

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, the City Council, and the Planning and Zoning Commission.

**“Ensuring the people who work in Fort Collins can live in Fort Collins” (housing priority)...
-Resident comment**



COMMUNITY AND NEIGHBORHOOD LIVABILITY AND SOCIAL SUSTAINABILITY

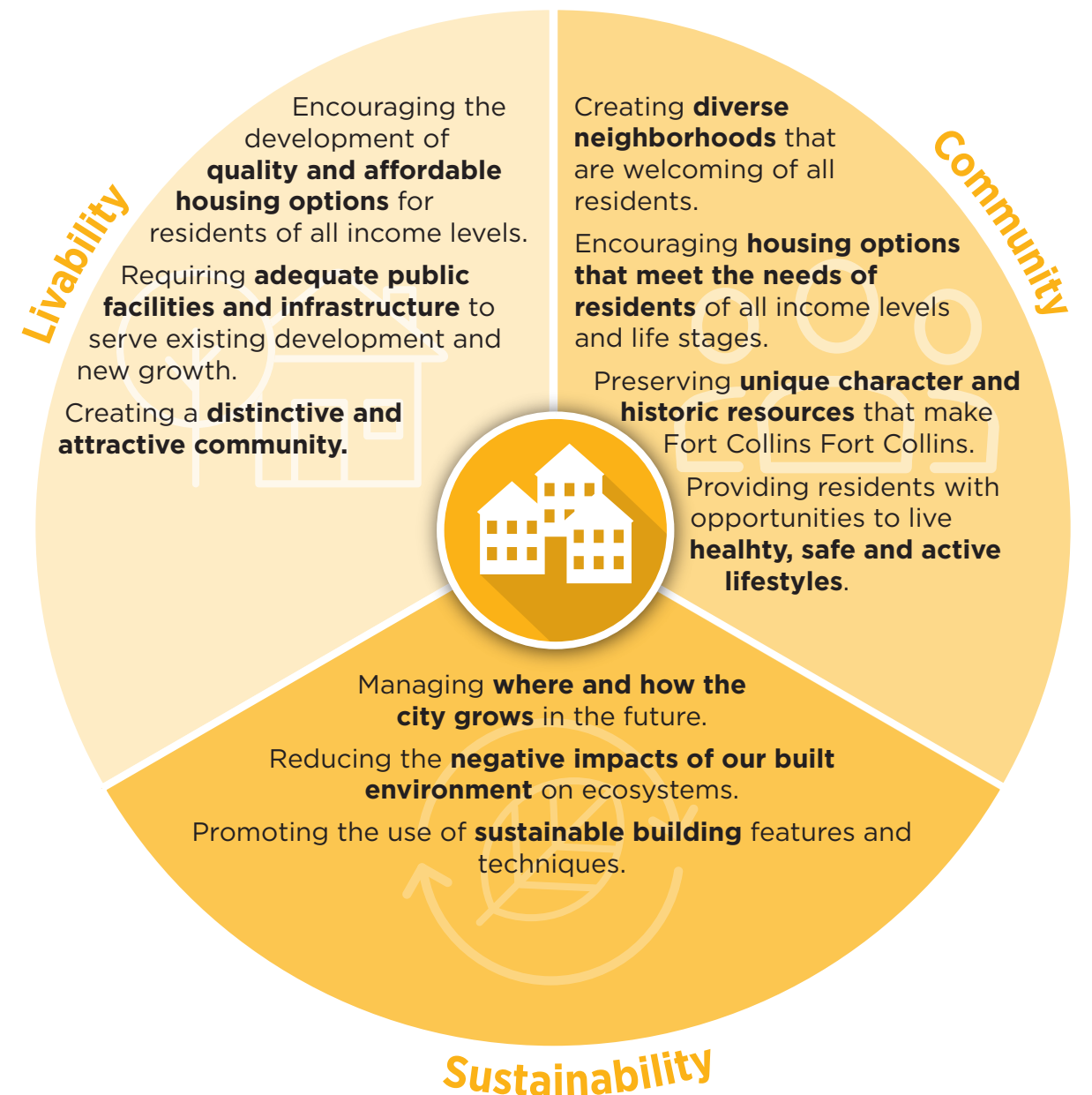
Community and Neighborhood Livability refer to the overall physical character of the community, and the ability of all residents to live happy, healthy, and fulfilling lives. Strong neighborhoods result from a combination of factors, including investments in services and infrastructure, access to high-quality amenities, housing that is attainable to residents from a range of incomes and backgrounds, and many others. 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 0-80% of the area median income by 2020 and 10% of units to be affordable by 2040. In addition, the City emphasizes assistance priority to the lowest wage earners, those earning 0-30% of the area median income. Despite these efforts, housing prices and rents continue to rise, and 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. 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 plays a major part in maintaining livable neighborhoods. There are longstanding policies that encourage new growth in targeted infill and redevelopment areas; however, past residential growth has mainly occurred at the periphery of the city. With diminishing supply of vacant land, a larger percentage of future growth is likely to 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 Support our Core Values By:



Principles and Policies

The following principles and policies will guide our actions in this outcome area.

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 - AMENDMENTS TO THE GROWTH MANAGEMENT AREA (GMA)

The Growth Management Area (GMA) will remain generally as presently configured but will be subject to limited amendments in accordance with the following criteria. Two particular amendments to the GMA that have been identified for future consideration are the Wildflower and CSU Foothills Campus. The identification of any additional proposed amendments to the GMA will be undertaken only in conjunction with future comprehensive updates of City Plan. The criteria to be considered in reviewing each of these proposed GMA amendments will include, but need not be limited to, the following:

- a. Whether the proposed amendment is consistent with community goals, principles, and policies as expressed in City Plan,
- b. Whether the proposed amendment has a positive net fiscal benefit to the community,
- c. Whether the proposed amendment is necessary to accommodate an activity that cannot be reasonably accommodated on lands within the existing GMA,
- d. Whether the land proposed for inclusion in the GMA contains any environmental factors or hazards that make the area unsuitable for inclusion within the GMA, and
- e. Whether the proposed amendment would result in a logical change to the GMA. Factors to be included in making this determination will include, but need not be limited to, the following:
- f. Whether the proposed amendment would allow for the logical, incremental extension of urban services,
- g. Whether the proposed amendment would offer a desirable new “edge” to the community,

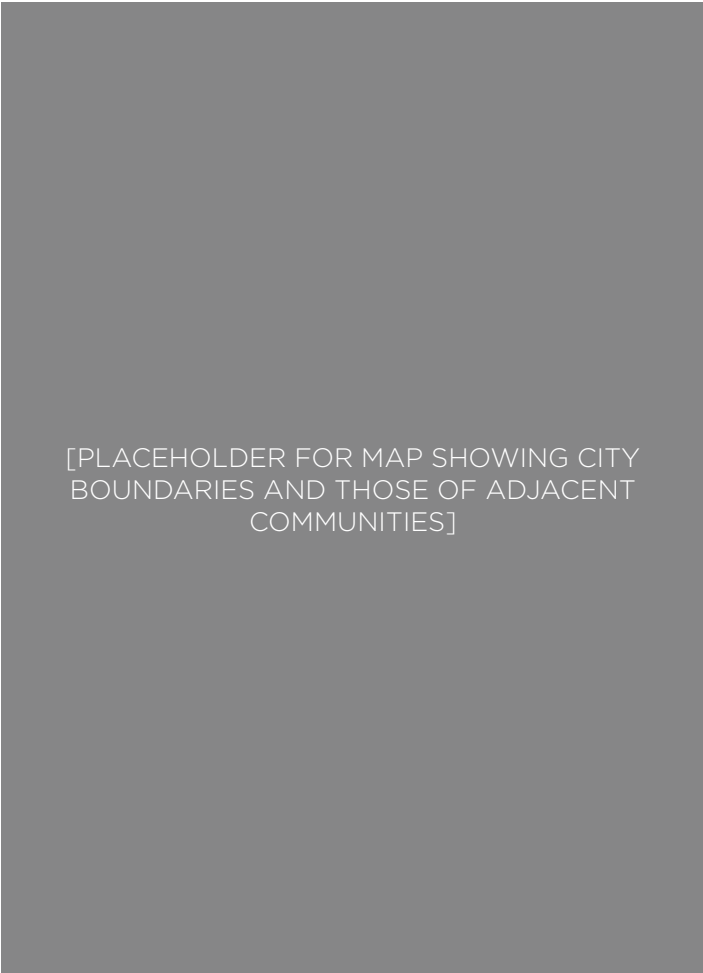
POLICY LIV 1.2 - COMMUNITY EDGES

Collaborate with Larimer County and adjacent communities to plan the edges of the Fort Collins Growth Management Area. 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 1.3 - 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:

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



POLICY LIV 1.4 - CAPITAL IMPROVEMENT POLICIES

Operate under the following Capital Improvement Policies:

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

POLICY LIV 1.5 - ADEQUATE PUBLIC FACILITIES

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

- a. Only permit development 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.
- b. 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.

- c. Do not extend new roads and other City services to serve development that is inconsistent with City Plan or other regional plans as adopted by the City. Moreover, the City should not enter into any agreements with other jurisdictions to jointly fund or construct infrastructure improvements or provide services that might foster growth that is inconsistent with these plans. The City is not precluded from working with other jurisdictions to provide services and facilities that benefit the entire community such as water and wastewater facilities, regional trails, open space and parks.
- d. 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.
- e. 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 Growth Management Area.
- f. Charge additional fees to non-city residents who utilize City services.

POLICY LIV 1.6 - 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.

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 (particularly those that have historic significance);
- » Infill of existing surface parking lots—particularly in areas that are currently, or will be served by BRT and/or high frequency transit in the future;
- » Public/private partnerships;
- » Infrastructure improvements/upgrades;
- » Streetscape enhancements;
- » 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; and
- » Use of all available tools and incentive mechanisms.

POLICY LIV 2.2 - PRIORITY LOCATIONS FOR INFILL AND REDEVELOPMENT

Prioritize public investments in infrastructure/improvements in the following areas:

- » Urban Renewal Areas;
- » TIF Districts;
- » Downtown District;
- » Urban Mixed-Use Districts; and
- » Mixed-Employment Districts.

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

POLICY LIV 2.3 - TRANSIT-ORIENTED DEVELOPMENT

Require infill 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.



FORT COLLINS URBAN RENEWAL AUTHORITY

The Urban Renewal Authority (URA) focuses on the redeveloping urban core, with particular attention towards 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 Tax Increment Financing (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, or 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 into the design of high-density projects, particularly in areas where concentrations of pedestrian activity are desired, that lack access to nature within a 10-minute walk, and in areas where high-frequency transit exists or is planned.

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. Continue to develop and adopt location-specific standards or guidelines where unique characteristics exist to promote compatibility of infill redevelopment.

POLICY LIV 3.5 - CORPORATE ARCHITECTURE

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

POLICY LIV 3.6 - CONTEXT SENSITIVE DEVELOPMENT

Ensure 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 district or neighborhood.

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.



Principle LIV 4: Enhance neighborhood livability.

POLICY LIV 4.1 - NEW NEIGHBORHOODS
Encourage creativity, flexibility, and innovation in the design and construction of new neighborhoods to adapt to unique site conditions, changing demographics, and market demand. New neighborhoods should: expand housing options within the city, offer residents the opportunity to age in place, improve access to services and amenities, and generally enhance livability for residents.

POLICY LIV 4.2 - COMPATIBILITY OF ADJACENT DEVELOPMENT
Ensure development that occurs in adjacent districts complements and enhances the positive qualities of established neighborhoods. Developments that share a property line and/or street frontage with an established neighborhood should promote compatibility by:

- » Continuing established block and street patterns to improve access to services and amenities from the established neighborhood;
- » Incorporating context-sensitive buildings and site features (e.g. similar size, scale, and materials); and
- » Locating parking and service areas where impacts on established 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.



Avondale Cottages

PLACEHOLDER

To be added: explanation of the difference between “protected classes” for things like federally subsidized housing and the much longer list of groups included in our nondiscrimination policies and equity language; may want to shift location to align with LIV 6.

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

POLICY LIV 5.1 - HOUSING OPTIONS
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 attainable to residents earning the median income, including: accessory dwelling units, duplexes, townhomes, mobile homes and 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.

POLICY LIV 5.4 - LAND SUPPLY FOR AFFORDABLE HOUSING
Continue to grow and utilize the Community Land Bank Program to create permanently affordable housing units.

POLICY LIV 5.5 - INTEGRATE AND DISTRIBUTE AFFORDABLE HOUSING
Integrated the distribution of affordable housing as part of individual neighborhoods and the larger community rather than creating larger concentrations of affordable units in isolated areas.

- POLICY LIV 5.6 - EXISTING NEIGHBORHOODS**
Expand housing options in existing neighborhoods (where permitted by underlying zoning) by encouraging:
- » Infill development on vacant lots and other undeveloped parcels surrounded by, or adjacent to existing homes;
 - » Internal accessory dwelling units such as basement or upstairs apartments;
 - » Detached accessory dwelling units 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, age, ability, lifestyle, or income.

POLICY LIV 6.1 - BASIC ACCESS
Support the construction of housing units with practical features that provide basic access and functionality for people of all ages and widely varying mobilities.

POLICY LIV 6.2 - SPECIAL CARE HOUSING
Plan for populations within the community who have specialized housing needs. Residential- care facilities, shelters, group homes, and senior housing should be integrated throughout the Growth Management Area.

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.

POLICY LIV 6.4 - PERMANENT SUPPLY OF AFFORDABLE HOUSING
Create an inventory of affordable housing consistent with the Affordable Housing Strategic Plan.

POLICY LIV 6.5 - AGING IN PLACE
Retain attainable housing options in existing neighborhoods so that long-term residents can “age in place.”



Ribbon cutting ceremony for the Senior Center

POLICY LIV 6.6 - AFFORDABLE HOUSING PROGRAMS

Support the development and provision of affordable housing in the community by maintaining 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 of and the rehabilitation of affordable housing units.

POLICY LIV 6.8 - MONITOR HOUSING AFFORDABILITY

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

POLICY LIV 6.9 - MITIGATE DISPLACEMENT IMPACTS

Mitigate the impacts to residents displaced through the closure of manufactured housing parks or conversion of rental apartments, including single room occupancy units, to condominiums or other uses.

Principle LIV 7: Encourage development that reduces impacts on natural ecosystems and promotes sustainability and resilience.

POLICY LIV 7.1 - POLICY LIV 7.1 – EFFICIENCY AND RESOURCE CONSERVATION

Reduce net energy and water use of new and existing buildings.

POLICY LIV 7.2 - OUTDOOR WATER USE

Promote reductions in outdoor water use through the application of xeriscape principles such as: selecting low water use plant materials, using efficient irrigation, and improving the soil before planting.

POLICY LIV 7.3 - URBAN HEAT ISLAND EFFECT

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



Bucking Horse apartments

POLICY LIV 7.4 - 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 enhance the comfort of public spaces.

Principle LIV 8: Recognize, protect and enhance historic resources.

POLICY LIV 8.1 - IDENTIFY HISTORIC RESOURCES

Determine through survey what historic resources exist within the Growth Management Area, how significant these resources are, the nature and degree of threat to their preservation, and methods for their protection.

POLICY LIV 8.2 - 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.

POLICY LIV 8.3 - INCREASE APPRECIATION OF VALUE

Increase awareness, 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 8.4 - FINANCIAL INCENTIVES

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

POLICY LIV 8.5 - 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 8.6 - LANDMARK DESIGNATION

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

POLICY LIV 8.7 - INTEGRATE AND ADAPTIVELY REUSE HISTORIC RESOURCES

Maintain the value of materials and energy 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 8.8 - ENERGY EFFICIENCY

Support energy efficiency improvements that contribute to or do not lessen the integrity and longevity of historic structures. Consider means of improving efficiency that conserve valuable historic materials, such as installing storm windows rather than window replacement.



Avery House





CULTURE AND RECREATION

Culture and recreation refer to two crucial aspects of Fort Collins' quality of life. Both enrich residents' day to day experiences, while also contributing to stronger physical and mental health. Fort Collins has robust programs supporting both arts and culture and parks and recreation, and the City is currently in the process of updating its 2008 Cultural Plan through a process called FOCO Creates. A number of other master plans or policy plans guide the development and maintenance of Fort Collins' parks, trails, and recreational facilities. Principles and policies for this outcome area provide support for the big ideas contained in more specific plans, which will continue to be referred to in the future to guide future efforts or improvements related to culture and recreation in the city. Culture and recreation principles and policies focus on:

- » **Aligning City Plan with FOCO Creates.** FOCO Creates is the name for the City's process to update its 2008 Culture Plan. It aims to develop a vision for arts and culture in the city, as well as defining roles and responsibilities for the City in supporting arts and culture in Fort Collins. This process is still underway, but 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 both plans are supportive and aligned with one another.

- » **Expanding Access to Culture and Recreational Opportunities.** As the City continues to expand the number of arts, cultural, and recreational opportunities available to residents, it will need to ensure all residents in the community, regardless of their age, race, income, or ability are able to access these opportunities. The principles and policies of this outcome area support ongoing efforts by the City to ensure such cultural and recreational opportunities are not just conveniently located for all residents, but that they are affordable to residents of varying income levels.

Principles Support our Core Values By:



Principles and Policies

The following principles and policies will guide our actions in this outcome area.

Principle CR 1: Build Fort Collins' identity as a cultural center and destination by increasing the visibility and accessibility of arts and culture activities and expressions from all cultural traditions.

POLICY CR 1.1 - CULTURAL FACILITIES AND PROGRAMS

Provide, maintain, sustain, and operate a diverse, accessible, and affordable mix of cultural facilities and programs that support a full range of performing, historical, and visual arts programs.

POLICY CR 1.2 - PUBLIC ART

Enhance the unique identities of our community through the equitable acquisition, exhibition, and preservation of art representing a diversity of cultural traditions in public spaces throughout Fort Collins.

POLICY CR 1.3 - VISIBILITY OF THE ARTS AND CULTURE

Promote and increase the visibility of the arts, culture, and science activities throughout Fort Collins.

POLICY CR 1.4 - FUNDING OPTIONS

Identify and encourage sustainable public and private funding opportunities and mechanisms to nourish a strong arts and culture industry and creative community.

POLICY LIV 1.5 - ARTS EDUCATION AND LIFELONG LEARNING

Encourage partnerships and programming between educational, cultural, and business institutions to improve opportunities for lifelong learning and the expansion of creative industries employment in the community.

ARTS AND CULTURE PLAN

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 currently underway. The final plan will work in tandem with the [principles and policies in City Plan.



Fiesta de Movimiento Comunitario de Hickory Street

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

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 ages, abilities, and income levels 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, line irrigation ditches and storm drainageways with trails 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 equitably throughout the community.

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

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 - MULTI-PURPOSE LANDS

Maintain and develop partnerships among City departments and other organizations to provide multi-purpose parks and open lands 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..



Gardening event at community park

PARKS AND RECREATION

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 to effectively utilize limited resources to provide parks, trails and recreation services to a growing community. Additional focus has been made towards sustainable practices to ensure the protection of the environment through the continued development of new park facilities.

The Trails Master Plan sets forth the vision on how the trail system will grow as the community continues to grow. The master plan 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 recreation purposes.



- » **Strengthening our Economy.** 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. Moving forward, 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. However,

- » **Space Needs for Businesses.** While there are many new businesses being formed in the city and local jobs are growing, there is a need for space for these companies to grow. 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 respond to any deficiencies with incentives and other forms of strategic partnerships.
- » **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 on-going 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”).

Livability

- Supporting an **innovation, creative, and entrepreneurial atmosphere.**
- Coordinating efforts among City, regional, state, and federal programs to **create an innovation ecosystem.**
- Ensuring we have an adequate **supply of vacant land to meet our employment needs** and space to meet the needs of growing businesses.

Community

- Supporting **workforce development** and connecting qualified workers with employers.
- Supporting local, unique, and creative businesses** to thrive and grow.
- Reducing identified barriers of workforce attraction** and retention, including access and affordability of housing and childcare.

Sustainability

- Developing climate adaptation and resiliency plans** that ensure businesses and workers are able to adapt to abrupt and long-term changes to our climate.
- Supporting the **creation of a climate economy**, and innovations and pilot projects that will help the City explore ways in which it can use technology to monitor and reduce greenhouse gas emissions in a way that is cost-effective.

\$

Principles and Policies

The following principles and policies will guide our actions in this outcome area

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

POLICY EH 1.1 - SUPPORT JOB CREATION

Support the enhancement of the community’s economic base and job creation by focusing on retention, expansion, incubation, and recruitment efforts that bring 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 customer 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. This engagement should support the development and modification of best practices related capital construction management, land use code decisions, and capital project prioritization.

POLICY EH 1.3 - SALES TAX REVENUE

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

POLICY EH 1.4 - STRATEGIC ECONOMIC INVESTMENTS

Emphasize job creation, retail sales tax revenue, and essential infrastructure/capital facilities when considering direct economic investments, because these community goals create a vibrant and resilient economy. However, also consider the economic, environmental, and human- related community goals set forth in this document when making these investments. Investments may include the direct assistance of private businesses and/or projects when they delivery on these community objectives.

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.

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 entrepreneurialism. These assets should also include financial tools and capital to support innovation and entrepreneurialism by leveraging local, state, and national grants, 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 or 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 diversity of strengths to 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.

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

POLICY EH 3.1 - BUSINESS PROGRAMS

Work with local business community to ensure economic development strategies and plans are identified to improve economic health. Collectively identify programs and support efforts that will help existing businesses and new business creation.

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 the creation of jobs, 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 business, such as the local brewing industry, in promotional efforts to increase local and national awareness and recognition of the locally grown businesses.



Local brewery: Odell Brewing Co.

Principle EH 4: Ensure 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 and (re)development 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 lead regional economic development efforts.

POLICY ENV 5.1 - ECONOMIC PARTNERSHIPS

Collaborate with the business community, various business organizations, educational institutions (e.g., Front Range Community College), regional research and development institutions (e.g., Colorado State University, Center For Disease Control), and economic development organizations (e.g., Fort Collins Area Chamber, One NoCO, Upstate Colorado, Larimer County Economic and Workforce Development, and adjacent communities in both Larimer and Weld) to encourage and support a healthy economy, to 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 Fort Collins/Loveland 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 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 in from outside the City and Region.

POLICY EH 6.2 - CAREER PATHWAYS

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

POLICY EH 6.3 - YOUTH ENGAGEMENT

Educate young residents of the diversity of career opportunities available locally and on educational resources that can help create opportunities for future careers.



Summer in the City summer camp teaching students about how their city works and the many career paths available

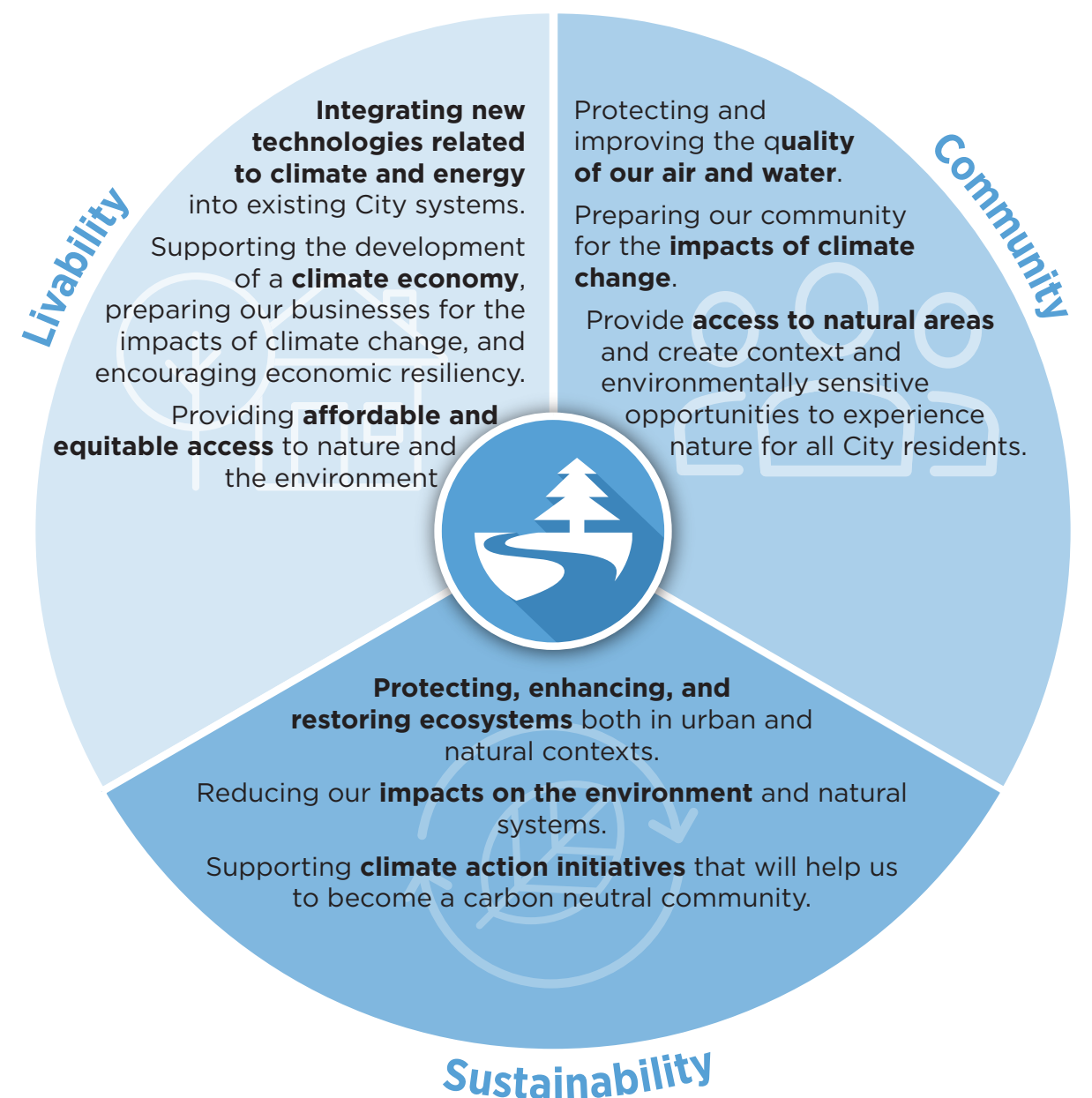


ENVIRONMENTAL HEALTH

Protecting and enhancing the environment is a core value in Fort Collins. From passing our first open space sales tax in 1973 to establishing our first climate action goals in 1999, the community's leadership on environmental stewardship and conservation reinforces that core value. This plan provides principles and policies to continue the advancement of environmental health with the following themes:

- » **Climate Action Goals.** Fort Collins aims to become carbon neutral by 2050, and already, we've managed to reduce our emissions by over 17% while also growing our population and local economy. The principles in this outcome area continue to support ongoing climate mitigation efforts, e.g., reducing emissions from energy, waste, and transportation, while ensuring solutions continued to be designed for affordability, equitable access, and to preserve the incredible quality of life 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 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 mitigation and resilience solutions must be addressed systematically and be integrated into the City's day-to-day decision-making processes.
- » **Resource Management and Conservation.** Managing our use of and impact on our community's natural resources will continue to be a major focus of City Plan. Conserving wildlife habitats, urban and exurban forests, the Poudre River corridor and urban nature integration ensures future generations will be able to enjoy them as the current one has. In addition, managing and conserving resources will be essential as our 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 & 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.

Principles Support our Core Values By:



Principles and Policies

The following principles and policies will guide our actions in this outcome area.

Principle ENV 1: Conserve, create and enhance ecosystems and natural spaces within Fort Collins, the Growth Management Area, and the region.

POLICY ENV 1.1 - PUBLIC OPEN LANDS

Maintain a system of publicly-owned open lands 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 conservation 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.

POLICY ENV 1.3 - NATURE IN THE CITY

Conserve, protect, and enhance natural resources and high value biological resources throughout the Growth Management Area 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;
- » Utilizing green infrastructure to manage stormwater and increase greenspace in public right-of-ways, and in public and private.



Fossil Creek Park

NATURE IN THE CITY

Nature in the City sets a visionary approach to preserving and enhancing nature within the city. Specifically, the vision 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 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 established neighborhoods and future developments. Consistent with other City plans, this vision will be accomplished through a triple-bottom-line approach considering benefits and impacts of environmental, economic, and social variables. Nature in the City identifies three priority goals:

1. Easy access to nature. Ensure every resident is within a 10-minute 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.

- » Build incentives to support use of native plants in a matrix-based planting approach that supports plant and animal diversity.

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 and context sensitive trail design, location, and construction. Mitigation strategies will be pursued to reduce or eliminate environmental impacts should a new trail be 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.

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.

POLICY ENV 2.1 - AFFORDABILITY, RELIABILITY, AND SUSTAINABILITY

The community’s commitment to carbon neutrality is predicated on preserving and enhancing Fort Collins’ quality of life. 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.

POLICY ENV 2.2 - INTEGRATE MITIGATION AND RESILIENCE ACTIONS

Continue to implement, monitor, and periodically update the Climate Action Plan, 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.



Celebrating the completion of Fort Collin’s Utilities Administration Building, Colorado’s first completed LEED v4 New Construction project

Principle ENV 3: Advance carbon neutral energy systems.

POLICY ENV 3.1 - CARBON NEUTRAL ELECTRICITY SUPPLY

Provide 100% renewable electricity supply by 2030 and continue to incentivize distributed energy resources.

POLICY ENV 3.2 - CARBON NEUTRAL BUILDINGS

Support carbon-free energy use and prioritize energy efficiency incentives across Fort Collins’ existing and new construction building stock, including City owned facilities.

POLICY ENV 3.3 - ELECTRIFICATION

Support a systems approach to electrification, including buildings, mobility, and other systems.

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 which 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.

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:

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

Ongoing implementation of the Air Quality Plan plays a critical role in linking 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 recycling gas lawn mowers and replacing with electric lawn mowers.

Principle ENV 5: Create a zero waste system.

POLICY ENV 5.1 - 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.

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 tax increment financing and zoning that enable 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 - 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.

ROAD TO ZERO WASTE

The City of Fort Collins has been committed to reducing waste for over 20-years. In 1999 the City set the goal to divert 50% of its waste from landfills. In 2016, this goal was exceeded diverting materials towards recycling or composting. Most recently, the ambitious goal to achieve zero waste by 2030 has been set in the Waste Reduction and Recycling Plan: On the Road to Zero Waste. Key priorities in the plan include culture change, reduce and reuse, composting organic material and addressing construction and demolition debris through recycling and deconstruction. The priorities and policies in City plan and reinforce the goals of Zero Waste.

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 sustainability to achieve a Zero Waste system for the community. Better understanding 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 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.



Waste Audit determining how much waste could be 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 SUPPLY AND DEMAND MANAGEMENT POLICY

Provide for an integrated approach to providing a reliable water supply to meet the beneficial needs of customers and the community while promoting the efficient and wise use of water. Implement conservation measures in accordance with the Water Conservation Plan and periodically adjust as needed. Water supply reliability criteria will take into consideration potential effects of climate change and other vulnerabilities.

POLICY ENV 6.2 - 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. Encourage public and private redevelopment in high priority environmental areas where there is currently underutilized development such as surface parking lots, underutilized retail, etc. Utilize this redevelopment to bring about and enhance the habitat and ecosystem functionality of the redeveloped area.

POLICY ENV 6.3 - 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 6.4 - LOW IMPACT DEVELOPMENT

Pursue and implement Low Impact Development (LID) as an effective approach to address stormwater quality and impacts to streams by urbanization. Low Impact Development 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 pre- development hydrology.

POLICY ENV 6.5 - BEST MANAGEMENT PRACTICES

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

POLICY ENV 6.6 - PUBLIC LANDS

Utilize public lands such as street right of way, for the design of multi-functional 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.



Timberline Recycling Center

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;
- » 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 adequate setbacks are provided to account for lateral migration of the 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, historic, 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 River, its natural setting, the protected corridor features, and the foothills and mountains.

POLICY ENV 7.4 - CACHE LA POUDE RIVER NATIONAL HERITAGE AREA

Protect historic landmarks and significant cultural landscapes within the Cache la Poudre River National Heritage Area 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



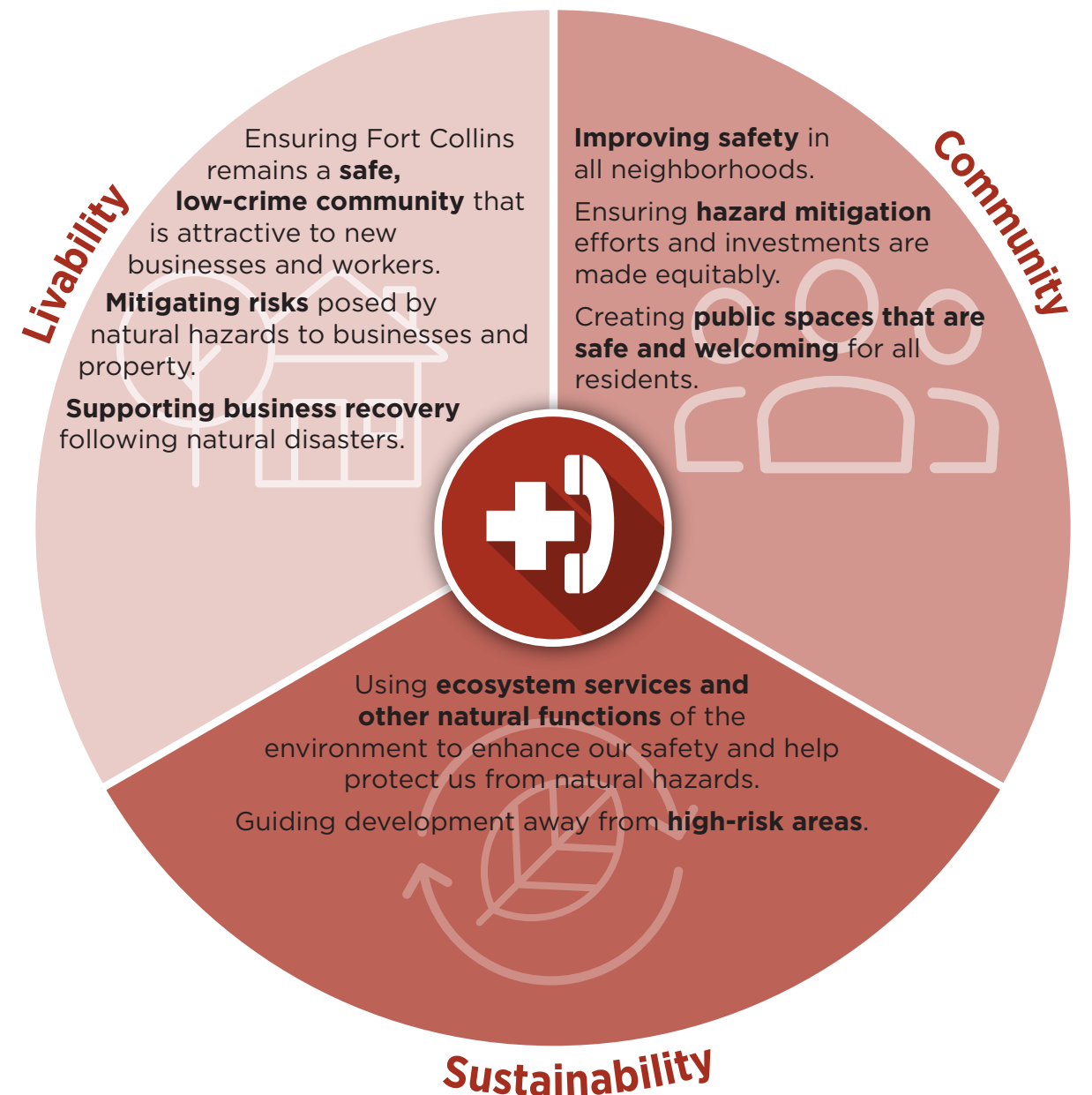
SAFE COMMUNITY

Community safety is another key aspect of quality of life in Fort Collins. Residents, workers, and business owners alike 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, workforce, and businesses. While crime prevention, fire safety, and other public safety services remain a focus, mitigating risks posed by natural hazards to residents, property and infrastructure will be given a greater focus in this update to City Plan. Specifically, principles address:

» **Public Safety Services.** Aside from the services provided by Fort Collins Police Services and the Poudre Fire Authority, the City of Fort Collins supports a number of policies and programs that promote public safety. City Plan encourages these programs continue in the future, and continue to adapt based on changing needs or circumstances. In addition, ways to create safe and welcoming parks, streets, plazas, and other public spaces will be encouraged through the principles and policies of 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 are likely to 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 is a focus of the principles and policies of this outcome area. Mitigation is just one piece of this conversation, and 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 natural hazard events could create.

Principles Support our Core Values By:



Principles and Policies

The following principles and policies will guide our actions in this outcome area.

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.

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 environmental design considerations, such as adequate lighting, 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 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 Poudre Fire Authority (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 University of Colorado Health (UCH) 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 Fort Collins Police Services, PFA, or UCH .

POLICY SC 2.5 - COORDINATED RESPONSES

Coordinate with Colorado State University and neighboring jurisdictions to provide coordinated responses to emergencies and other high impact events. Where mutually beneficial for all parties, consider intergovernmental agreements or contracts for service with other jurisdictions were duplication of services can be avoided.

POLICY SC 2.6 - EMERGENCY PREPAREDNESS

Maintain an emergency operations plan or similar to guide the City’s response to disasters and other emergency events. Ensure the plan outlines roles and responsibilities of City departments and staff during such events, as well as the continuity of government to ensure the City can continue to operate during and immediately following 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 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.

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 .



Flooding from 2013

Principle SC 4: Develop an equitable, comprehensive, coordinated, and efficient system of health and human services that is accessible to all residents in need of assistance.

POLICY SC 4.1 - 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 SC 4.2 - HEALTH AND HUMAN SERVICE PROVIDERS
Rely upon health and human service organizations to provide community health and human services, and focus on improved communication, education, accessibility, and collaboration in order to enhance overall physical and mental health, safety, and wellness of the community.

POLICY SC 4.3 - PARTNER ORGANIZATIONS
Partner, fund, collaborate with local service providers to ensure adequate level of assistance for human service needs including: affordable childcare, homelessness services, mental illness and substance use disorders, food access, workforce development, education, etc.

POLICY SC 4.4 - PLACEHOLDER
Add a policy re: use of City real estate for public purpose/benefit.

POLICY SC 4.5 - FACILITY SITING AND ACCESS
Encourage health and human services providers to carefully consider locations of new facilities and transportation implications, provide private transportation to services, and coordinate with the public transportation system, particularly areas that are or will be served by high-frequency transit.



Special Olympics



Human Service Partner Event

Principle SC 5: Provide opportunities for residents to lead healthy and active lifestyles.

POLICY SC 5.1 - ACTIVE TRANSPORTATION
Support means of physically active transportation (e.g., bicycling, walking, 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 5.2 - DESIGN FOR ACTIVE LIVING
Promote neighborhood and community design that encourages physical activity by establishing easy 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 physically active modes of transportation are a desirable and convenient choice.

POLICY SC 5.3 - COMMUNITY GARDENS AND MARKETS
Support cooperative efforts to establish community gardens and markets throughout the community and region. Such efforts include maintaining ongoing partnerships with the Gardens on Spring Creek, Poudre School District, Coalition for Activity and Nutrition to Defeat Obesity (CanDo), farmers markets, Community Supported Agriculture programs (CSAs), and others, as well as supporting the development of a potential year- round community marketplace.

POLICY SC 5.4 - REGIONAL FOOD SYSTEM
Participate in and follow the Northern Colorado Regional Food System Assessment project and other Larimer County agricultural efforts, and implement their recommendations at a local level, if appropriate.

POLICY SC 5.5 - 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., Homeowner Association-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 established neighborhoods.



Garden a'Fare Event



TRANSPORTATION

Transportation needs to 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 for all modes, while 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 of the 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 are driving increases in 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 metrics in Fort Collins trend 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 supports the adoption of policies and incentives (or potential regulations) to mitigate potentially negative impacts—such as an increase in VMT or SOV, or both—in the future.
- » **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 an easy, convenient, and safe activity or mode of transportation that is 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 in the future, Transfort is committed to refining its service through new routes that will increase frequency in high density corridors, innovative new services to connect people to transit, and new partnerships to provide regional connections.

Principles Support our Core Values By:



Principles and Policies

The following principles and policies will guide our actions in this outcome area.

Principle T 1: Transportation plans, management and investments support land use plans and decisions.

POLICY T 1.1 - DEVELOPMENT AND TRANSPORTATION INVESTMENT

As development occurs, concurrent transportation investments should be made to support increased demands for travel.

POLICY T 1.2 - LAND USE CONTEXT

Transportation projects will consider the land use context through design sensitive to land use, environmental, scenic, aesthetic, historic values and equity considerations.

POLICY T 1.3 - DESIGN FOR ACTIVE LIVING

Promote neighborhood and community design that encourages physical activity.

POLICY T 1.4 - ADEQUATE PUBLIC FACILITIES

Development projects will provide adequate 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

Transportation corridors adjacent to open lands and community separators will be designed in a manner that avoids and minimizes negative impacts.

POLICY T 1.7 - BRT AND HIGH FREQUENCY TRANSIT SERVICE

The implementation of new transit corridors, new BRT corridors and more frequent service on existing transit corridors will be phased to coincide with new transit supportive development.

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 supporting all modes of travel.

POLICY T 2.1 - FUNDING

Seek and secure sustainable, dedicated long-term funding for all modes of transportation.

POLICY T 2.2 - CIP HORIZON AND SCHEDULE

The Capital Improvement Plan (CIP) will have a 25 year horizon plus a short-term (5-6 year) horizon and be updated every two years in coordination with the Budgeting for Outcomes schedule and other strategic opportunities.

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, ADA guidelines, and new technical standards.



Learning about bike safety

POLICY T 2.5 - MAINTENANCE AND ASSET MANAGEMENT

Protect investment in transportation facilities, systems and services through a proactive, high-quality maintenance program.

POLICY T 2.6 - COMPLETE NETWORK

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

POLICY T 2.7 - MODAL PLANS

Maintain and update Bicycle, Pedestrian and Transit plans that expand upon the general principles and policies identified here.

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

POLICY T 3.1 - EMERGING TRANSPORTATION

Update design standards, policies and operational strategies to support and manage newly emerging transportation options (including but not limited to autonomous vehicles, neighborhood electric vehicles, electric assist bicycles, 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, 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, while also considering compliance with the Federal Aviation Administration (FAA) rules and regulations.



ZipCar car sharing launch

POLICY T 3.6 - AUTONOMOUS VEHICLES

Ensure that autonomous and connected vehicles and infrastructure reduce travel time, support and encourage public transit, reduce greenhouse gas emissions 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 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 Transportation Network Companies (a mobility service provider such as Lyft or Uber) support Fort Collins’ goals of Towards Vision Zero, reduced Greenhouse Gas Emissions, decrease single occupancy vehicles, and improved travel time.

POLICY T 3.9 - ELECTRIC VEHICLES

Encourage, prioritize and support the use 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 (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, Transportation Network Company/shuttle pick up and drop off zones, etc.

Principle T 4: Pursue regional transportation solutions.

POLICY T 4.1 - REGIONAL TRANSPORTATION PLANNING

Participate in the North Front Range Metropolitan Planning Organization’s (MPO) 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 Metropolitan Planning Organization (MPO), surrounding communities and private developers to build new and/or improve existing interchanges, overpasses and underpasses on I-25 to increase mobility and make bicycle and pedestrian connections across the interstate.

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 North Front Range Metropolitan Planning Organization, Colorado Department of Transportation (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.



Electric fleet vehicles



MAX Transit Station

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

POLICY T 5.1 - TRANSIT SYSTEM

The City’s public transit system will be expanded and evolved 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 other transportation as a service technology to connect major destinations, consistent with adopted transit plans.

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.

POLICY T 5.3 - INTEGRATE AND EXPAND TRANSIT SERVICE TYPES

Integrate fixed-route transit service with mobility innovation zones to serve lower density areas of the City with non-traditional transit service. Focusing on expanding mobility in a cost-effective way, the City will use existing and new technologies, including micro-transit, partnerships with Transportation Network Companies, other mobility-as-a-service technologies and other innovations.

POLICY T 5.4 - RELIABLE TRANSIT SERVICE

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 bus stop bulb-outs, transit signal priority, bus-only lanes, streamlining of route patterns to minimize deviations and appropriately spaced bus stops.

POLICY T 5.5 - TRANSIT STOPS

Transit infrastructure will be expanded and modernized with the customer’s mobility and security first in mind. This includes improvements to bus stops/shelters, expanded and upgraded transit centers and mobility hubs to connect many different modes to transit. Maintain per the Transfort Bus Stop Guideline standards and update the guidelines document as needed.

POLICY T 5.6 - REGIONAL TRANSIT LEADERSHIP

The City will 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 greater North Front Range Region.

POLICY T 5.7 - TRANSIT TECHNOLOGY

Safe, modern and cost-effective transit service are top priorities with the City aggressively pursuing technology such as pedestrian blind spot detection and autonomous vehicles (buses and on-demand vehicles).

POLICY T 5.8 - CONNECT TRANSIT TO OTHER MODES

Connect public transit to other modes of travel through implementation of 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 like bicycle parking, bikeshare and carshare, multimodal information, park-n-rides and curbspace for shuttles and drop-off vehicles.

POLICY T 5.9 - TRANSFORT SERVICE STANDARDS

Transit service shall be provided in accordance with the Transfort Service Standards.

POLICY T 5.10 - PARATRANSIT

Paratransit will be provided in accordance with Federal requirements and the City will look for ways 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, the City will expand the Transit Maintenance Facility to store and maintain a larger fleet of buses and support vehicles.



Walk and Wheels skills hub

Principle T 6: Bicycling is a safe and convenient travel option supported by 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 a physically active and environmentally healthy community.

POLICY T 6.5 - FACILITY MAINTENANCE

Implement 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 the city's disability community.



Safe Routes to School Class

Principle T 7: Walking is a safe, easy, and convenient travel option supported by a connected network of sidewalks, paths and trails.

POLICY T 7.1 - PEDESTRIAN FACILITIES

Implement 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 a well-lit, inhabited pedestrian network, by enforcing snow removal on sidewalks adjacent to residential properties and by 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

Neighborhood streets will provide an attractive, safe environment for pedestrians, bicyclists and drivers with well-designed streetscape, 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 and other key pedestrian destinations.

POLICY T 7.5 - INFRASTRUCTURE FOR DISABLED COMMUNITY

Increase programming and infrastructure focus on providing the best environment to accommodate the needs of the city's disability community.

Principle T 8: Manage use of 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 (e.g., intelligent transportation systems (ITS), signal optimization).

POLICY T 8.3 - INNOVATIVE FUNDING

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

POLICY T 8.4 - MULTIMODAL LEVEL OF SERVICE

The City will have current Multimodal Level of Service standards positioned 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 (the consolidation and narrowing of access points).

POLICY T 8.6 - ROUNDABOUTS

Roundabouts will be considered as the principal means of achieving transportation system safety and efficiency at intersections for all modes of travel in accordance with Establishing Criteria for Arterial Intersection Analysis (Resolution 2001-120).

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.

Principle T 9: Transportation systems support a healthy and equitable community.

POLICY T 9.1 - HEALTH AND HUMAN SERVICE PROVIDERS

Improve transportation access to health and human service 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 like electricity or hydrogen.

POLICY T 9.3 - CITY VEHICLE FLEET

Manage city vehicle fleets to minimize environmental impacts and use of non-renewable fuels.

POLICY T 9.4 - HEALTHY TRANSPORTATION CHOICES

The City will develop and support community programs that promote active transportation choices.

POLICY T 9.5 - EQUITABLE ACCESS

Provide equitable access to services and resources particularly for historically marginalized and under-resourced communities.

POLICY T 9.6 - ACTIVE TRANSPORTATION

Support physically active transportation (e.g., bicycling, walking, wheelchairs, etc.) by continuing bike and pedestrian safety education and encouragement programs.

POLICY T 9.7 - 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-metric tools to prevent adverse and disproportionate impacts.

POLICY T 9.8 - HEALTH AND EQUITY INDEX SCORE

Transportation projects will address the needs and prioritize historically marginalized and under-resourced communities as identified in the Health and Equity Index Score map in the City of Fort Collins' Trends and Forces Report.

POLICY T 9.9 - AIR QUALITY

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

POLICY T 9.10 - CLIMATE ACTION PLAN

Prioritize transportation planning projects and programs that support the Climate Action Plan and Greenhouse Gas reduction goals.

POLICY T 9.11 - ADA INFRASTRUCTURE

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

Principle T 10: Provide safe travel conditions for all modes.

POLICY T 10.1 - TOWARDS VISION ZERO

Develop a safety enhancement action plan for all modes based on the City's commitment to Vision Zero with priority focus given to historically marginalized and under-resourced communities including the disability community.

POLICY T 10.2 - EDUCATION AND ENFORCEMENT

The City will promote development of educational programs and 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 and bicyclists.

POLICY T 10.4 - PEDESTRIAN TRAFFIC LAWS

The City and community will partner to develop educational and enforcement programs that promote safety and encourage respect for pedestrians and by pedestrians for traffic laws.

POLICY T 10.5 - STREET CROSSINGS

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

POLICY T 10.6 - SAFE ROUTES TO SCHOOL

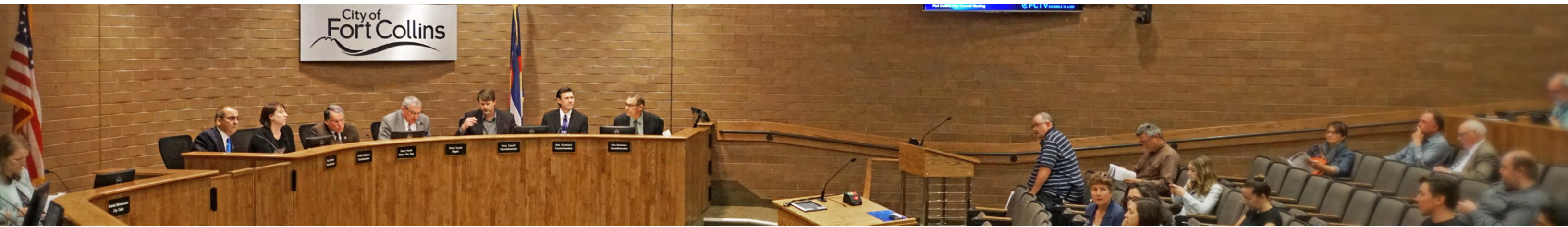
The community will have a Safe Routes to School program focused on connectivity and prioritize a sustainable method to educate all children, teachers, parents and schools about safe walking and bicycling, including members of the disability community.

POLICY T 10.7 - PERSONAL SAFETY

Infrastructure and programs are designed to promote personal safety through lighting, the activation of public space and police presence.



Education activity for Safe Routes to School



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 strives to be as transparent and open as possible, particularly when it comes to how taxpayer dollars are being spent. Moving forward, the City will strive to improve upon current practices and policies. Specifically, principles address:

» **Community Engagement.** Principles and policies in City Plan will encourage the City 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 under-represented 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 leadership and staff of the City of Fort Collins are dedicated to providing the community with high-quality service that is responsive to the needs of residents and businesses in the city. Through a process of continual improvement, the City is constantly evaluating its own programs, services, and actions to identify areas where processes could be improved to result in better, more efficient and effective outcomes for the community. In addition, the City is not afraid to try new and innovative technologies or processes to better serve citizens. 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.
- » **Public Safety Services.** Aside from the services provided by Fort Collins Police Services and the Poudre Fire Authority, the City of Fort Collins supports a number of policies and programs that promote public safety. City Plan encourages these programs continue in the future, and continue to adapt based on changing needs or circumstances.

Principles Support our Core Values By:



Principles and Policies

The following principles and policies will guide our actions in this outcome area.

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

POLICY HI 1.1 - LOCAL GOVERNMENT RESPONSIVENESS

Respond to inquiries and concerns from citizens in a timely and coordinated manner.

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 - 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 1.4 - 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 (e.g., annexations, subarea plans, and major updates to the structure plan).

POLICY HI 1.5 - DIVERSE, SUSTAINABLE REVENUE STREAMS

Pursue opportunities to diversify the City’s revenue stream from the traditional “sales/use tax” model when doing so would create a new source of funding for City services, programs, maintenance, and/or major capital projects on either a temporary or long-term basis.

POLICY HI 1.6 - BUDGETING FOR OUTCOMES

Use the Budgeting for Outcomes approach for developing a biennial budget that allocates revenues based on citizen priorities and for providing citizens 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 North Front Range Metropolitan Planning Organization, 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.

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

POLICY HI 2.1 - VOLUNTEERISM

Promote a spirit of volunteerism in the community by coordinating with organizations and groups that engage volunteers and by providing a range of opportunities for citizens to volunteer for the City of Fort Collins.

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, non-profit organizations, and others who provide educational classes or programs to ensure lifelong learning opportunities are available and accessible to residents of all ages, incomes, and abilities.

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 such efforts include targeted approaches for marginalized communities or other groups who have historically been underrepresented in past outreach efforts.



Campus West Connections grand opening celebration. Campus West Connections is dedicated to building strong connections and promoting neighborhood quality of life by engaging the Campus West community through accessible services and proactive education, information and outreach



Family Volunteer Day - Cleaning up the trail system.

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

POLICY HI 3.1 - CITY BOARDS AND COMMISSIONS
Reflect the diversity of our community in the membership of resident boards and commissions.

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 - DIVERSITY OF ENGAGEMENT APPROACHES
Develop and provide a range of approaches for engaging with the community in a meaningful and authentic way. Ensure approaches are tailored to and appropriate for different levels of engagement, as well as for different socioeconomic 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 from different ages, racial backgrounds, tenure types, education levels, income levels, etc., as well as those who have limited English proficiency or face some other barrier to participating in engagement activities.



Open Streets concert event

Principle HI 4: Promote a more inclusive and equitable community that encourages and celebrates diversity.

POLICY HI 4.1 - ACCEPTANCE, INCLUSION, AND RESPECT
Identify opportunities to promote acceptance, inclusion and respect for diversity. Discourage all forms of discrimination, especially characteristics that are protected by law.

POLICY HI 4.2 - 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 HI 4.3 - CULTURAL COMPETENCY
Provide City services and share information in a manner that is culturally and linguistically relevant to a range of residents.

POLICY HI 4.4 - EQUITY CONSIDERATIONS
Include considerations for equity in decision-making processes across the City organization to ensure 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.

