE APPRECIATION OF VALUE**

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

### **POLICY LIV 10.4 - FINANCIAL INCENTIVES**

Use incentives to encourage and leverage private sector investment in the rehabilitation of historic resources.

### **POLICY LIV 10.5 - PLANNING AND ENFORCEMENT**

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

### **POLICY LIV 10.6 - LANDMARK DESIGNATION**

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

### **POLICY LIV 10.7 - INTEGRATE AND ADAPTIVELY REUSE HISTORIC RESOURCES**

Maintain the value of materials embodied in existing buildings and avoid the environmental costs of demolition and new construction by encouraging creative reuse of historic resources in redevelopment activities.

### **POLICY LIV 10.8 - ENERGY EFFICIENCY**

Support energy-efficiency improvements that contribute to the integrity and longevity of historic structures without compromising the historic resource.



*1879 Avery House*



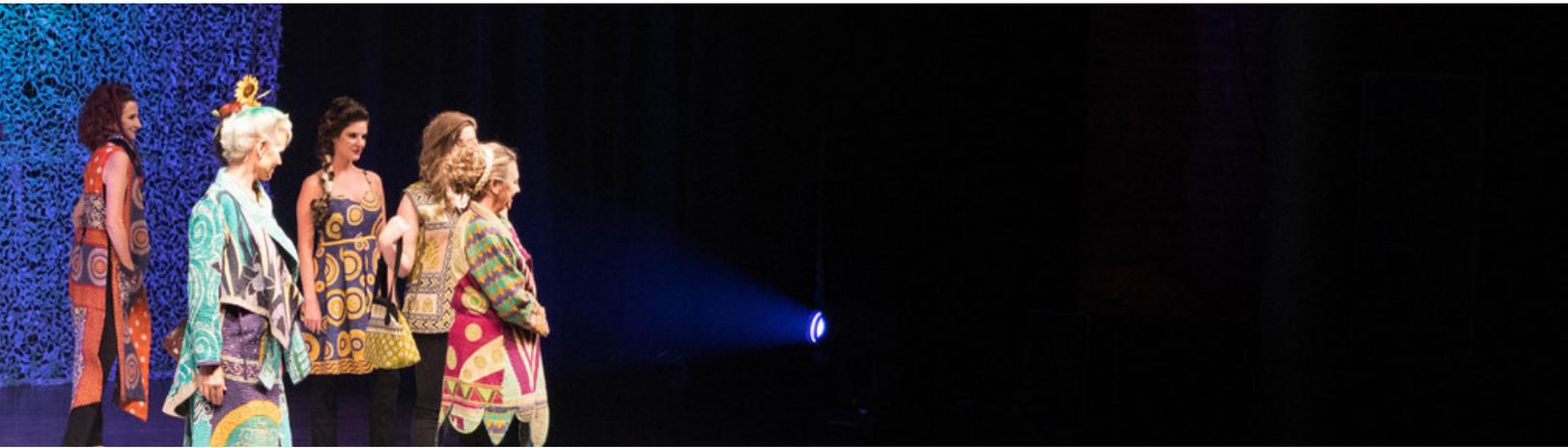
*Senior housing at the former Northern Hotel*



## CULTURE AND RECREATION

Access to culture and recreation enriches the day-to-day experiences and quality of life of Fort Collins residents, while also contributing to positive physical and mental health. Fort Collins has numerous plans in place to help guide future investments in these amenities and ensure that programs and facilities are aligned with the dynamic needs of the community. Principles and policies for this outcome area will be used to help advance these ongoing efforts as the city grows and changes over time:

- » **Aligning City Plan with FoCo Creates.** FoCo Creates defines the community's vision for arts and culture and establishes roles and responsibilities for the City in supporting arts and culture in Fort Collins. While the process is still underway, initial feedback from the community indicates that residents want more arts and cultural opportunities in the city, including programs, exhibits, events and public art, as well as greater support for creatives and creative industries. Moving forward, the policy directions provided in City Plan will be coordinated with those of FoCo Creates to ensure that both plans are supportive and aligned with each other.
- » **Expanding Access to Culture and Recreational Opportunities.** As the City continues to expand the number and types of arts, cultural and recreational opportunities available to residents and visitors, it will be important to ensure that all are able to access these opportunities regardless of their race, ethnicity, income, age, ability or background. City Plan supports adaptive recreation programs and other efforts to ensure that cultural and recreational opportunities are not just conveniently located, but that they are affordable to people of varying abilities and income levels.
- » **Adapting Parks and Recreational Facilities to meet the needs of a changing community.** Fort Collins residents value the community's world-class parks, recreation facilities and trails. The City should continue to plan for a system of parks, trails and recreation facilities to keep up with current and future demand and address underserved areas. At the same time, it will be important to continually reinvest in existing parks and facilities to ensure that they continue to meet the needs of the residents they serve.



**Principles and policies support our Core Values by:**



## Principles and Policies

### Principle CR 1: Build Fort Collins' identity as a thriving cultural and creative destination by supporting an inclusive and equitable arts, culture and creative community.

#### POLICY CR 1.1 - EQUITY AND INCLUSION

Through the arts, foster an inclusive and equitable cultural and creative community that represents all residents.

#### POLICY CR 1.2 - CREATIVE DESTINATION

Support and advocate for the creative industries in Fort Collins, emphasizing the importance of the creative economy and building the City's reputation as a destination for innovative companies and people.

#### POLICY CR 1.3 - COMMUNITY ENGAGEMENT

Enhance the City's cultural facilities and citywide programs to address community growth and demand, supporting the community's vibrancy and health.

#### POLICY CR 1.4 - SUSTAINED AND THRIVING SECTOR

Explore and support the creation of new, sustainable public- and private-funding sources to cultivate a vibrant, healthy cultural and creative sector. Evaluate current funding mechanisms for effectiveness and alignment to future goals and vision.

#### POLICY LIV 1.5 - DYNAMIC IDENTITY

Build Fort Collins' creative, arts and culture brand identity and visibility; communicate it effectively to the community, the region and beyond.

### ARTS AND CULTURE PLAN UPDATE

FoCo Creates is a visionary 10-year master plan to guide investment and strategies to ensure that the vision articulated in the master plan is achieved. The plan leverages the City's role to develop an environment in which arts, culture and science are an integral part of the community.

An update to FoCo Creates is underway. The final plan will work in tandem with the principles and policies in City Plan.



*Fiesta de Movimiento Comunitario de Hickory Street*

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## Principle CR 2: Provide a variety of high-quality outdoor and indoor recreational opportunities that are accessible to all residents.

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### **POLICY CR 2.1 - RECREATION OPPORTUNITIES**

Maintain and facilitate the development of a well-balanced system of parks, trails, natural areas and recreation facilities that provide residents and visitors of all races/ethnicities, incomes, ages, abilities and backgrounds with a variety of recreational opportunities.

### **POLICY CR 2.2 - INTERCONNECTED SYSTEM**

Support an interconnected regional and local system of parks, trails and open lands that balances recreation needs with the need to protect wildlife habitat and other environmentally sensitive areas. Where appropriate, place trails along irrigation ditches and storm drainageways to connect to destinations such as schools, open lands and neighborhood centers.

### **POLICY CR 2.3 - PUBLIC AND PRIVATE PARTNERSHIPS**

Develop and maintain effective public and private partnerships to provide a comprehensive system of parks, common open lands and outdoor spaces that are distributed equitably throughout the community and accessible to all.



*Gardening event at a community park*

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## Principle CR 3: Adapt and expand parks and recreation facilities and programs to meet the needs of a changing community.

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### **POLICY CR 3.1 - CHANGING NEEDS**

Seek input from the public and review recreation trends to adapt existing and future facilities and programs to meet the needs of a changing population and community.

### **POLICY CR 3.2 - MULTIPURPOSE LANDS**

Maintain and develop partnerships among City departments and other organizations to provide multipurpose parks and natural areas to maximize and leverage available resources.

### **POLICY CR 3.3 - JOINT FACILITIES**

Pursue partnerships among City departments and with other organizations to develop versatile and joint recreational facilities in the future to maximize recreational offerings and available resources.

### **POLICY CR 3.4 - BEST MANAGEMENT PRACTICES**

Follow environmental best management practices for the maintenance of parks and recreation facilities.

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## PARKS AND RECREATION

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The Parks and Recreation Policy Plan serves as a guide for City staff regarding the development and stewardship of the City's parks, trails and recreation facilities program. The plan addresses the continued challenge of effectively utilizing limited resources to provide parks, trails and recreation services to a growing community. Additional focus is provided on sustainable practices to ensure the protection of the environment remains a priority as new park facilities are developed.

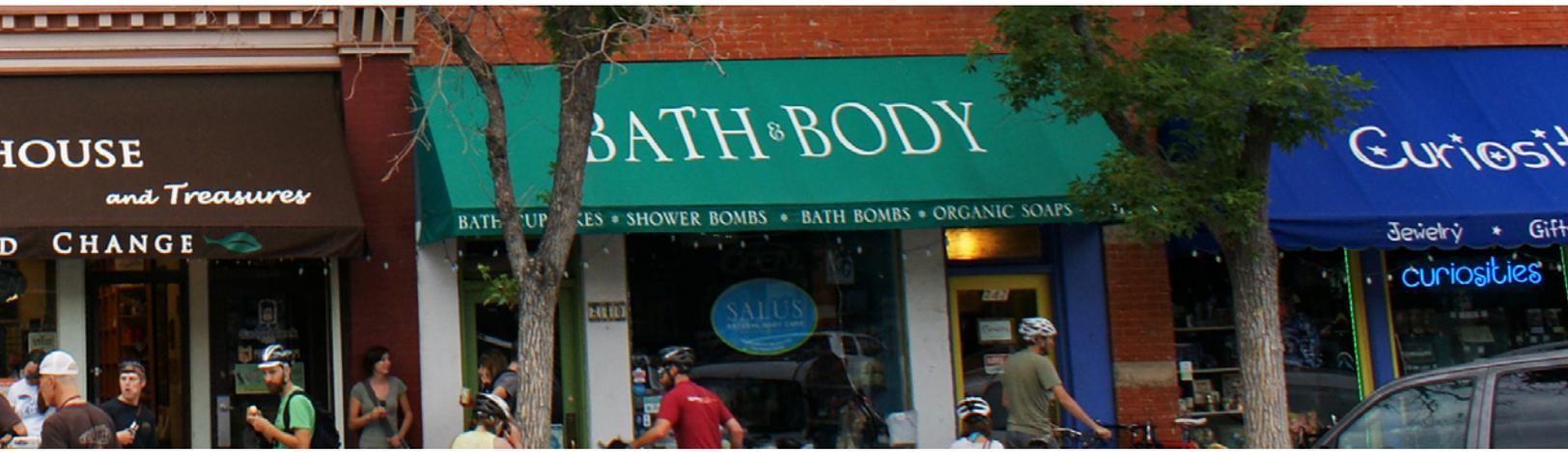
The Trails Master Plan sets forth the vision on how the trail system will develop as the community continues to grow. The master plan focuses primarily on the recreational uses and design of the trail system; however, the City's paved trail system supports a wide range of users and trip purposes. The trail system serves an important function in encouraging people to walk and bike for both utilitarian and recreational purposes.



## ECONOMIC HEALTH

Economic health refers to the overall vitality and soundness of our local economy. A healthy economy is vibrant and resilient, and provides a diverse range of quality employment opportunities to residents. The success of a local economy depends on regional, national and even global factors. The forward-looking principles and policies in this outcome area support the Economic Health Strategic Plan, which establishes a framework for strategic investments, business engagement, redevelopment and support for an innovation ecosystem. Specifically, principles and policies address:

- » **Economic Performance.** The City has met or exceeded targets on a variety of economic performance metrics in recent years, including the local unemployment rate, percent change in local jobs and new commercial-permit dollar volume per capita. This was influenced, in part, by partnerships and strategic programs run by the City to support economic growth. Continued support for ongoing efforts will be needed, along with a focus on identifying new approaches the City can take to maintain its role as a key partner in our local economy.
- » **Supply and Location of Developable Land.** Fort Collins has an adequate supply of land, in aggregate, to support its future needs for employment and commercial land. But available, vacant, developable lands have not been competitive at capturing employment growth and/or are located in areas that lack infrastructure to support development. Regular monitoring of the City's employment land supply will be needed to keep it balanced with demand, and revisions to the Structure Plan map and zoning may also be needed periodically.
- » **Space Needs for Businesses.** While there are many businesses being formed in Fort Collins and local jobs are growing, there is a need for space for these companies to grow. Economic analysis completed as part of City Plan suggests that limited vacancy in the industrial market and a lack of new Class "A" office space development may lead companies to look outside of Fort Collins to expand. Principles and policies in this outcome area encourage the City to work with the private sector to continually evaluate business needs for space and strategically respond to any deficiencies.
- » **Workforce Skills and Economic Opportunities.** Labor shortages and underemployment are two major issues affecting the region's economy. Looking to the future, employment opportunities are forecast to outpace growth in the workforce, widening the labor gap. Principles and policies in this outcome area address this imbalance by encouraging the City to work with employers, educational institutions and other economic development partners to connect workers to potential employers, provide retraining opportunities, and to align education and training programs to the needs of employers. The ongoing market transition to a low-carbon economy presents an opportunity to develop new employment opportunities in the energy, finance and transportation industries (i.e., the "Climate Economy").



**Principles and policies support our Core Values by:**



## Principles and Policies

### Principle EH 1: Foster a vibrant, resilient and inclusive economy.

#### **POLICY EH 1.1 - EMPLOYMENT BASE**

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

#### **POLICY EH 1.2 - IMPROVE BUSINESS ENGAGEMENT**

Support the identification and refinement of services for our business customers by engaging businesses of all sizes and across all industries. The business community is an essential partner in fostering a vibrant, resilient and inclusive economy. Business engagement should utilize best practices related to capital construction management, land use code decisions and capital project prioritization.

#### **POLICY EH 1.3 - SALES- AND USE-TAX REVENUE**

Support programs that encourage residents to spend retail dollars locally before looking elsewhere for goods and services. Emphasize the retention and recruitment of retailers or development projects that have a positive impact on sales-tax generation, specifically focused on increasing retail-sales inflow and reducing retail-sales leakage.

#### **POLICY EH 1.4 - STRATEGIC ECONOMIC INVESTMENTS**

Focus on job diversity, retail sales-tax revenue and essential infrastructure/capital facilities when considering direct economic investments, because these community goals create a vibrant and resilient economy. Also, consider the economic, environmental and human-related community goals set forth in this document when making direct investments.

#### **POLICY EH 1.5 - ECONOMIC RESILIENCE**

Maintain a diverse economy that is prepared to anticipate, innovate and proactively respond to cyclical economic fluctuations and changes as the community approaches buildout of available land.

#### **POLICY EH 1.6 - NIGHTTIME ECONOMY**

Recognize and address the unique needs and impacts of the nighttime economy through collaborative efforts in the interest of safety, vibrancy and quality of life for all stakeholders. A well-managed nighttime economy, which includes nightlife, bars, entertainment, restaurants and other evening activities, positively contributes to the community's vitality.

### Principle EH 2: Support entrepreneurship and innovation.

#### **POLICY EH 2.1 - INNOVATION ECONOMY**

Support a regional innovation ecosystem that fuels business development and job creation by leveraging local assets including human capital, research institutions, industrial base, physical infrastructure and quality of life. Continue exploration of Smart Cities and City As a Platform initiatives to support the innovation ecosystem.

#### **POLICY EH 2.2 - ASSETS TO SUPPORT ENTREPRENEURSHIP**

Support and invest in the expansion of research and development institutions, business incubators, entrepreneurial networks, business development programs and other physical assets necessary to support entrepreneurship. These assets should also include financial tools and capital to support innovation and entrepreneurship by leveraging local, state and national grant programs and lending tools. Continue and grow partnerships with CSU and other institutions to identify research activities and associated needs that can be leveraged into business creation.

#### **POLICY EH 2.3 - CLIMATE ECONOMY**

Support local and regional efforts to help attract, support and develop businesses that are adapting to and/or developing profitable solutions for a lower-carbon future economy.

#### **POLICY EH 2.4 - NORTHERN COLORADO INNOVATION HUB**

Work with regional partners to collectively market Northern Colorado as a center for innovation and highlight the range of strengths that can bring investment and employers to the region. Identify ways the City can serve as a platform for testing of new Smart Cities research and idea development.

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## Principle EH 3: Support local, unique and creative businesses.

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### **POLICY EH 3.1 - BUSINESS PROGRAMS**

Work with the local business community to ensure that economic health strategies and plans are identified to improve the local economy. Collectively identify programs and support efforts that will help existing businesses and new-business creation. Analyze barriers to the retention of businesses and employees, including access to affordable childcare and attainable housing.

### **POLICY EH 3.2 - LOCAL AND CREATIVE ENTREPRENEURSHIP**

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

### **POLICY EH 3.3 - STRENGTHEN UNIQUE AND LOCAL INDUSTRY**

Identify businesses and professions that are unique to Fort Collins and highlight those opportunities to drive economic development in the city. Showcase these local businesses, such as the local brewing industry, in promotional efforts to increase local and national awareness and recognition of the locally grown businesses.



*Odell Brewing Co. headquarters*

**Principle EH 4: Ensure that an adequate and competitive supply of space and/or land is available to support the needs of businesses and employers of all sizes.**

**POLICY EH 4.1 - TARGETED EMPLOYMENT AND MIXED-USE AREAS**

Create and maintain plans for targeted employment areas (Downtown, Midtown, Harmony Corridor, I-25 interchange areas and Mulberry Corridor) to support investment, development and redevelopment in these areas to create new places for employment to grow. Encourage and support higher-intensity employment uses through land use policies and investment in infrastructure and services, such as transit, that support these employment areas.

**POLICY EH 4.2 - INFILL AND REDEVELOPMENT BARRIERS IN MIXED-USE EMPLOYMENT DISTRICTS**

Develop new and modify current policies, procedures and practices to reduce and resolve barriers to infill development and redevelopment in mixed-use employment districts. Utilize and support public funding and financing tools that facilitate redevelopment, reduce costs associated with redevelopment, increase access to amenities and services and address feasibility gaps.

**POLICY EH 4.3 - ESSENTIAL INFRASTRUCTURE/ CAPITAL FACILITIES**

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

**POLICY EH 4.4 - FUTURE EMPLOYMENT AREAS**

Align the Structure Plan and development regulations to support the areas that are desirable and suitable for future employment-growth needs. Identify deficiencies in these areas that need to be addressed to make them suitable and desirable.



*Economic Health listening session*

## Principle EH 5: Engage and help shape regional economic development efforts.

### **POLICY ENV 5.1 - ECONOMIC PARTNERSHIPS**

Collaborate with the business community, various business organizations, educational institutions (e.g., FRCC), regional research and development institutions (e.g., CSU, CDC), and economic development organizations (e.g., Fort Collins Area Chamber of Commerce, One NoCo, Upstate Colorado, Larimer County Economic and Workforce Development, and adjacent communities in both Larimer and Weld counties) to encourage and support a healthy economy; provide employment opportunities; increase private investment; and improve the quality of life for Fort Collins residents.

### **POLICY EH 5.2 - UNIFIED VISION**

Work collaboratively with partners to create a unified regional vision for sustained economic growth. Provide a leading example through the economic efforts of the City to help develop the vision.

### **POLICY EH 5.3 - FORT COLLINS/LOVELAND AIRPORT**

Support the Northern Colorado Regional Airport as a regional transportation destination to provide the economic development benefits associated with having an airport in close proximity.

### **POLICY EH 5.4 - REGIONAL INFRASTRUCTURE**

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

## Principle EH 6: Support the development of a skilled and qualified workforce that is well connected to employment opportunities in the city and region.

### **POLICY EH 6.1 - BALANCED GROWTH**

Ensure that the Structure Plan supports a mixture of housing and employment growth to allow for workers to have an opportunity to live in the community and reduce the needs of employers to rely on workers coming from outside the city and region.

### **POLICY EH 6.2 - CAREER PATHWAYS**

Collaborate with regional partners to align workforce efforts and educational institutions' offerings with local business needs to ensure that residents have the skills needed to support the local economy and have the opportunity to grow in their career paths locally.

### **POLICY EH 6.3 - YOUTH ENGAGEMENT**

Educate young residents about the wide variety of career opportunities available locally and inform them about educational resources that can help create opportunities for future careers.



*Summer in the City is a summer camp that teaches students about how their City works and the many career paths available*



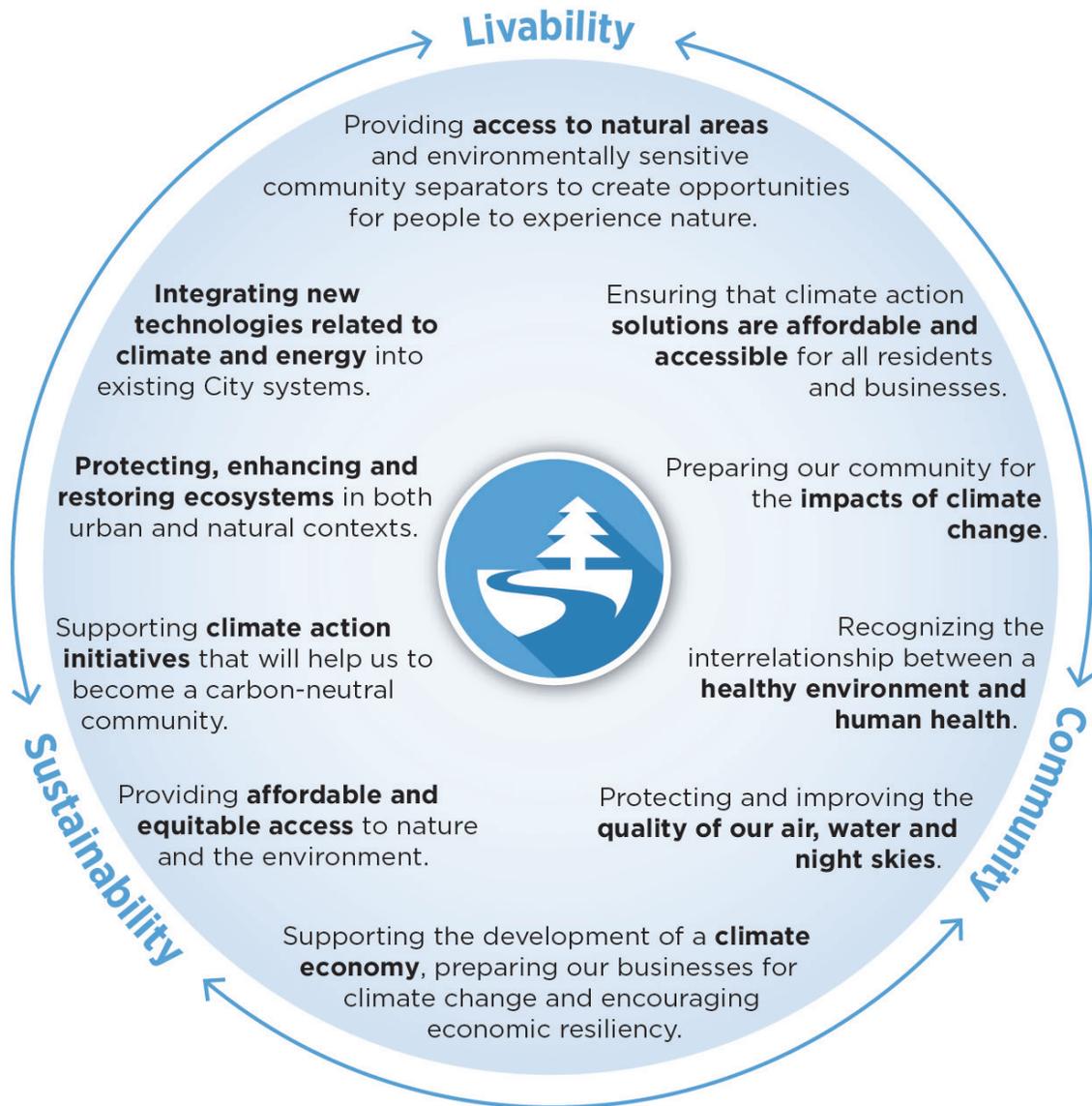
## ENVIRONMENTAL HEALTH

Protecting and enhancing the environment is a core value in Fort Collins, and the community's leadership on environmental stewardship and conservation reinforces that core value. The City adopted its first Open Space Plan in 1974, created the Natural Areas Program in 1992 and established its first climate action goals in 1999. This plan provides principles and policies to continue the advancement of environmental health with the following themes:

- » **Climate Action Goals.** Fort Collins aims to be carbon neutral by 2050, and the community has already managed to reduce emissions by more than 17% while also growing our population and local economy. The principles in this outcome area support ongoing climate mitigation efforts, such as reducing emissions from energy, waste and transportation while ensuring that solutions continue to be designed for affordability and equitable access, and to preserve the incredible quality of life that residents enjoy.
- » **Climate Change Adaptation and Resilience.** Even if we are successful in reaching our climate action goals, the reality is global climate change is already occurring and is having an impact on our community. Understanding what these threats are and how we prepare for and adapt to their impacts will be important to ensuring that Fort Collins can be resilient to changes in our climate. These impacts include more frequent days of extreme heat, increased frequency and duration of droughts, greater wildfire risks and poorer air quality. Principles in this outcome area recognize that mitigation and resilience solutions must be addressed systematically and be integrated into the City's day-to-day operations.
- » **Resource Management and Conservation.** Managing impacts to the community's natural resources will continue to be a major focus of City Plan. Conservation of wildlife habitats, community separators, urban and exurban forests, the Poudre River corridor and the integration of nature into the urban fabric ensures enjoyment by future generations. These efforts are particularly important as the region's population continues to grow.
- » **Air Quality.** Although air quality is generally considered good, there are still areas where we need to focus improvements. For example, we currently do not meet federal standards for ozone, and indoor-air quality is an area where the City and residents have significant influence. The principles and policies under this outcome area will align City Plan with ongoing air quality efforts, including updates to the City's air quality plan.
- » **Waste Reduction and Recycling.** Fort Collins is striving to be a community of minimal waste where discarded materials are diverted from the waste stream as efficiently as possible and are put to beneficial secondary use as locally as possible. The principles of creating a zero-waste system are key to supporting community goals for reducing waste and increasing the recycling and recovery of material resources.
- » **Dark Skies.** The dark night sky is a valued part of the community's heritage. In addition, reducing light pollution can prevent adverse impacts on natural habitat, can reduce glare and can conserve energy. Policies in City Plan promote dark skies while balancing the need to promote public safety.



Principles and policies support our Core Values by:



## Principles and Policies

### Principle ENV 1: Conserve, create and enhance ecosystems and natural spaces within Fort Collins, the GMA and the region.

#### POLICY ENV 1.1 - PUBLICLY CONTROLLED OPEN LANDS

Maintain a system of publicly controlled natural areas to maintain the integrity of wildlife habitat and conservation sites, protect corridors between natural areas, conserve outstanding examples of Fort Collins' diverse natural heritage, and provide a broad range of opportunities for educational, interpretive and recreational programs to meet community needs.

#### POLICY ENV 1.2 - LAND CONSERVATION AND STEWARDSHIP

Continue to acquire, manage, maintain and enhance public open lands and natural areas in accordance with the City's Natural Areas Master Plan to ensure the protection of plants and animals in need of conservation and their associated ecosystems; support biodiversity; control the invasion and spread of non-native plants; improve aesthetics; and provide opportunities for appropriate public use. Avoid disruption and minimize impacts to natural areas caused by energy production, electrification and communication systems.

#### POLICY ENV 1.3 - NATURE IN THE CITY

Conserve, protect and enhance natural resources and high-value biological resources throughout the GMA by:

- » Directing development away from natural features to the maximum extent feasible;
- » Identifying opportunities to integrate or reintroduce natural systems as part of the built environment to improve habitat in urbanized areas and expand residents' access to nature;

## NATURE IN THE CITY

Nature in the City's visionary approach to preserving and enhancing nature within the city is "to provide a connected open space network accessible to the entire community that provides a variety of experiences and functional habitat for people, plants and wildlife." As Fort Collins grows, it is more important than ever to ensure that nature remains a defining attribute of the city. It stresses the importance of creating, retaining or reclaiming natural elements and systems within the urban core, not just in public parks and open spaces, but as part of existing neighborhoods and future developments. Consistent with other City plans, this vision will be accomplished through a triple-bottom-line approach that considers benefits and impacts of environmental, economic and social variables. Nature in the City identifies three priority goals:

1. Easy access to nature. Ensure that every resident is within a short walk to nature from their home or workplace.
2. High-quality natural spaces. Conserve, create and enhance natural spaces to provide diverse social and ecological opportunities.
3. Land stewardship. Shift the landscape aesthetic to more diverse forms that support healthy environments for people and wildlife.

Ongoing implementation of Nature in the City plays a critical role in linking the City's climate, health and equity goals.

- » Utilizing green infrastructure to manage stormwater and increase greenspace in public right-of-ways and as part of public and private development; and
- » Supporting the use of a broad range of native landscaping that enhances plant and animal diversity.



*Youth hike in a Fort Collins Natural Area.*

**POLICY ENV 1.4 - CONFLICT MANAGEMENT**

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

**POLICY ENV 1.5 - ACCESS TO NATURE**

Design trail routes in open lands to limit ecological impacts. Determination of type of trail or suitability for access will be made through an analysis of potential ecological impacts and city- and region-wide recreation opportunities. Special attention will be given to environmentally sensitive and context-sensitive trail design, location and construction. Mitigation strategies will be pursued to reduce or eliminate environmental impacts if a new trail is built. Ensure that development activities provide and maintain access to public open-land areas, where appropriate.

**POLICY ENV 1.6 - WILDLIFE CORRIDORS**

Conserve and enhance wildlife movement corridors through a network of public open lands and natural habitat buffers along natural features such as streams and drainageways.

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**Principle ENV 2: Become a carbon-neutral community by 2050 and improve the community’s resilience to prepare for and adapt to the impacts of climate change.**

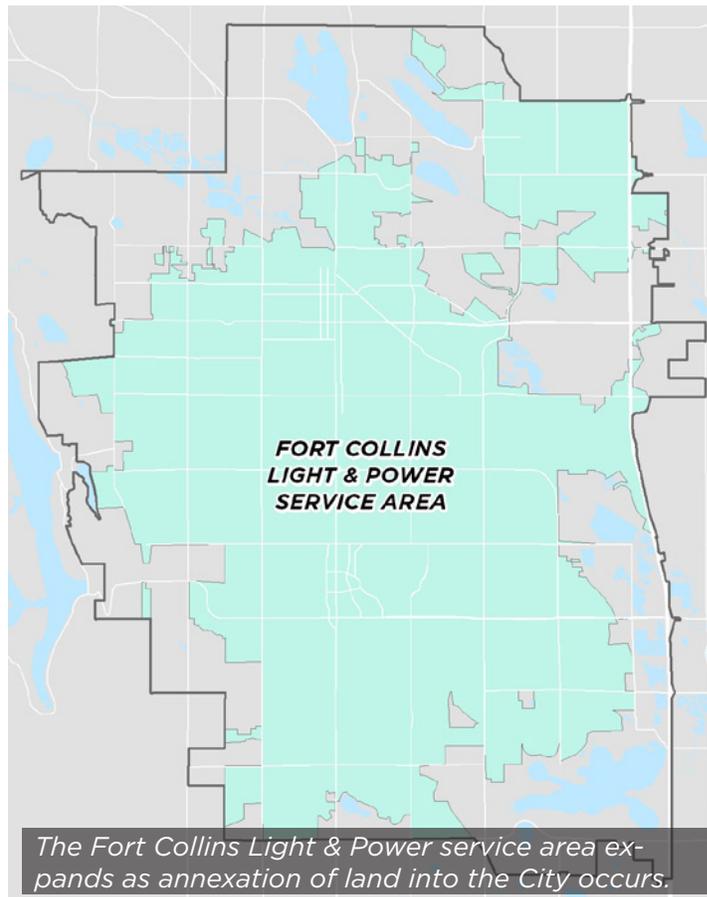
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**POLICY ENV 2.1 - AFFORDABILITY, RELIABILITY AND SUSTAINABILITY**

The community’s commitment to carbon neutrality is predicated on preserving and enhancing the quality of life of Fort Collins residents. Prioritize strategies that optimize the affordability of living and thriving in Fort Collins, continue the high standards of reliability the community enjoys, and advance toward carbon neutrality. Critical to the success of achieving the climate action goals will be ensuring that solutions are designed by and for all residents, including underserved and underrepresented communities.

**POLICY ENV 2.2 - INTEGRATE MITIGATION AND RESILIENCE ACTIONS**

Continue to implement, monitor and periodically update the CAP, including strategies for reducing carbon emissions and climate change risks in City operations and all major planning efforts. Promote actions in the community that improve the community’s resilience to climate change.




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**Principle ENV 3: Transition from fossil to renewable-energy systems.**

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**POLICY ENV 3.1 - RENEWABLE ELECTRICITY SUPPLY AND INTEGRATION**

Encourage the Platte River Power Authority (PRPA) to provide 100% renewable electricity supply by 2030 and continue to integrate distributed energy resources while maintaining affordability and reliability.

**POLICY ENV 3.2 - EFFICIENT BUILDINGS**

Support continuous improvement in efficiency for existing and new buildings through incentives, reporting requirements and energy codes.

**POLICY ENV 3.3 - ELECTRIFICATION**

Support a systems approach to transition from the use of natural gas to renewable electricity in buildings and for transportation.

## Principle ENV 4: Protect human health and the environment by continually improving air quality.

### POLICY ENV 4.1 - PRIORITY AIR POLLUTANTS

Focus on high-priority air pollutants, as identified in the Air Quality Plan, considering such criteria as health impacts, community concerns, air pollution trends, compliance with current state and federal standards and ability to affect improvements at the local level.

### POLICY ENV 4.2 - AIR POLLUTANT SOURCES

Implement a full spectrum of options—including engagement, incentives and regulation—that focus on prevention of air pollution at the source.

### POLICY ENV 4.3 - REGIONAL POLLUTION

Work with local and regional partners to identify and mitigate sources of transported pollutants that influence our local air quality.

### POLICY ENV 4.4 - OZONE ATTAINMENT

Support attainment of Federal standards for ozone by implementing programs and policies that reduce local emissions of ozone-causing pollutants, and supporting legislation and policy that reduces regional transport of ozone and ozone-causing pollutants. Coordinate with key partners such as the Regional Air Quality Council (RAQC).

### POLICY ENV 4.5 - INDOOR AIR

Provide public information regarding potential indoor air quality concerns and promote behavior change and public action to reduce potential risks in homes, schools and workplaces.

## AIR QUALITY PLAN

The Air Quality Plan sets forth policies and strategies that will guide the City's efforts to improve air quality. The air quality program is seen as one of the most important elements of protecting residents' future quality of life. The overall purpose of the plan is to:

- » Respond to a strong citizen mandate for the City to protect and improve air quality;
- » Complement and fill gaps left by federal, state and county efforts by providing local education, incentives and regulation;
- » Provide a long-term planning framework for air quality protection; and
- » Recognize and coordinate the efforts of several City departments.

Ongoing implementation of the Air Quality Plan plays a critical role in supporting the City's climate, health and equity goals.

### POLICY ENV 4.6 - VEHICLES AND NON-ROAD ENGINES

Promote efforts to reduce fuel consumption and associated pollutant emissions from vehicles and non-road engine sources, such as lawn and garden equipment.

### POLICY ENV 4.7 - MONITORING AND REPORTING

Monitor, characterize, track and report ambient air pollutant concentrations to increase awareness of air quality issues and better identify opportunities to improve local air quality conditions and reduce emissions.



*Electrify Your Summer event recycles gas lawn mowers and replaces them with electric lawn mowers.*

## Principle ENV 5: Create a Zero Waste system.

### POLICY ENV 5.1 - REDUCE, REUSE, REFUSE

Provide education and promote the City's goals for reducing all types of waste at the source. Encourage the use of durable and reusable goods to avoid low-quality, high-polluting products such as single-use disposables and items with a short usable life span. Find the highest and best use for waste materials.

### POLICY ENV 5.2 - REGIONAL WASTESHED

Collaborate with regional governments on infrastructure and policy development, as well as other entities in the educational and nonprofit sectors, for innovation and implementation. Seek partners in the business community to help lead toward a Zero Waste system that supports economic health and community prosperity, including attracting and retaining business in the recycle/reuse sector. Facilitate the creation of local end markets for materials through use of TIF and zoning that enables recycling-processing businesses to operate. Consider potential and existing recycling and waste-recovery activities as opportunities to enhance local revenue generation and create jobs.

### POLICY ENV 5.3 - LANDFILL DIVERSION

In the interest of transforming these otherwise wasted resources into marketable commodities, divert recoverable materials from the landfill, based on the hierarchy for materials management. In particular, divert organics (such as yard trimmings and food scraps), construction and demolition materials, curbside recyclable materials and hazardous materials from landfill disposal.

## ROAD TO ZERO WASTE

The City of Fort Collins has been committed to reducing waste for more than 20 years. In 1999, the community set a goal to divert 50% of our waste from landfills. In 2016, this goal of recycling or composting more than half of all waste was achieved. The Waste Reduction and Recycling Plan outlines strategies to become a Zero Waste community by 2030. Key priorities in the plan include culture change, reduce and reuse, composting organic material, and addressing construction and demolition debris through recycling and deconstruction.

### POLICY ENV 5.4 - CULTURE CHANGE

Continue to identify and develop viable strategies designed to help residents and businesses live and operate more efficiently and sustainably to achieve a Zero Waste system for the community. Better understanding of the costs of overconsumption and connecting solutions to shared values will support a population that appreciates connected communities more than stuff.

### POLICY ENV 5.5 - SUSTAINABLE MATERIALS MANAGEMENT

Employ a sustainable materials management (SMM) approach to holistically address the root causes of solid waste and the link between consumption and climate change. View the production, acquisition, use and disposal of goods and food as an integrated system with impacts and opportunities for improvement along the entire chain.



*A waste audit determines how much waste could have been diverted from the landfill and recycled or composted instead.*

## Principle ENV 6: Manage water resources in a manner that enhances and protects water quality, supply and reliability.

### POLICY ENV 6.1 - WATER RESOURCE PLANNING

Partner and collaborate with water service providers to ensure adequate, safe and reliable water supplies in accordance with the Water Supply and Demand Management Policy. To the extent feasible, coordinate on supply and storage development and demand modeling.

### POLICY ENV 6.2 - WATER CONSERVATION AND EFFICIENCY

Continue and enhance water conservation, efficiency and education programs in accordance with the City's Water Efficiency Plan. Consider new and revised land-use and site-planning standards to reduce water use in both new and redevelopment projects. Where possible, coordinate on programs and services to create consistent experiences for users regardless of their location and water service provider.

### POLICY ENV 6.3 - DROUGHTS AND VULNERABILITY

Develop drought and vulnerability planning that takes into consideration the future impacts of climate change; potential demand changes from increased urban and multifamily developments; and other hazards and vulnerabilities, such as disruption of supplies due to wildfires. Partner and collaborate with water service providers in the GMA.

### POLICY ENV 6.4 - DEVELOPMENT ALONG WATERWAYS

Use development regulations, such as setbacks from natural features and performance standards, to conserve and protect natural resources along the Poudre River, Spring Creek, Fossil Creek, Boxelder Creek and other waterways. Redevelopment in areas with natural resource values or potential natural values will consider the creation or enhancement of those values with an emphasis on natural attributes.

### POLICY ENV 6.5 - WATERSHED APPROACH TO STORMWATER MANAGEMENT

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

### POLICY ENV 6.6 - LOW IMPACT DEVELOPMENT

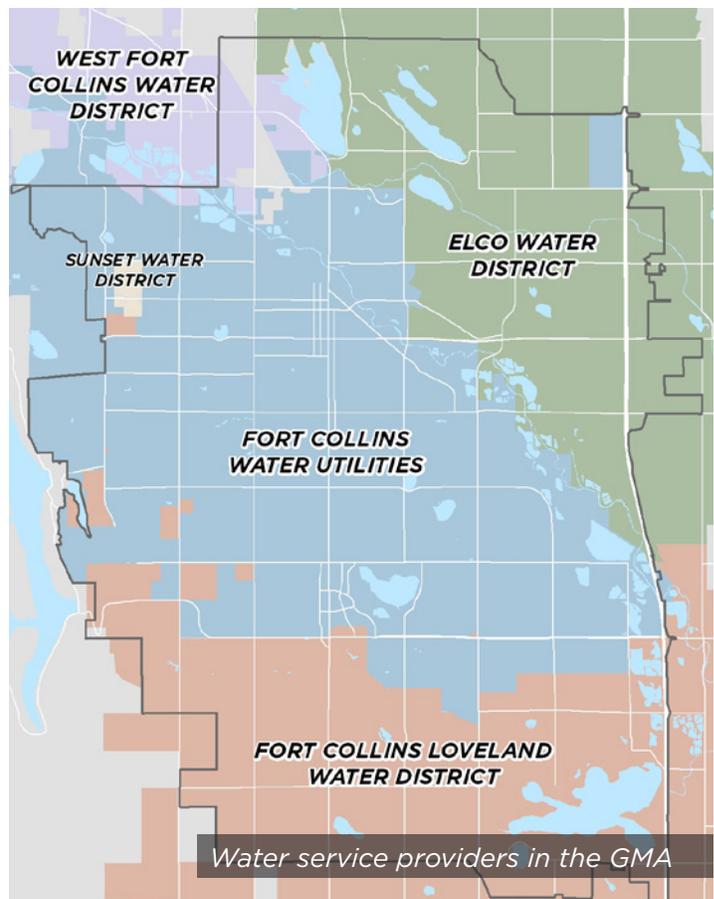
Pursue and implement Low Impact Development (LID) as an effective approach to address stormwater quality and impacts to streams by urbanization. LID is a comprehensive land planning and engineering design approach with a goal of minimizing the impact of development on urban watersheds through the use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

### POLICY ENV 6.7 - BEST MANAGEMENT PRACTICES

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

### POLICY ENV 6.8 - PUBLIC LANDS

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



## Principle ENV 7: Manage the Poudre River's diverse resources and functions to create a sustainable river ecosystem.

### POLICY ENV 7.1 - ECOLOGICAL RESILIENCE

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

- » Working to quantify and provide adequate in stream flows to maintain the ecological functionality and recreational and scenic values of the Cache la Poudre River through Fort Collins;
- » Ensuring sufficient water volumes at appropriate times to support all of the diverse functions of the Poudre River;
- » Maintaining natural area protection buffers along both banks of the Poudre River;
- » Considering vertical and lateral channel stability with new development and redevelopment to ensure that adequate setbacks are provided to account for lateral migration of the Poudre River channel across the floodplain and vertical degradation; and
- » Restoring or enhancing degraded or disturbed areas to improve natural habitat conditions, biodiversity, and aesthetic and recreational values.

### POLICY ENV 7.2 - SITING AND DESIGN OF RECREATIONAL FEATURES

Locate and design recreational features within the Poudre River Corridor in a way that avoids or minimizes impacts to natural areas, wildlife habitat, water quality and other environmental values. Place emphasis on integrating natural, environmental, historical and cultural values within new public recreation sites.

### POLICY ENV 7.3 - VISUAL RESOURCES

Locate and design development and/or recreational facilities within the Poudre River Corridor to best maintain or enhance views of the Poudre River, its natural setting, the protected corridor features, and the foothills and mountains.

### POLICY ENV 7.4 - CACHE LA POUFRE RIVER NATIONAL HERITAGE AREA

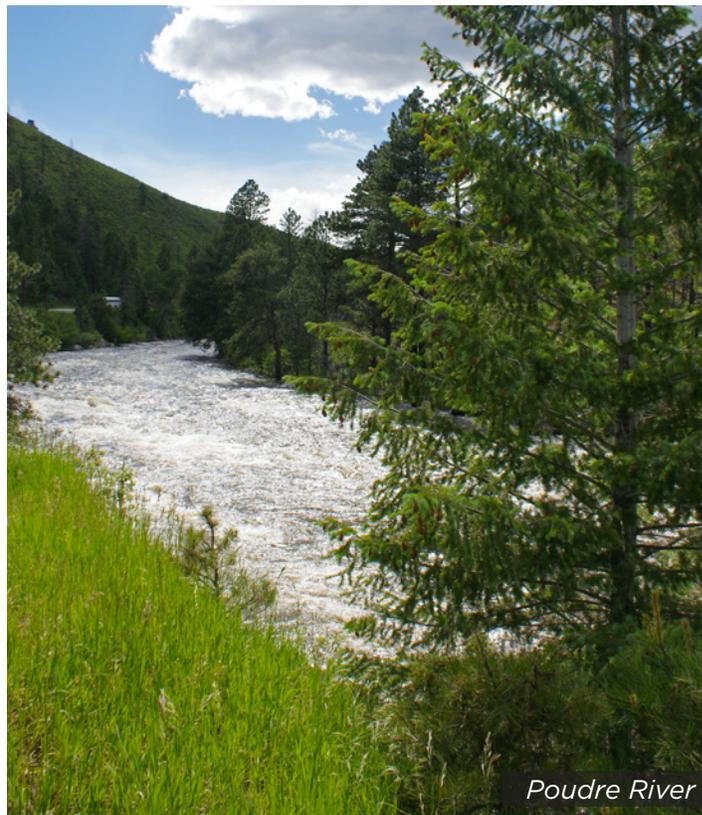
Protect historic landmarks and significant cultural landscapes within the Cache la Poudre River National Heritage Area by using land acquisition, local landmark designation, conservation easements, land use policies, and development and design standards. Support and provide historical, cultural and environmental learning opportunities in accordance with adopted goals for the area.

### POLICY ENV 7.5 - GRAVEL MINE RECLAMATION

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

## POUDRE RIVER INITIATIVES

The State of the Poudre River Assessment and Report Card provides a description of the current health of the Poudre River from Gateway Natural Area to Interstate 25. This initiative provides the City with a tool to benchmark progress towards its vision of sustaining a healthy and resilient Poudre River by identifying risks, evaluating project impacts, measuring progress and communicating results. The initiative will continue through repeated assessments on a periodic basis to ensure that the vision and goals are being achieved.



*Poudre River*

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## **Principle ENV 8: Create and maintain a safe, healthy and resilient urban forest.**

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### **POLICY ENV 8.1 - HEALTH OF THE URBAN FOREST**

Practice sound arboriculture practices, including diversification of species; monitoring and managing insect and disease impacts (e.g. emerald ash borer); and preparing for unanticipated events such as drought, extreme weather and the long-term effects of climate change.

### **POLICY ENV 8.2 - PUBLIC SAFETY**

Increase public safety throughout the urban forest by sustaining a frequent pruning rotation and regular tree-risk assessments. This would include efforts to reduce the creation of conflict between trees and pedestrian and vehicular movement through “right tree, right place.”

### **POLICY ENV 8.3 - GROWING ASSETS**

Ensure protection of existing trees when new or redevelopment takes place through collaboration with other City departments and on-site landscape contractors. Trees appreciate in value as they age and provide aesthetic, economic, social and environmental benefits to the entire community and nearby people and development.

### **POLICY ENV 8.4 - COMMUNITY EDUCATION AND OUTREACH**

Continue to provide the community with balanced and objective information to assist them in understanding the challenges, alternatives and solutions to achieve a healthy and resilient urban forest.

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## **Principle ENV 9: Protect human health, safety, wildlife habitat and the environment by limiting light pollution and protecting our night sky.**

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### **POLICY ENV 9.1 - COMMUNITY OUTREACH**

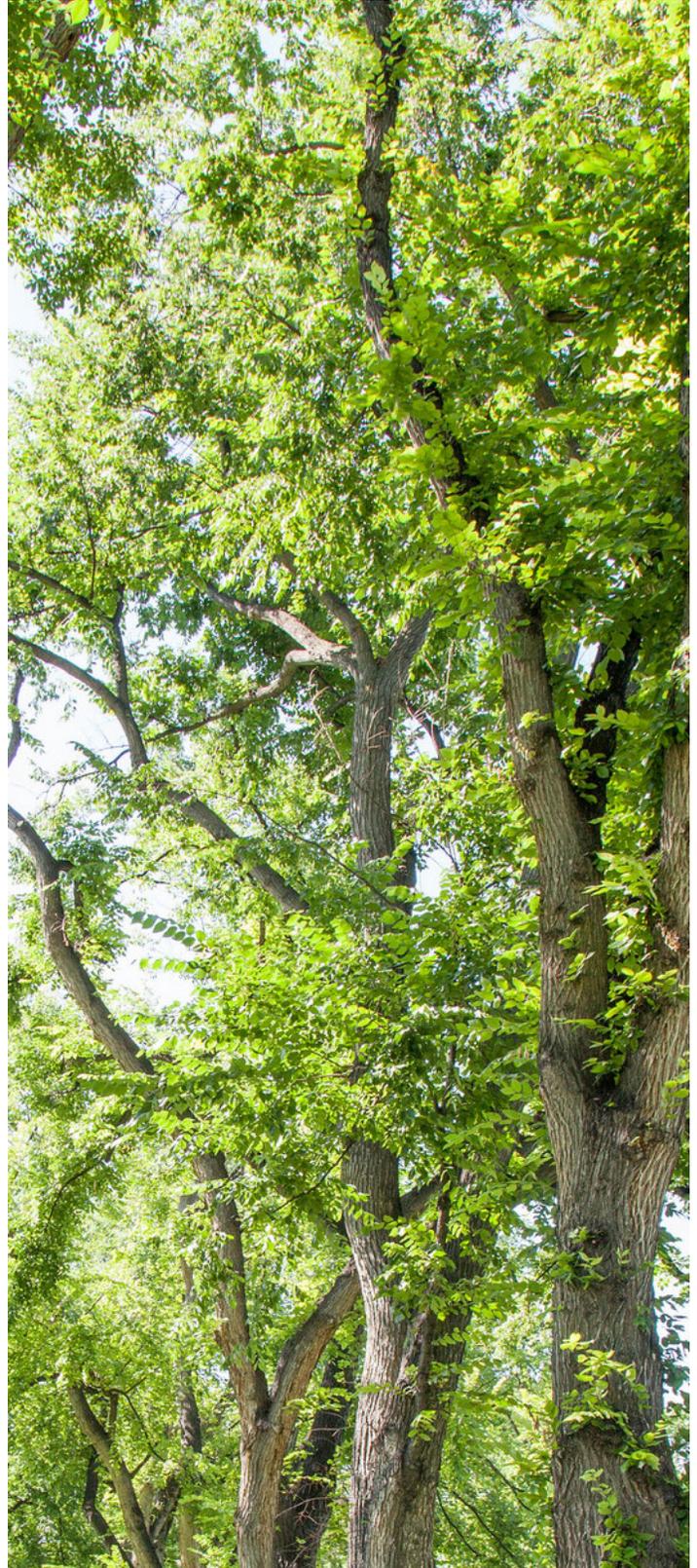
Develop consistent messaging to increase awareness of the benefits of outdoor lighting best practices in all sectors of the community.

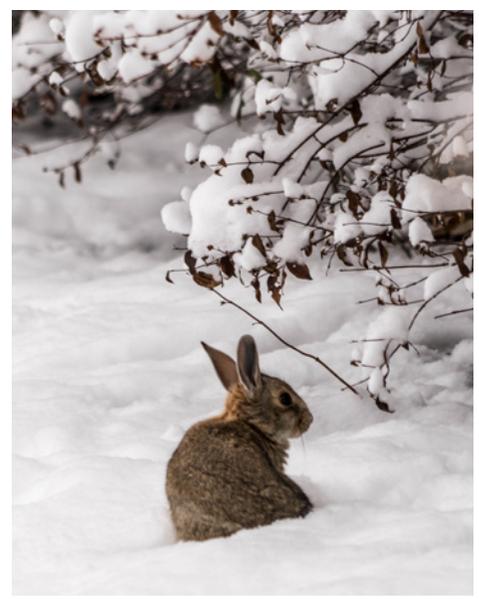
### **POLICY ENV 9.2 - COMMUNITY EDUCATION AND TECHNICAL ASSISTANCE**

Provide technical assistance and educational programming to encourage outdoor lighting best practices on private properties and in neighborhoods. Support neighborhood organizations and other community groups in retrofitting existing light fixtures to reduce light pollution.

### **POLICY ENV 9.3 - OUTDOOR LIGHTING**

Use development regulations to promote best practices: lighting only where needed, lighting only when needed, shielding lights and directing them downward, minimizing glare and light trespass, selecting lamps with warmer color temperatures, and selecting the most efficient lighting methods for both energy and lighting purposes.







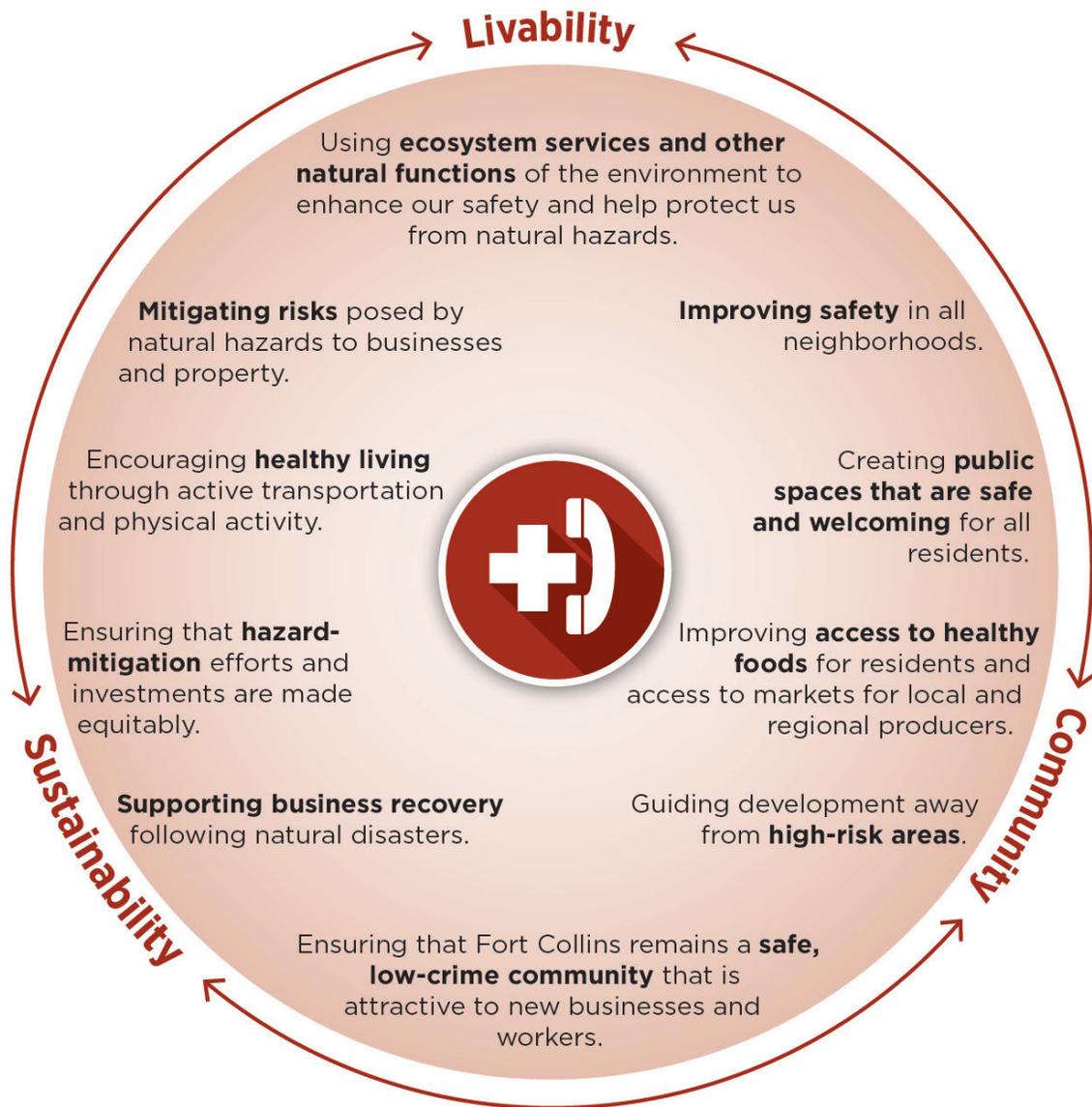
## SAFE COMMUNITY

Community safety is another key aspect of quality of life in Fort Collins. Residents, workers, visitors and business owners need to feel safe and secure in our community in order to thrive. Likewise, our community needs to be seen as safe in order to continue attracting new residents, employees and businesses. While crime prevention, fire safety and other public safety services remain a focus, mitigating risks posed by natural hazards and improving overall community health are also emphasized in this update to City Plan. Specifically, principles address:

- » **Police and Fire.** Fort Collins Police Services emphasizes a comprehensive, community-oriented policing strategy to address community needs. As Fort Collins grows, policies in City Plan focus on ensuring that Police Services is able to remain innovative and adaptable to effectively meet community expectations for public safety. The Poudre Fire Authority (PFA) is a consolidated fire and rescue service agency that serves Fort Collins, Timnath, Laporte, Bellvue and surrounding areas in the Poudre Valley Fire Protection District. Policies in City Plan support the City's ongoing partnership with PFA to ensure prompt, skillful and caring emergency response to fires and other emergencies.
- » **Other Public Safety Services.** Aside from the services provided by Fort Collins Police Services and PFA, the City of Fort Collins supports a number of policies and programs that promote public safety. City Plan encourages these programs to continue in the future, and to adapt based on changing needs and circumstances. In addition, ways to create safe and welcoming parks, streets, plazas and other public spaces are encouraged through the principles and policies in this outcome area.
- » **Hazard Mitigation.** While our natural environment is a strong part of what makes Fort Collins a great place to live, it can also pose risks that threaten our safety. Hazard events such as flooding and wildfires will probably increase in frequency and severity in the future due to climate change, a trend we must prepare for sooner rather than later. Identifying areas where hazards pose the greatest risk and mitigating these potential impacts are a focus of the principles and policies of this outcome area. Mitigation is just one piece of this conversation. City Plan also focuses on how we respond in the aftermath of disasters, focusing on strategies that allow us to quickly recover from the impacts that natural hazard events could create.
- » **Community Health.** While emergency services provide critical support during disasters and emergencies, ensuring that people are able to live healthy, active lives is an important way to prevent emergencies in the first place. People who have access to active modes of transportation, have opportunities for physical activity, and have access to healthy foods enjoy a higher quality of life and improved health outcomes. Policies in this section work alongside policies throughout City Plan to encourage programs and initiatives that enhance overall community health and resilience.



**Principles and policies support our Core Values by:**



## Principles and Policies

### Principle SC 1: Create public spaces and rights-of-way that are safe and welcoming to all users.

#### POLICY SC 1.1 - NEIGHBORHOOD RELATIONS

Provide and expand opportunities for neighborhood safety and involvement by fostering good neighborhood relations, building a sense of community pride and involvement, promoting safe and attractive neighborhoods, and encouraging compliance with City codes and regulations.

#### POLICY SC 1.2 - PUBLIC SAFETY THROUGH DESIGN

Provide a sense of security and safety within buildings, parking areas, walkways, alleys, bike lanes, public spaces and streets through creative placemaking and environmental design considerations, such as appropriate lighting, public art, visibility, maintained landscaping and location of facilities.

### Principle SC 2: Provide high-quality public safety and emergency response services.

#### POLICY SC 2.1 - POLICE SERVICES

Provide high-quality, cost-effective Police Services with an increased focus on neighborhood policing and particular attention to criminal activity, quality-of-life issues and visible signs of disorder.

#### POLICY SC 2.2 - FIRE PROTECTION

Coordinate with PFA to foster fire and life safety as a priority within the city. Support the PFA Strategic Plan and its mission to protect citizens and their property by being prompt, skillful and caring.

#### POLICY SC 2.3 - EMERGENCY MEDICAL SERVICES

Continue to work cooperatively with PFA, contracted ambulance providers and other emergency providers to provide ambulance and other emergency medical services in the community.

#### POLICY SC 2.4 - RESPONSE TIMES

Maintain adequate response times to calls for service by Fort Collins residents, as determined by City of Fort Collins Police Services and PFA.

#### POLICY SC 2.5 - SPECIAL EVENTS

In partnership with neighborhood services and public safety organizations, review and permit special events throughout the community to ensure public safety and enjoyable events for participants, spectators and the community.

#### POLICY SC 2.6 - COORDINATED RESPONSES

Coordinate with Larimer County, CSU, service providers and neighboring jurisdictions to provide coordinated responses to emergencies, public health issues and other high-impact events. Where mutually beneficial for all parties, consider IGAs or contracts for service with other jurisdictions where duplication of services can be avoided.

#### POLICY SC 2.7 - EMERGENCY PREPAREDNESS

Maintain the emergency operations plan to guide the City's response to disasters and other emergency events. Ensure that the plan outlines roles and responsibilities of City departments and staff during such events, as well as the continuity of government to ensure that the City can continue to operate during and immediately after a disaster.



*Fire ladder on Bring Your Child to Work Day*

## Principle SC 3: Minimize risks to life, infrastructure and property from natural hazards or exposure to hazardous materials.

### **POLICY SC 3.1 - HAZARD MITIGATION PLANNING**

Continue to implement and participate in future updates to the Larimer County Multi-Jurisdictional Hazard Mitigation Plan and other regional or statewide hazard-planning initiatives.

### **POLICY SC 3.2 - FLOODPLAIN DEVELOPMENT**

Discourage new development in the 100-year floodplain, balancing the need to protect public safety and allow natural hydraulic and hydrologic processes to occur, with economic and social objectives. Require structures and facilities that already exist in, or unavoidably must be located in, the floodplain to be designed to be consistent with the intent of the standards and criteria of the City of Fort Collins and the National Flood Insurance Program.

### **POLICY SC 3.3 - FLOOD DAMAGE MITIGATION**

Recognize that the maintenance, restoration and enhancement of the natural resources and the beneficial function of floodplains is a concurrent goal with reducing human and wildlife vulnerability to flood damage.

### **POLICY SC 3.4 - WILDLAND FIRES**

Identify and mitigate the risk of wildland fires in and around Fort Collins and the GMA; collaborate with PFA, Larimer County and the U.S. Forest Service.

### **POLICY SC 3.5 - HAZARDOUS MATERIALS**

Work to reduce risks associated with exposure to hazardous materials that are used in or transported through the city.



2013 flooding

## Principle SC 4: Provide opportunities for residents to lead healthy and active lifestyles and improve access to local food.

### POLICY SC 4.1 - ACTIVE TRANSPORTATION

Support means of active transportation (e.g., bicycling, walking, using wheelchairs, etc.) by continuing bike and pedestrian safety education and encouragement programs, providing law enforcement, and maintaining bike lanes, sidewalks, trails, lighting, and facilities for easy and safe use, as outlined in the Pedestrian Plan and Bicycle Plan.

### POLICY SC 4.2 - DESIGN FOR ACTIVE LIVING

Promote neighborhood and community design that encourages physical activity by establishing easy and equitable access to parks and trails, providing interesting routes that feature art and other visually interesting elements, and locating neighborhoods close to activity centers and services so that active modes of transportation are a desirable and convenient choice.

### POLICY SC 4.3 - COMMUNITY GARDENS AND MARKETS

Support cooperative efforts to establish community gardens; support and maintain new and existing local producers; and encourage retail opportunities, markets and Community Supported Agriculture (CSA) shares.

### POLICY SC 4.4 - REGIONAL FOOD SYSTEM

Work collaboratively with regional partners and producers to identify leadership and advisory opportunities for the regional food system. Consider developing coordination and advisory roles to help facilitate dialogue on regional food system issues.

### POLICY SC 4.5 - COMMUNITY HORTICULTURE

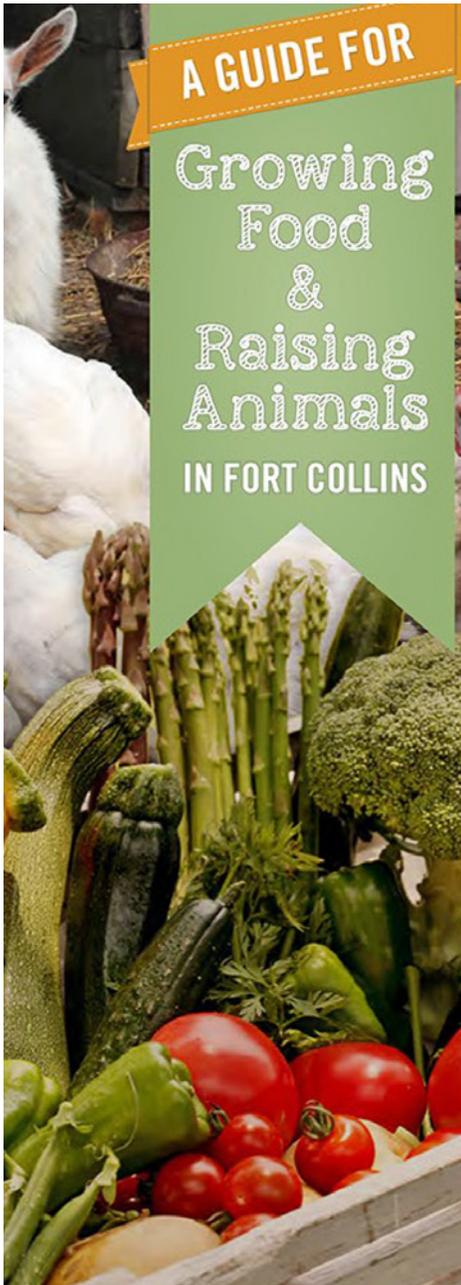
Encourage and support the establishment of community gardens and other horticultural projects throughout the city to provide food, beautification, education and other social benefits. Support the development of community-led horticulture projects and agricultural activities on appropriate City-owned lands (e.g., HOA-run garden plots in neighborhood parks, ongoing leasing for agricultural purposes, and farmers' markets in public plazas and parking lots) and in both new and existing neighborhoods.

### POLICY SC 4.6 - SUSTAINABLE AGRICULTURAL PRACTICES

Promote sustainable soil- and pest-management practices such as Integrated Pest Management, Natural Resources Conservation Service (NRCS) soil-health principles and organic farming practices.



*Garden a'Fare Event*





## TRANSPORTATION

Transportation must evolve quickly to meet the community's mobility vision and adapt to new travel options and technologies. The principles and policies of this outcome area reflect ambitious goals for reducing greenhouse gas emissions, improving safety and efficiency for all modes and reducing single-occupancy vehicles (SOV). These principles and policies will:

- » **Integrate Land Use and Transportation.** Land use patterns and policies have a direct impact on travel behavior. Some key considerations include refining the role and extent of the Enhanced Transit Corridors, supporting the implementation of intended land use densities where significant transit investments have been made (or will be made in the future), and seeking to proactively address the housing affordability issues that may contribute to increased in-commuting.
- » **Anticipate and Adapt to Emerging Mobility and Delivery Trends.** A number of external factors taking place locally, regionally and nationally will impact how transportation in Fort Collins trends into the future—the degree to which consumers rely on ride-hailing services, shifts in private-vehicle ownership, the way in which next-generation autonomous vehicles are owned and operated, and the degree to which delivery affects travel. It is important that the City explores the potential impacts and opportunities associated with different scenarios on the transportation system and land use patterns. A key consideration will be the degree to which the City and community support the adoption of policies and incentives (or potential regulations) to mitigate possible negative impacts—such as an increase in VMT or SOV, or both.
- » **Promote Bicycling and Walking through Infrastructure and Programs.** The city and region have facilities and services for biking and walking, and these amenities should be enhanced and expanded. Biking and walking should be easy, convenient, comfortable and safe activities or modes of transportation that are appropriate for all ages and abilities. Infrastructure should be paired with programs to provide the necessary information for residents, visitors and employees to choose transportation options that support a healthy and economically sustainable lifestyle.
- » **Meeting Mobility Needs with Transit.** Transfort connects thousands of city residents to jobs, schools, services and other destinations every day. These transit connections are made on services designed to match distinct travel markets, regional routes, high-frequency corridors, paratransit services and local routes. The network reflects a balance between providing most city residents with a short and convenient trip to transit combined with several high-frequency routes where riders can show up and go without having to worry about a schedule. As the city evolves and funding is available, the City is committed to expanding Transfort's service through new routes that will increase frequency in high-density corridors, provide innovative new services to connect people to transit and new form partnerships to provide regional connections.



**Principles and policies support our Core Values by:**



## Principles and Policies

### Principle T 1: Coordinate transportation plans, management and investments with land use plans and decisions.

#### POLICY T 1.1 - DEVELOPMENT AND TRANSPORTATION INVESTMENT

As development occurs, consider making concurrent transportation investments to support increased demands for multimodal travel.

#### POLICY T 1.2 - LAND USE CONTEXT

Consider the land use context for transportation projects by incorporating design that is sensitive to existing and future land uses; considering environmental, scenic, aesthetic and historic values; and evaluating the potential equity impacts of projects.

#### POLICY T 1.3 - DESIGN FOR ACTIVE LIVING

Promote neighborhood and community design that encourages physical activity.

#### POLICY T 1.4 - PUBLIC FACILITIES

Continue to require that development projects provide public facilities in accordance with their traffic and transportation impact and required standards.

#### POLICY T 1.5 - DISTRICTS AND ACTIVITY CENTERS

Provide a wide array of transportation facilities and services to support development and functioning of activity centers and districts.

#### POLICY T 1.6 - INTERFACE WITH OPEN LANDS

Design transportation corridors that are located adjacent to open lands and community separators in a manner that avoids and minimizes negative impacts.

#### POLICY T 1.7 - BRT AND HIGH-FREQUENCY TRANSIT SERVICE

Phase the implementation of new transit corridors, new BRT corridors and more frequent service on existing transit corridors to coincide with transit oriented development and available funding.

#### POLICY T 1.8 - SUSTAINABLE DESIGN

Plan, build and maintain streets, trails, intersections and sidewalks using sustainable design principles and best practices.

### Principle T 2: Build and maintain high-quality infrastructure that supports all modes of travel.

#### POLICY T 2.1 - FUNDING

Explore efficient and sustainable ways to allocate funding for transportation.

#### POLICY T 2.2 - CIP HORIZON AND SCHEDULE

Update the Capital Improvement Plan (CIP) every two years coordination with the City's budget schedule and other strategic opportunities. The CIP will include both a 25 year horizon and a short-term (five- to six-year) horizon.

#### POLICY T 2.3 - LAYERED NETWORK

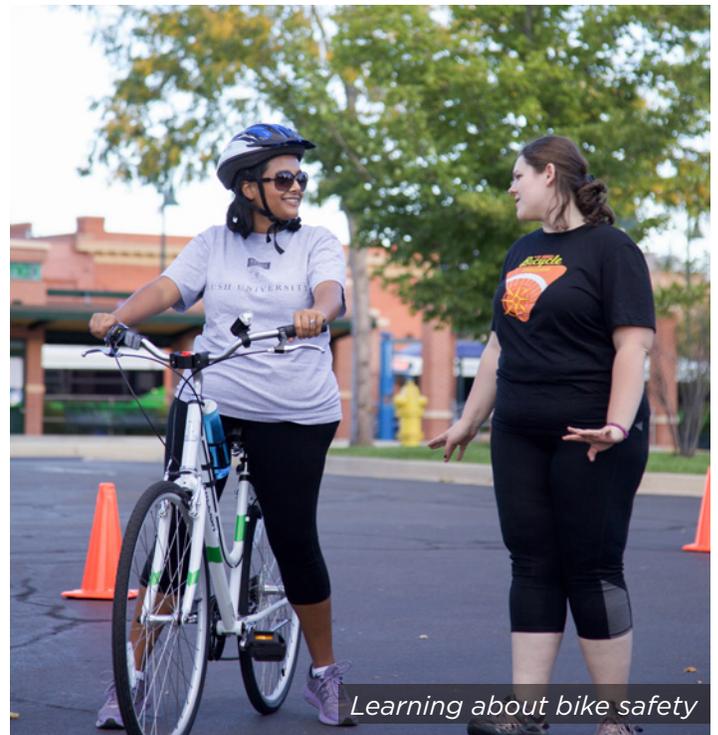
Develop a layered network for Fort Collins that designates a continuous, connected, efficient, convenient and comfortable network for bicycling, walking, transit and vehicles.

#### POLICY T 2.4 - STREET DESIGN CRITERIA

Keep street and sidewalk design standards current with community values, new modes of travel, Americans with Disabilities Act (ADA) guidelines, and new technical and safety standards.

#### POLICY T 2.5 - BUILDING IMPROVEMENTS

Construct and implement transportation improvement based on adopted plans, policies and the CIP.



*Learning about bike safety*

**POLICY T 2.6 - MAINTENANCE AND ASSET MANAGEMENT**

Protect investment in transportation facilities, systems and services through a proactive, high-quality maintenance program using principles of asset management.

**POLICY T 2.7 - COMPLETE NETWORK**

Determine modal priorities and operational improvements based on the Master Street Plan.

**POLICY T 2.8 - MODAL PLANS**

Maintain and update Bicycle, Pedestrian and Transit Plans that expand upon the general principles and policies identified in City Plan.

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**Principle T 3: Lead transportation innovation by exploring and utilizing emerging and transformative systems and technologies.**

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**POLICY T 3.1 - EMERGING TRANSPORTATION**

Update design standards, policies and operational strategies to support and manage newly emerging transportation options (e.g. autonomous vehicles, electric vehicles, electric-assist bicycles, drones and e-scooters).

**POLICY T 3.2 - TRIP-PLANNING APPLICATION**

Support development of an all-encompassing trip-planning app that aggregates all available modes and includes travel time, cost and carbon footprint per mode.

**POLICY T 3.3 - DEVELOPMENT AND SHARING OF INFRASTRUCTURE**

Encourage the development and sharing of both public and private infrastructure, including parking, by devising public-private partnerships and agreements that provide shared access, in order to facilitate the movement of people, goods and information throughout the city.

**POLICY T 3.4 - VEHICLE SHARING**

Encourage and support partnerships to provide vehicle-sharing opportunities. Programs should include a full spectrum of vehicle types (e.g., delivery trucks, pickup trucks, hybrid vehicles, scooters/mopeds, etc.) with electrification of the shared fleet.

**POLICY T 3.5 - DRONES**

Encourage and support the use and experimentation of drones for the delivery of goods and other community-supported uses, while also considering compliance with Federal Aviation Administration (FAA) rules and regulations and sensitivity to privacy concerns.



*ZipCar car sharing launch*

## TRANSPORTATION

### **POLICY T 3.6 - AUTONOMOUS AND CONNECTED VEHICLES**

Ensure that autonomous and connected vehicles and infrastructure reduce travel time, support and encourage public transit, reduce greenhouse gas emissions (GHGs) and reduce low-occupancy trips during peak time. This can be done by prioritizing autonomous vehicles that are electrically powered, shared or operated as a fleet and by disincentivizing zero-occupancy vehicles.

### **POLICY T 3.7 - CONNECTED VEHICLES INFRASTRUCTURE**

Implement connected infrastructure (such as signals) that communicates with connected vehicles to increase the efficiency of the roadway system. Ensure that this considers data-sharing requirements and equitable distribution of connected infrastructure throughout the city. Consider a user-fee funding mechanism to pay for this infrastructure investment.

### **POLICY T 3.8 - TRANSPORTATION NETWORK COMPANIES**

Ensure that Transportation Network Companies (TNCs; mobility-service providers such as Lyft or Uber) support Fort Collins' goals of Towards Vision Zero, reduced GHG emissions, decreased SOVs and improved travel time.

### **POLICY T 3.9 - ELECTRIC VEHICLES**

Encourage, prioritize and support the purchase of electric vehicles through the design, management, outreach, education, policy updates, broad-based coordination, incentives and operations of streets and wayside infrastructure such as electric-vehicle charging stations.

### **POLICY T 3.10 - ELECTRIC VEHICLE READINESS ROADMAP**

Prioritize transportation planning projects and programs that support the Electric Vehicle Readiness Roadmap (EVRR) goals.

### **POLICY T 3.11 - MULTIMODAL CONNECTIONS**

Develop mobility hubs and mobility innovation zones that support multimodal connections and first-last mile strategies by designating a consolidated space for bus stops, docked bike share, free-floating scooters and bikes, TNC shuttle pick-up and drop-off zones, etc.

### **POLICY T 3.12 - EMERGING TECHNOLOGIES**

Plan for and implement appropriate signal system technologies such as adaptive signal systems and other emerging connected technologies.



*Electric fleet vehicles*

## Principle T 4: Pursue regional transportation solutions.

### POLICY T 4.1 - REGIONAL TRANSPORTATION PLANNING

Participate in NFRMPO transportation programs and planning efforts.

### POLICY T 4.2 - PARTNERSHIPS FOR INTERSTATE TRAVEL

Develop partnerships among Colorado Department of Transportation (CDOT), Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Larimer County, North Front Range MPO, surrounding communities and private developers to build and improve regional and interstate facilities to increase mobility and make bicycle and pedestrian connections.

### POLICY T 4.3 - EFFICIENT MOBILITY

Provide energy- and time-efficient mobility and cost-effective transport of people and goods within the region.

### POLICY T 4.4 - REGIONAL CONNECTIONS

Provide safe, sustainable, easy and effective connections to county, regional, state and national transportation corridors, as well as rail and air transportation systems.

### POLICY T 4.5 - PARTNERSHIPS FOR MULTIMODAL TRAVEL

Work cooperatively with regional partners including the NFRMPO, CDOT, Larimer County and other Northern Colorado communities to identify opportunities to provide regional transit and bicycle connections along regionally significant transportation corridors and trail easements, including first-last mile strategies to transit.

### POLICY T 4.6 - USE OF EXISTING RAILROAD RIGHTS-OF-WAY

Support efforts to explore the use of existing rail rights-of-way as well as other rights-of-way and easements for interregional means of transportation such as bicycling, walking and transit.

### POLICY T 4.7 - FUTURE PASSENGER RAIL

Incorporate future opportunities for commuter passenger rail or other intercity rail-transit connections along existing or new rail corridors between Fort Collins, Denver and other North Front Range cities, per the 2017 Senate Bill and 2011 North I-25 Environmental Impact Statement (EIS).

### POLICY T 4.8 - REGIONAL TRANSIT

Work cooperatively with regional partners to identify opportunities to expand existing regional transit service and provide new regional transit service between Fort Collins and other cities along the Front Range.



*Bustang provides service between Fort Collins and Denver*

**Principle T 5: Ensure that transit is a safe, affordable, efficient and convenient travel option for people of all ages and abilities.**

**POLICY T 5.1 - TRANSIT SYSTEM**

As funding becomes available, expand the City’s public transit system in phases to provide integrated, high-frequency, productivity-based transit service along major transportation corridors. This will be accomplished with a combination of feeder transit lines, on-demand transit and mobility-as-a-service (MaaS) technology to connect major destinations.

**POLICY T 5.2 - BRT AND HIGH-FREQUENCY TRANSIT SERVICE**

Implement BRT and high-frequency transit service as shown in this document along major transportation corridors as land use densifies and mobility demands increase, providing links between major activity centers and transit-oriented development.

**POLICY T 5.3 - INTEGRATE AND EXPAND TRANSIT SERVICE TYPES**

As funding becomes available, integrate fixed-route transit service with mobility innovation zones to serve lower-density areas of the city with nontraditional transit service. Focusing on expanding mobility in a cost-effective way, the City will use existing and new technologies, including micro-transit, partnerships with TNCs, MaaS technologies and other innovations.

**POLICY T 5.4 - RELIABLE TRANSIT SERVICE**

As funding becomes available, provide fast and reliable transit service throughout the transit system, but with an additional emphasis on high-frequency routes through the use of various design and operating strategies, including bulb-outs, signal priority, bus-only lanes, access to mobility hubs and streamlining of route patterns to minimize deviations and appropriately spaced bus stops.

**TRANSIT MASTER PLAN**

The 2040 transit network identified in the Fort Collins Transit Master Plan is fundamentally driven by the anticipated 2040 land use densities identified in City Plan. The land use vision in City Plan will concentrate much of the city’s population and employment growth along key transportation corridors, while still providing for a mix of different urban forms across Fort Collins. In support of City Plan, the Transit Master Plan will evolve the transit system as follows:

- » Expand BRT along North College, West Elizabeth and Harmony Road;
- » Increase frequencies for most of the transit network as land use becomes more dense;
- » Expand coverage of the transit network to lower-density areas through mobility innovation zones;
- » Add regional routes to connect Fort Collins to more surrounding communities;
- » Improve connections to transit by leveraging the layered network from the Transportation Master Plan and developing strategic mobility hubs on the core transit network; and
- » Modernize Transfort’s operations by adopting new autonomous- and electric-vehicle technologies, partnerships with mobility providers and information sharing platforms.

**POLICY T 5.5 - TRANSIT STOPS**

Modernize and expand transit infrastructure with customer mobility, comfort and security first in mind. This includes improvements to bus stops/shelters; expanded and upgraded transit centers with elements such as adequate lighting, ADA accessibility and protection from the elements; and on- and off-board security and cameras. Maintain transit infrastructure per the Transfort Bus Stop Design Guidelines and update the document as needed.



MAX BRT transit station

**POLICY T 5.6 - REGIONAL TRANSIT LEADERSHIP**

Continue to be a leader for transit services in the region by efficiently operating transit services in smaller communities, leading the development of new regional transit connections and looking for opportunities to provide expanded and cost-effective regional mobility in the North Front Range.

**POLICY T 5.7 - TRANSIT TECHNOLOGY**

Pursue technology such as pedestrian blind-spot detection, autonomous and connected vehicles, electric and low emission-buses and on-demand vehicles.

**POLICY T 5.8 - CONNECT TRANSIT TO OTHER MODES**

Connect public transit to other modes of travel through strategically located mobility hubs, to be located near activity centers, where one or more transit routes and bicycle facilities intersect. These hubs will provide shared multimodal facilities and may include elements such as bicycle parking, bike-share and car-share, multimodal information, park-and-rides, and curbspace for shuttles and drop-off vehicles.

**POLICY T 5.9 - TRANSFERT SERVICE STANDARDS**

Provide transit service in accordance with the Transfert Service Standards.

**POLICY T 5.10 - PARATRANSIT**

Provide paratransit in accordance with Federal requirements. Look for opportunities to improve customer service, ensure cost-effective coverage and improve outreach and education for paratransit customers who would receive better mobility services on the fixed route network.

**POLICY T 5.11 - TRANSIT MAINTENANCE FACILITY**

To support the additional transit service identified in this plan, consider expanding the Transit Maintenance Facility to store and maintain a larger fleet of buses and support vehicles.



*Transfert bus stop*

**Principle T 6: Support bicycling as a safe, easy and convenient travel option for all ages and abilities by building a connected network of facilities.**

**POLICY T 6.1 - CONNECTED BICYCLE FACILITIES**

Build and maintain bicycle facilities that form a continuous and dense low-stress bicycle network with seamless connections to public transit, bike-share and other shared-mobility vehicles, schools, neighborhoods, community destinations and the regional bicycle network.

**POLICY T 6.2 - BICYCLE FACILITIES AND PROGRAMS**

Implement appropriate, well-designed bicycle facilities, education and enforcement programs.

**POLICY T 6.3 - BICYCLING FOR ALL AGES AND ABILITIES**

Increase bicycle ridership by creating a welcoming environment for people of all bicycling levels in all parts of the city.

**POLICY T 6.4 - BICYCLING TO PROMOTE PHYSICAL ACTIVITY**

Increase access to bicycling as essential to an active and environmentally healthy community.

**POLICY T 6.5 - FACILITY MAINTENANCE**

Identify opportunities for additional year-round maintenance of bicycle facilities to provide safe bicycling in winter months.

**POLICY T 6.6 - ADAPTIVE BICYCLING**

Increase programming and infrastructure focus on adaptive bicycling to accommodate the needs of people with disabilities.

**Principle T 7: Support walking as a safe, easy and convenient travel option for all ages and abilities by building a connected network of sidewalks, paths and trails.**

**POLICY T 7.1 - PEDESTRIAN FACILITIES**

Implement ADA-accessible pedestrian facilities as detailed in the Pedestrian Plan and Sidewalk Prioritization Program.

**POLICY T 7.2 - SAFE PEDESTRIAN FACILITIES**

Develop safe and secure pedestrian settings by developing and maintaining an appropriately lit pedestrian network, enforcing snow removal on sidewalks adjacent to residential properties and mitigating the impacts of vehicles. Connections will be clearly visible and accessible, incorporating markings, signage, lighting and paving materials.

**POLICY T 7.3 - NEIGHBORHOOD STREETS FOR WALKING**

Provide an attractive, safe environment for pedestrians, bicyclists and drivers on neighborhood streets with well-designed streetscapes, including detached sidewalks, parkways and well-defined crosswalks.

**POLICY T 7.4 - PEDESTRIAN CONNECTIONS**

Provide direct and visible pedestrian connections between cul-de-sacs, transit stops, schools, activity areas, public facilities, recreational trails and other key pedestrian destinations.

**POLICY T 7.5 - INFRASTRUCTURE FOR DISABLED COMMUNITY**

Increase programming and infrastructure focused on providing the best environment to accommodate the needs of people with disabilities.



## Principle T 8: Manage the transportation system to ensure reliable traffic and transit flow through travel demand management and transportation system optimization.

### **POLICY T 8.1 - TRANSPORTATION DEMAND MANAGEMENT**

Promote and facilitate transportation options that reduce dependence on automobile trips (e.g., carpools, regional vanpools, telecommuting, electronic access, new vehicle types, vehicle sharing, transit, walking, biking, employee programs, market pricing for parking, road-user charges, etc.).

### **POLICY T 8.2 - SYSTEM OPTIMIZATION**

Manage traffic congestion through system optimization strategies such as intelligent transportation systems (ITS) and signal optimization.

### **POLICY T 8.3 - INNOVATIVE FUNDING**

Consider parking pricing to balance demand on the system and fund new transportation demand options and programs.

### **POLICY T 8.4 - MULTIMODAL LEVEL OF SERVICE**

Update the Multimodal Level of Service (MMLOS) standards in alignment with transportation and land use goals.

### **POLICY T 8.5 - ACCESS MANAGEMENT**

Protect the capacity and safety of critical corridors through access management (i.e., the consolidation and narrowing of access points).

### **POLICY T 8.6 - ROUNDABOUTS**

Consider roundabouts as a means of achieving transportation system safety and efficiency at intersections for all modes of travel.

### **POLICY T 8.7 - EASE OF ACCESS AND BYPASS TRAFFIC**

Encourage through-truck/freight traffic to bypass the city using designated truck routes on state and federal highways.

### **POLICY T 8.8 - EFFICIENT MOBILITY**

Provide energy and time-efficient mobility and cost-effective transport of people and goods between the various districts of the city.

### **POLICY T 8.9 - FREIGHT MOBILITY**

Maintain a truck routing plan with designated truck routes to provide commercial access and minimize truck travel through residential neighborhoods.

### **POLICY T 8.10 - ADDRESSING BOTTLENECKS**

Implement improvements at strategic locations to address congestion/bottlenecks that are creating emissions and safety concerns.



*Civic Center parking structure*

**Principle T 9: Utilize the transportation system to support a healthy and equitable community.**

**POLICY T 9.1 - HEALTH- AND HUMAN-SERVICES PROVIDERS**

Improve transportation access to health- and human-services organizations.

**POLICY T 9.2 - ENERGY EFFICIENT AND ENVIRONMENTALLY SENSITIVE TRANSPORTATION**

Develop a program to promote energy efficient and environmentally sensitive transportation choices. Coordinate the building code with the growth in new transportation fuels such as electricity or hydrogen.

**POLICY T 9.3 - CITY VEHICLE FLEETS**

Manage City vehicle fleets to minimize environmental impacts and use of nonrenewable fuels.

**POLICY T 9.4 - HEALTHY TRANSPORTATION CHOICES**

Develop travel demand programs that support and promote active transportation choices.

**POLICY T 9.5 - EQUITABLE ACCESS**

Provide equitable access to services and resources, particularly for marginalized and underresourced communities as identified in the Health Equity Index Analysis in the City Plan Trends and Forces Report (Appendix) and other future equity analyses.

**POLICY T 9.6 - ACTIVE TRANSPORTATION**

Support physically active transportation (e.g., bicycling, walking, using wheelchairs, etc.) by continued bike and pedestrian education and encouragement programs and infrastructure investments.

**POLICY T 9.7 - MONITORING ENVIRONMENTAL JUSTICE AND HEALTH EQUITY**

Conduct formal evaluation of the potential environmental justice and health equity impacts of projects, policies and plans using current best-practice equity tools to prevent adverse and disproportionate impacts.

**POLICY T 9.8 - AIR QUALITY**

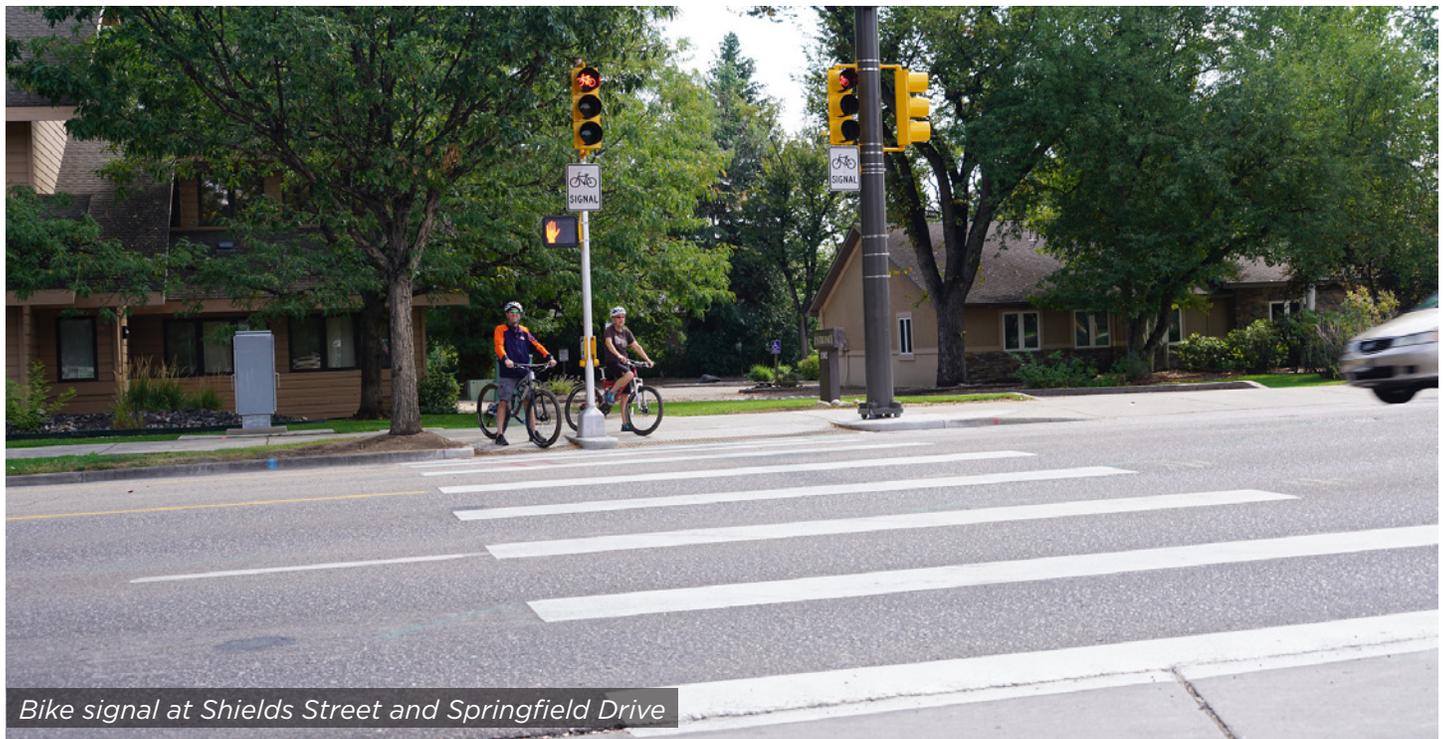
Support efforts to improve air quality through the prioritization of transportation infrastructure and travel demand programmatic investments that reduce vehicle miles traveled. Incorporate air quality impacts into transportation planning decisions through the use of the Fort Collins Air Quality Impacts Tool.

**POLICY T 9.9 - CLIMATE ACTION PLAN**

Prioritize transportation planning projects and programs that support CAP and GHG-reduction goals.

**POLICY T 9.10 - ADA INFRASTRUCTURE**

Pursue infrastructure improvements beyond what is required in the ADA to ensure optimal equal access, coordinating with disability-rights organizations to determine best-practice solutions.



*Bike signal at Shields Street and Springfield Drive*

## Principle T 10: Support and enhance safety for all modes.

### **POLICY T 10.1 - TOWARD VISION ZERO**

Develop a safety-enhancement action plan for all modes based on the City's commitment to Vision Zero.

### **POLICY T 10.2 - EDUCATION AND ENFORCEMENT**

Promote the development of educational programs and ensure the appropriate utilization of traffic enforcement.

### **POLICY T 10.3 - SAFETY AND RESPECT**

Develop and support education and enforcement programs that promote safety and encourage respect for traffic laws among drivers, pedestrians, bicyclists, long boarders and e-scooters.

### **POLICY T 10.4 - PEDESTRIAN TRAFFIC LAWS**

Partner with community stakeholders to develop educational and enforcement programs that promote safety, encourage respect for pedestrians and encourage pedestrians to respect traffic laws.

### **POLICY T 10.5 - STREET CROSSINGS**

Design street crossings at intersections consistent with the Fort Collins Traffic Code, the Land Use Code, the Manual on Uniform Traffic Control Devices (MUTCD), ADA and the Larimer County Urban Area Street Standards (LUCASS) with regard to crosswalks, lighting, median refuges, bike boxes, corner sidewalk widening, ramps, signs, signals and landscaping.

### **POLICY T 10.6 - SAFE ROUTES TO SCHOOL PROGRAM**

Continue the Safe Routes to School (SRTS) program, which focuses on educating all children, teachers, parents and schools about safe walking and bicycling as a mode of travel to get to school. Ensure that SRTS materials and activities are inclusive of people with disabilities.

### **POLICY T 10.7 - PERSONAL SAFETY**

Design infrastructure and programs to promote personal safety through lighting, the activation of public space and police presence.

### **POLICY T 10.8 - DATA DRIVEN APPROACH**

Utilize an annual, data-driven, citywide safety review that helps inform all projects.

### **POLICY T 10.9 - SAFETY PROJECT IMPLEMENTATION**

Focus improvement efforts on projects that enhance transportation safety.

### **POLICY T 10.10 - UNDERRESOURCED COMMUNITIES**

Consider prioritizing safety improvements in marginalized and underresourced communities, including the disability community.



*Bike to Work Day*



## HIGH PERFORMING COMMUNITY

A successful community is one that has more than just a good plan to address a comprehensive set of issues and opportunities. Equally important is how the local government will support and interact with its constituents. The City of Fort Collins values community engagement and involving the community in decision-making processes, and it strives to be as transparent and open as possible, particularly when it comes to how taxpayer dollars are spent. Moving forward, the City will strive to improve current practices and policies, with an emphasis on the following:

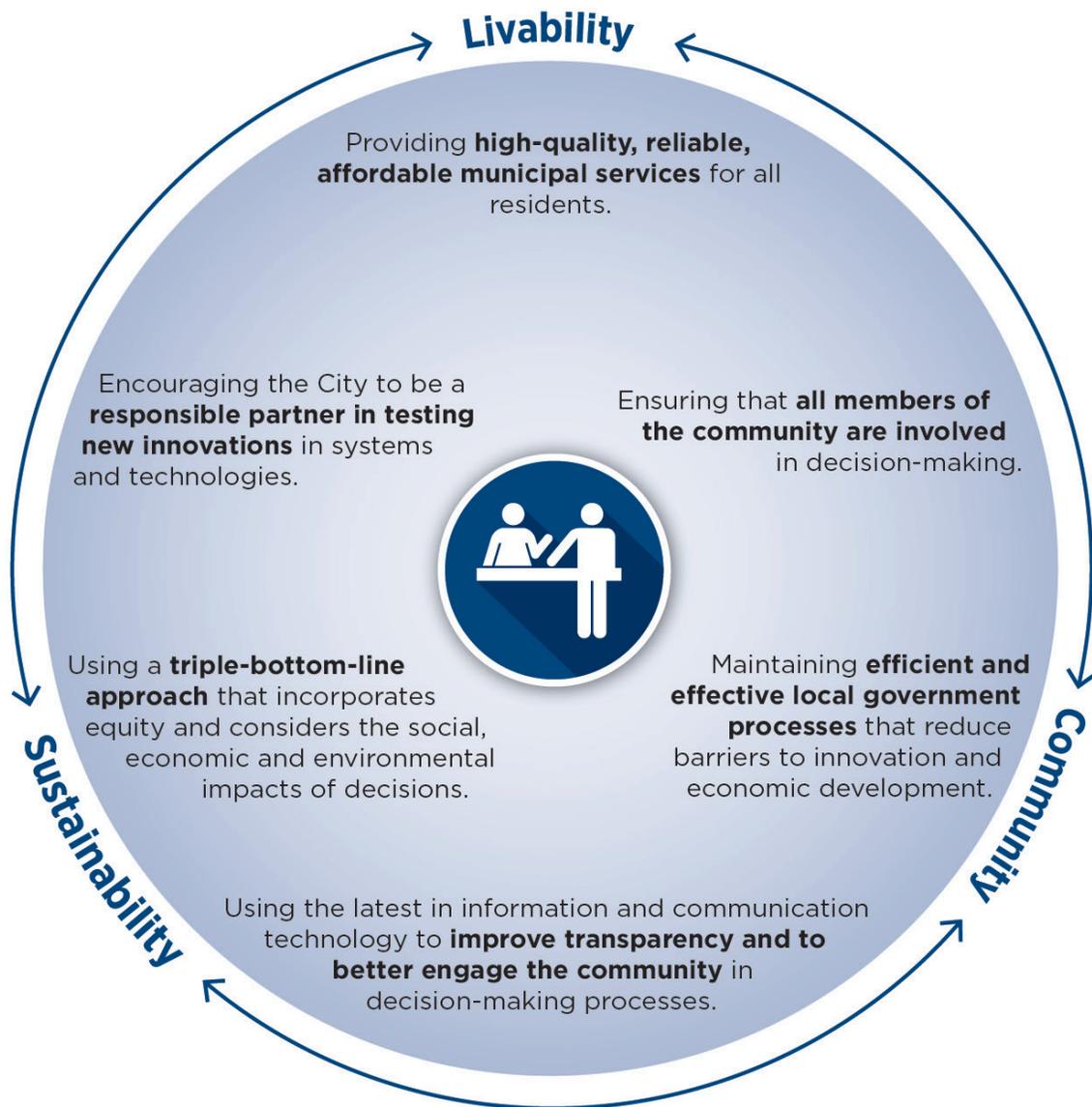
- » **Community Engagement.** Principles and policies in City Plan encourage the City organization to continue evaluating ways in which it can improve upon the way it engages with the community and involves them in planning and decision-making. This includes placing a greater focus on equity, ensuring that groups that have traditionally been underrepresented in City government or not involved in decision-making processes are engaged and have a say in decisions that affect their day-to-day lives.
- » **A Commitment to Effective Government.** The City of Fort Collins is dedicated to providing high-quality service that is responsive to the needs of residents, visitors, employees and businesses in the city. By ensuring that the City organization attracts, develops and retains the most competitive talent and through a process of continual improvement, the City is constantly evaluating its own programs, services and actions to identify areas for improvement. In addition, the City is open to new, innovative technologies and processes. The principles in this outcome area support this broader organizational goal and reflect the City's commitment to be a model of effective local governance.

- » **High-Quality Services.** The City of Fort Collins is committed to providing high-quality municipal services through sound financial management, transparent decision-making, good communication and efficient project management. The City offers many services across the seven different outcome areas, including street maintenance, parks and recreation programming and utilities.

For more than a century, the City has provided safe and reliable power, water and sewer services to residents. Fort Collins Connexion, the community's municipal high-speed broadband network, is the latest example of Fort Collins' forward-thinking approach to providing municipal services. Principles in this section of City Plan focus on providing a framework for future decision-making about municipal services that encourages co-creation, innovation and partnership while maintaining reliability and affordability for residents.



**Principles and policies support our Core Values by:**



## Principles and Policies

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### Principle HI 1: Be a model for equitable, effective and transparent local governance.

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#### **POLICY HI 1.1 - LOCAL GOVERNMENT RESPONSIVENESS**

Respond to inquiries and concerns in a timely and coordinated manner. Ensure that contact information and staff directories are readily available and regularly updated.

#### **POLICY HI 1.2 - GOVERNMENT TRANSPARENCY**

Support and expand upon practices and systems that are transparent and accountable to the public.

#### **POLICY HI 1.3 - CAPABILITY OF TALENT**

Hire high-quality talent and continuously provide opportunities to develop the capabilities and capacity of City employees to provide outstanding service.

#### **POLICY HI 1.4 - CONTINUOUS IMPROVEMENT IN SERVICE**

Continuously evaluate existing practices and systems for opportunities to improve outcomes and provide better, more equitable service to the public.

#### **POLICY HI 1.5 - COST-RECOVERY MODEL**

Utilize a cost-recovery model, designed to estimate revenues and expenditures associated with actual or hypothetical development patterns providing estimated fiscal impact information, for major planning projects such as annexations, subarea plans and major updates to the Structure Plan.

#### **POLICY HI 1.6 - BUDGETING FOR OUTCOMES**

Use the BFO approach for developing a biennial budget that allocates revenues based on community priorities and for providing residents with a clear understanding of program and service funding choices.

#### **POLICY HI 1.7 - REGIONAL COLLABORATION**

Actively collaborate with other jurisdictions in Northern Colorado, school districts and institutions of higher learning, special districts, the NFRMPO, and other regional and state partners to develop cooperative solutions to regional issues and planning challenges.

#### **POLICY HI 1.8 - SERVICE PROVIDERS**

Coordinate closely with and promote coordination among service providers in needs assessment, facility siting and other matters to ensure continuing delivery of effective, equitable and efficient services.



*Neighbors, City staff and service providers participate in Neighborhood Night Out.*

## **Principle HI 2: Support an active, educated and engaged community.**

### **POLICY HI 2.1 - VOLUNTEERISM AND PHILANTHROPY**

Promote a spirit of volunteerism in the community by coordinating with organizations and philanthropies through CityGives and other similar initiatives. Provide a range of opportunities for residents to volunteer for or give to City-led programs, projects and efforts.

### **POLICY HI 2.2 - EDUCATIONAL INSTITUTIONS**

Coordinate with the community's educational institutions to support and enhance the excellent educational system that contributes to the city's high quality of life and the employability of its residents.

### **POLICY HI 2.3 - LIFELONG LEARNING**

Work with educational institutions, nonprofit organizations and others who provide educational classes or programs to ensure that lifelong learning opportunities are available and accessible to residents.

### **POLICY HI 2.4 - EARLY LEARNING**

Encourage equitable access to childcare, early-learning opportunities and other programs that help families prepare their children for school.

### **POLICY HI 2.5 - COMMUNITY-BASED LEARNING**

Work to expand opportunities for students to engage in community-based learning and other service-oriented learning experiences that allow students to engage with the community.

### **POLICY HI 2.6 - CAPACITY BUILDING**

Provide opportunities for the community to develop the knowledge and skills needed to effectively participate in local government planning and decision-making processes. Ensure that such efforts include targeted approaches for marginalized communities and other groups that have historically been underrepresented in past outreach efforts.



*Cleaning up the trail system on Family Volunteer Day.*

**Principle HI 3: Provide opportunities for meaningful and inclusive community involvement in governance and decision-making.**

**POLICY HI 3.1 - CITY BOARDS AND COMMISSIONS**

Strive to reflect the diversity of our community in the membership of resident boards and commissions, including but not limited to people of different races, ethnicities, income levels, ages, abilities and backgrounds. Encourage participation from residents with varying occupational experiences as well.

**POLICY HI 3.2 - HIRING PRACTICES**

Adopt hiring practices across the City organization to promote staffing that reflects the diversity of the community.

**POLICY HI 3.3 - RANGE OF ENGAGEMENT APPROACHES**

Develop and provide a range of approaches for engaging with the community in a meaningful and authentic way. Ensure that approaches are tailored to and appropriate for different levels of engagement, as well as for different socioeconomic and cultural groups.

**POLICY HI 3.4 - INCLUSIVE ENGAGEMENT**

Seek to engage with a broad spectrum of the community during all City-led outreach efforts. This includes residents and businesses from different ages, racial backgrounds, education levels, income levels, etc., as well as those who have limited English proficiency or face other barriers to participating in engagement activities.

**POLICY HI 3.5 - MULTILINGUAL SIGNAGE**

Ensure that welcome, directional and other key signs in City buildings and facilities are multilingual. Signs providing information about how to access translation and interpretation should be added to City buildings and facilities wherever needed.

**POLICY HI 3.6 - TRANSLATION AND INTERPRETATION**

Create and publicize a wide range of accurately translated and regularly updated City resources and publications for residents who have limited English proficiency. Expand and publicize City interpretation services.



*Open Streets concert event*

